



From Strength to Strength: Building a Resilient and Sustainable Future

SMRT Corporation Ltd Sustainability Report 2024/25

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About This Report

This report outlines the sustainability performance and initiatives of SMRT Corporation Ltd for the period from 1 April 2024 to 31 March 2025 (FY24/25). Headquartered at Paya Lebar Quarter Tower 3, SMRT's operations are primarily based in Singapore. Published as an in-house effort, the scope of this report covers SMRT Corporation Ltd, along with major subsidiaries and joint ventures directly held by SMRT, unless otherwise stated.

Reporting Framework

The report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards, reflecting our ongoing commitment to transparency and alignment with international sustainability benchmarks. Preparations are also underway for progressive alignment with the International Sustainability Standards Board (ISSB) S1 and S2 standards, ahead of upcoming regulatory requirements.

In FY24/25, our climate scenario assessments were expanded beyond rail operations to include public bus services. Our reporting also continues to align with the United Nations Sustainable Development Goals (UN SDGs), which guide our efforts to contribute meaningfully to national and global sustainability priorities.

External Assurance

While we have not engaged external assurance for this reporting cycle, data accuracy and integrity remain key priorities. The implementation of our ESG Data Management System (DMS) enables centralised tracking and reporting of sustainability-related data across all Business Units.

An internal audit of Scope 1 and 2 greenhouse gas (GHG) emissions was conducted during the year, and the findings have been incorporated in this report. SMRT remains committed to enhancing assurance practices and intends to obtain external assurance in line with regulatory requirements set by the Accounting and Corporate Regulatory Authority (ACRA), targeted from FY2032 onwards.

Feedback

We welcome your feedback to help improve our sustainability reporting. For comments, suggestions, or enquiries, please contact us at sustainability@smrt.com.sg.

Ngien Hoon Ping
Group CEO

Seah Moon Ming
Chairman

Message from Chairman and Group CEO

In a world facing more uncertainty due to global tensions and rising costs, SMRT's focus remains clear and consistent—to provide safe, reliable, and sustainable transport for everyone. In FY24/25, our daily public transport ridership rose to more than 2.8 million, a 16% increase from last financial year. Based on ridership, SMRT is the largest public transport operator.

The theme for this year's Sustainability Report, "From Strength to Strength: Building a Resilient and Sustainable Future", reflects our aim to grow with purpose. As our network expands, we are making sustainability an integral part of our operations—improving our environmental impact, helping the community, and ensuring strong governance for the long term.

Growing Our Green Transport Network

As Singapore moves towards a low-carbon future, SMRT is doing its part to support greener transport. In June 2024, Stage 4 of the Thomson-East Coast Line (TEL4) opened, adding seven new stations along the eastern corridor. This supports LTA's goal of having 80% of households be within a 10-minute walk of a train station by the 2030s. The completion of Circle Line Stage 6 (CCL6) is on track, with trial runs planned for early 2026. When ready, it will shorten travel times and offer routes that avoid busy interchanges like City Hall and Raffles Place.

STRIDES also became the new operator of the Sentosa Express last year, improving the travel experience to one of Singapore's top attractions. Meanwhile, SMRT Buses took over the Jurong West Bus Package, onboarding more bus captains into our fold. STRIDES Premier Taxi also expanded its green fleet, with most taxis now being electric or hybrid.

Reducing Our Environmental Impact

Even as we grow, we are lowering our greenhouse gas emissions intensity. This shows that we can serve more people while staying environmentally responsible.

Technology and efficient operations make this possible. Since July 2024, our Green Communications-Based Train Control (CBTC) Next Gen project has saved an extra 8% in energy consumption on the North-South and East-West Lines (NSEWL)—equal to the yearly electricity use of more than 3,000 households. A second phase slated for late 2025 could save another 5%.

We are also increasing our use of solar energy. In 2025, we completed Phase 2 of our solar panel project at Bishan Depot and installed new panels at Tuas Bus Terminal. Our total solar energy capacity stands at 7.6 MWp, showing our strong commitment to clean energy.

We continue to explore procuring green electricity from the power generation companies to support Singapore's low carbon future, even though the current high premium makes it less viable.

Celebrating Progress and Partnerships

In August 2024, SMRT received three Singapore Environmental Achievement Awards from the Singapore Environment Council, recognising our efforts in sustainability.

SMRT Buses also improved energy efficiency through new smart building systems and AI-based telematics, winning top positions in the LTA Environmental Sustainability League 2024.



We also worked closely with our partners. Our fifth Value Chain Partner (VCP) Workshop encouraged responsible sourcing, and our Kaizen for Sustainability (KfS) course gave partners practical tools to reduce environmental impact.

Driving Innovation and Improving Operations

In FY24/25, we completed 151 KfS projects across SMRT, delivering S\$20.4 million in cost savings, including S\$2.5 million in direct savings. These show how continuous improvement benefits both the environment and our business.

We also used digital systems like Track Access Management System (TAMS), Mobile Operations & Maintenance System (MOMS), Advanced Station Operations Management System (ASOMS), and Advanced Train Operations Management System (ATOMS) to go paperless, saving 1.8 million printouts each year—about 181 trees—and avoiding 8.3 tonnes of CO₂ emissions.

AI and predictive technologies have improved safety and operations. Systems like iSAFE and Overwatch

have made monitoring more effective. Through the SMRT-SIT Transport Living Lab, we are also testing the use of Generative AI to automate safety investigations and improve risk assessments.

Staying Resilient and Ready

The disruption on the East-West Line (EWL) in September 2024 reminded us how important it is to stay ready for unexpected challenges. Our employees, along with the OneTransport family, vendors, contractors, and volunteers, worked hard to help commuters and to recover operations, always putting safety first. The strong sense of cohesion which SMRT Corporation has built up among our employees over the years was clearly demonstrated during this incident. Everyone leaned forward to support the effort.

We would also like to thank the public for their patience and understanding during this time.

SMRT Buses provided bridging bus services, our taxi drivers stepped up to help, and our teams coordinated closely with LTA to restore train services. We have learned important lessons that will make us even stronger in the future.

Supporting Our People and Communities

We encourage our leaders to take part in Gemba Walks—a powerful practice rooted in Kaizen that keeps us closely connected to ground realities. By stepping out of the office and being present onsite, our leaders gain firsthand insights into daily operations. These walks also present valuable opportunities to listen directly to staff about their challenges, workarounds, and ideas. The approach fosters a supportive culture where every individual feels heard and valued.

In 2024, we launched A Happier Workplace to create a more positive and supportive work environment, with activities that build teamwork and celebrate achievements.

We also deepened our community engagement. Using savings from our Kaizen projects, we gave out specially designed EZ-Link cards to 46,000 nurses in Singapore to thank them for their public service. This community-centric project builds upon a similar initiative the year before, when we gave EZ-Link cards to students from ITE and polytechnics, to promote the use of public transport, and to encourage them to pursue a career with us in SMRT.

Our Adopt-A-Station and Learning Journey programmes reached over 8,000 participants, helping the public better understand the public transport system.

We are turning our stations into lively community spaces, with art, music, fitness activities, and more—creating places for people to connect, not just passing through.

Service remains at the heart of SMRT. In 2024, our employees received 660 Commendation Awards and 14 Outstanding Awards at the National Kindness Awards. We also achieved record-high satisfaction scores in the international COMET and IBBG surveys.

These achievements reflect the passion and dedication of our people, who serve with pride every day.

Strengthening Governance and Transparency

Good governance is the foundation of SMRT's success. We continue to strengthen our policies and align with new sustainability reporting standards.

Recognising a more complex risk environment, we are also streamlining our Board committee structure to better oversee risks, including sustainability and other emerging risks.

Building a Stronger Future

Looking ahead, the openings of TEL5, CCL6, and the RTS Link will further boost Singapore's transport network. We

will also continue growing our other transport businesses while making sustainability a key part of both local and overseas operations.

By expanding our green initiatives, using technology, and working closely with our partners, we are building a stronger, more sustainable SMRT, ready to serve Singapore into the future.

Summary

At SMRT, we are committed to building a stronger and greener future by staying focused on safety, reliability, innovation, and care for the community. Together with our partners and people, we will continue to grow sustainably, embrace new technologies, and support Singapore's journey towards a low-carbon and resilient future. We are thankful for how far we have come, proud of the positive contributions our people have collectively achieved, and excited about the journey ahead.

Seah Moon Ming
Chairman

Ngien Hoon Ping
Group CEO

Statement by the Board Sustainability Committee

Sustainability remains at the core of SMRT's operations. Under the theme "From Strength to Strength: Building a Resilient and Sustainable Future", we reaffirm our commitment to integrating resilience into our sustainability journey, ensuring that we remain prepared for the increasing challenges posed by climate change.

As Singapore's leading public transport operator, we provide the most sustainable mode of land transport, moving over 2.8 million commuters daily. But SMRT is not just a public transport provider. Our vision is to enhance lifestyles, adding to the way people live, work and play. We are also mindful about how we enhance accessibility for our fast-aging population and improve inclusivity for people with disabilities.

Continued Enhancements in Sustainability Initiatives and Reporting

In FY24/25, we set environmental targets aligned with long-term decarbonisation goals, including a 2.5% reduction in total emissions from the previous year. To achieve this, our Business Units put in great effort in their KfS projects, working with our VCPs. These initiatives have been highlighted in Chairman's and Group CEO's message and are detailed in subsequent sections.

For Sustainability Reporting, we continued preparations for enhanced climate-related disclosures and risk management, including progressive alignment with the ISSB S1 and S2 standards. These would become mandatory for SMRT from FY2030. We also expanded our climate risk scenarios assessment beyond railway operations, to include our public bus operations.

Culture of Service for our Employees, Commuters and Community

On the social front, we strengthened our commitment and care for our employees. We launched the SMRT Rail Safety Experiential Centre to reinforce a strong safety culture. The enhanced Safety Culture 3.0 framework was also rolled out for our partners. We introduced A Happier Workplace, a company-wide initiative aimed at building a more positive and supportive working environment. We also deepened our partnership with the NTWU, headed by the new Executive Secretary.

In the public-facing domain, we completed the Comic Connect project, installing meaningful, heritage-inspired murals at 35 train stations and bus interchanges. We also advanced inclusivity with our continued participation in Purple Parade and the launch of the Purple Parade Concept Train, featuring stories of inspiring individuals with different abilities. SMRT achieved top marks in international public transport customer satisfaction surveys, under COMET and IBBG.

Looking Forward

We will continue to be a responsible steward of Singapore's public transport network, delivering safe, reliable and resilient transport services—bringing smiles and convenience to each daily commute.

One of our biggest challenges in the years ahead is the move towards significant decarbonisation to meet our 2030 targets. With Scope 2 emissions accounting for more than 50% of our total emissions, our ability to decarbonise is contingent on the government's efforts to green the electricity grid. We will continue to explore the potential to purchase low-carbon energy imports and monitor developments in other renewable energy sources, even as we forge ahead with internal efforts to improve energy efficiency.

Together, we are confident of moving from strength to strength, building a greener and more resilient Singapore.

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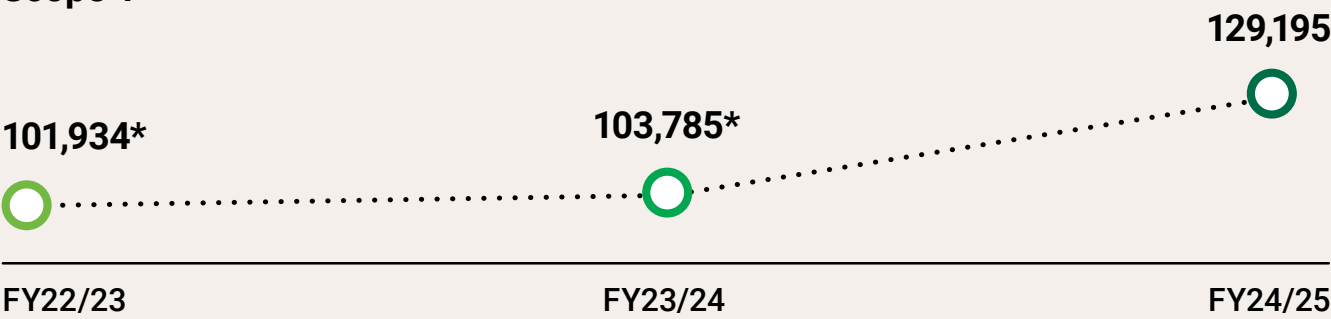
SMRT's Sustainability Snapshot

Environmental

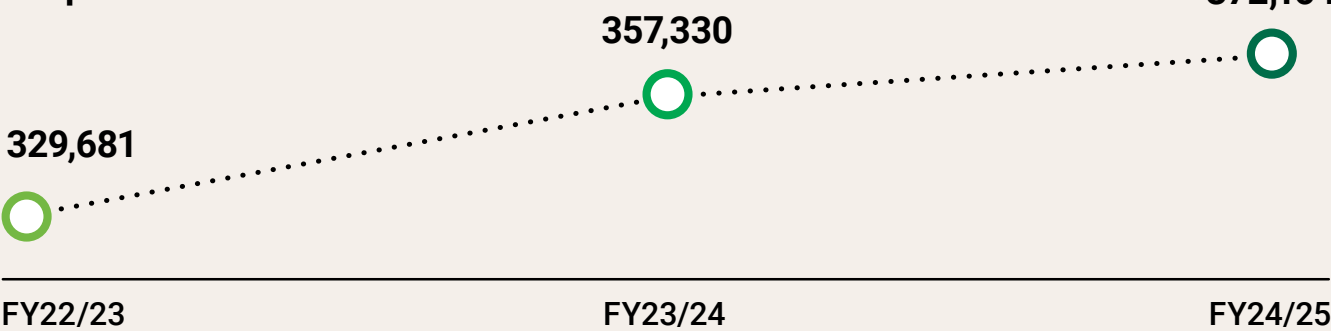
Greenhouse Gas Emissions (tCO₂e)

Improved carbon intensity despite network growth.

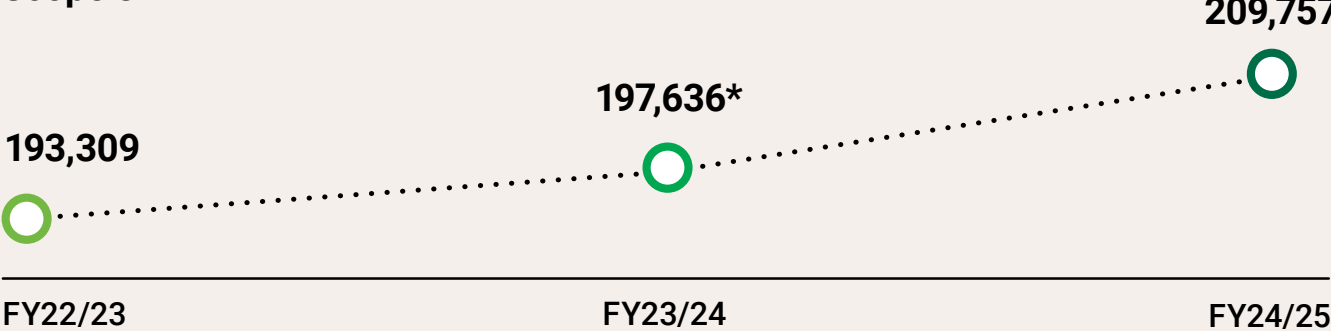
Scope 1



Scope 2

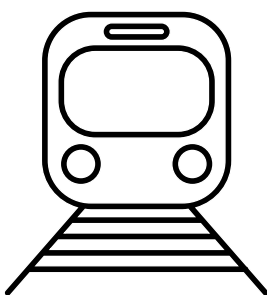


Scope 3



* Figures have been restated to reflect improvements in data collection methodologies and efforts to improve the accuracy of reported data
** Scope 1 and 2
^ Figures excluding TEL

Energy Consumption (kWh)



Energy consumption rose in tandem with expanded services, with over

2.8 million daily rides

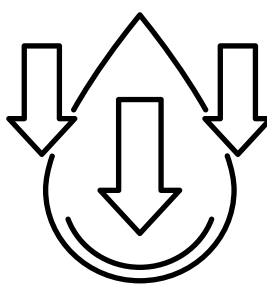
In FY24/25, the Total Energy Consumption was

893,001,643 kWh

with Onsite Renewable Electricity Consumption at

4,864,298 kWh

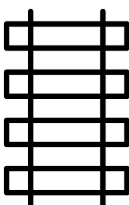
Water Consumption (m³)



17%

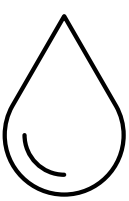
reduction in water intensity compared to FY23/24

Rail



Total Water Consumption

Fiscal Year	FY22/23	FY23/24	FY24/25
Total Water Consumption (m ³)	1,191,742*	1,270,302*	1,084,126



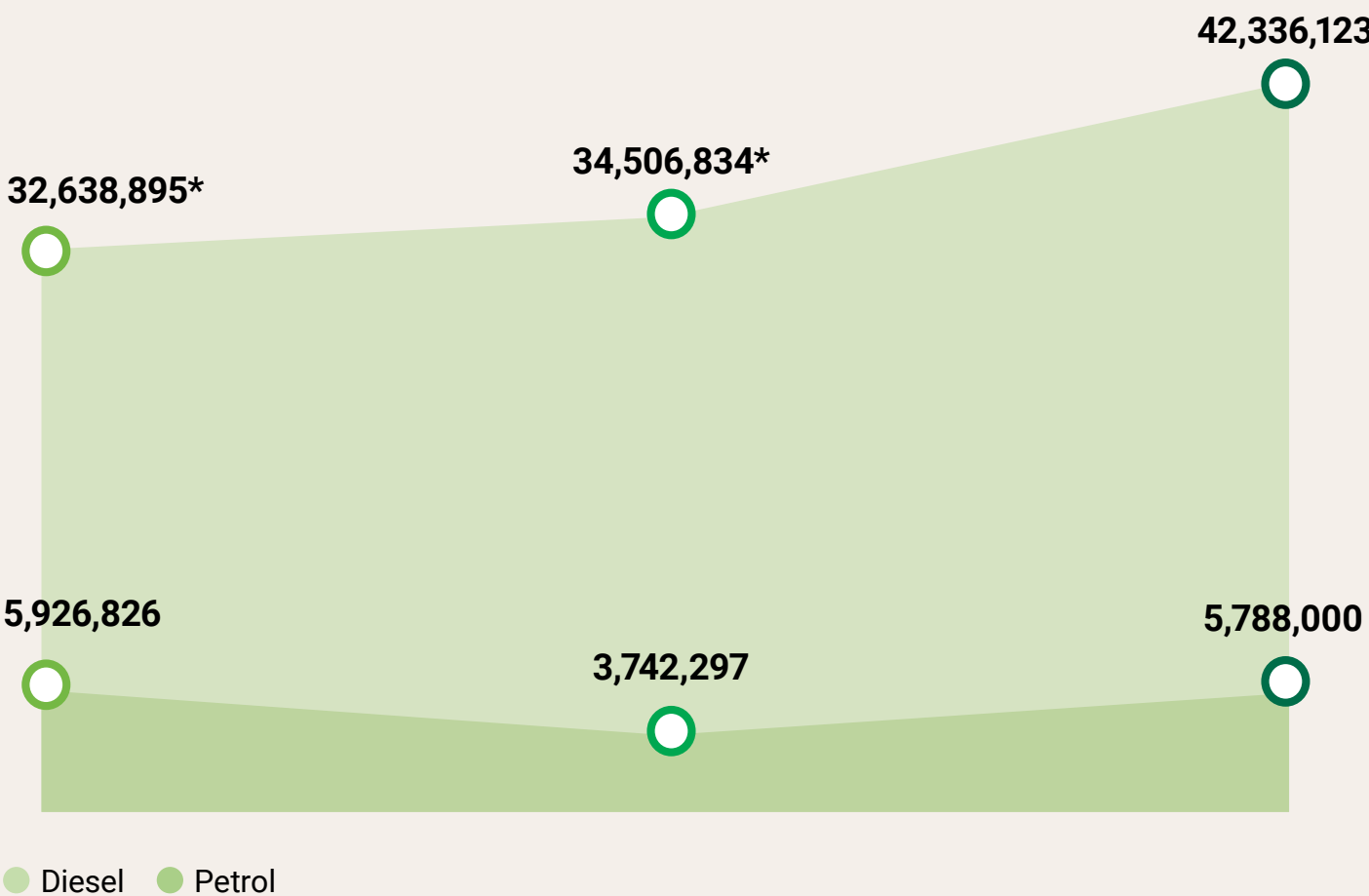
Water Consumption Intensity (m³/million ridership)

Fiscal Year	FY22/23	FY23/24	FY24/25
Water Consumption Intensity (m ³ /million ridership)	1,797*	1,750*	1,457

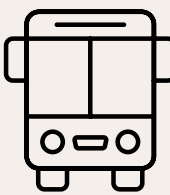
* Figures have been restated to reflect improvements in data collection methodologies and efforts to improve the accuracy of reported data

Fuel Consumption by Fuel Type (Litres)

Even as we shift towards greener taxi fleet, petrol and diesel consumption increased with the expansion of the bus and taxi fleets.



Fleet Mix



Bus Fleet

Fuel Type	Count
Diesel	1,228
Hybrid/Electric	25

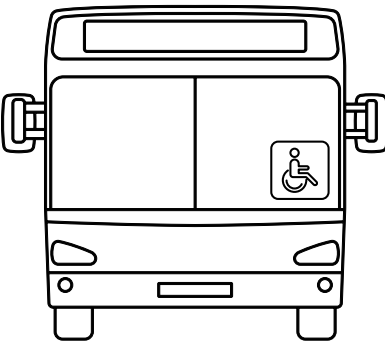


Taxi Fleet

91% of our taxi fleet are now electric or hybrid vehicles.

SMRT's Sustainability Snapshot

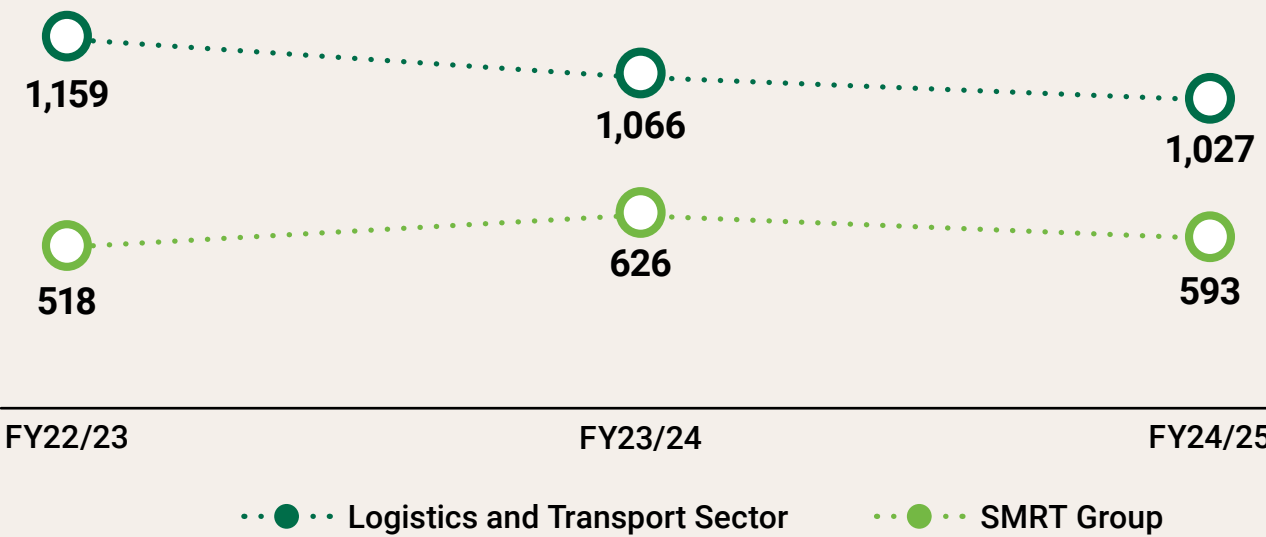
Social



Accessibility and inclusive travel:

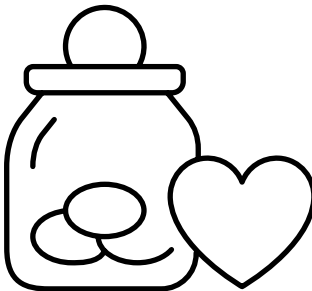
All our buses are
100% wheelchair accessible.

Workplace Injury Rate (WIR*) per 100,000 Employees



* WIR reflects reportable workplace injuries involving SMRT employees that result in one or more days of medical leave or light duty.

Corporate Social Responsibility



\$S2.2M contributed, including
46,000 EZ-Link cards distributed to nurses in celebration of Nurses Day.



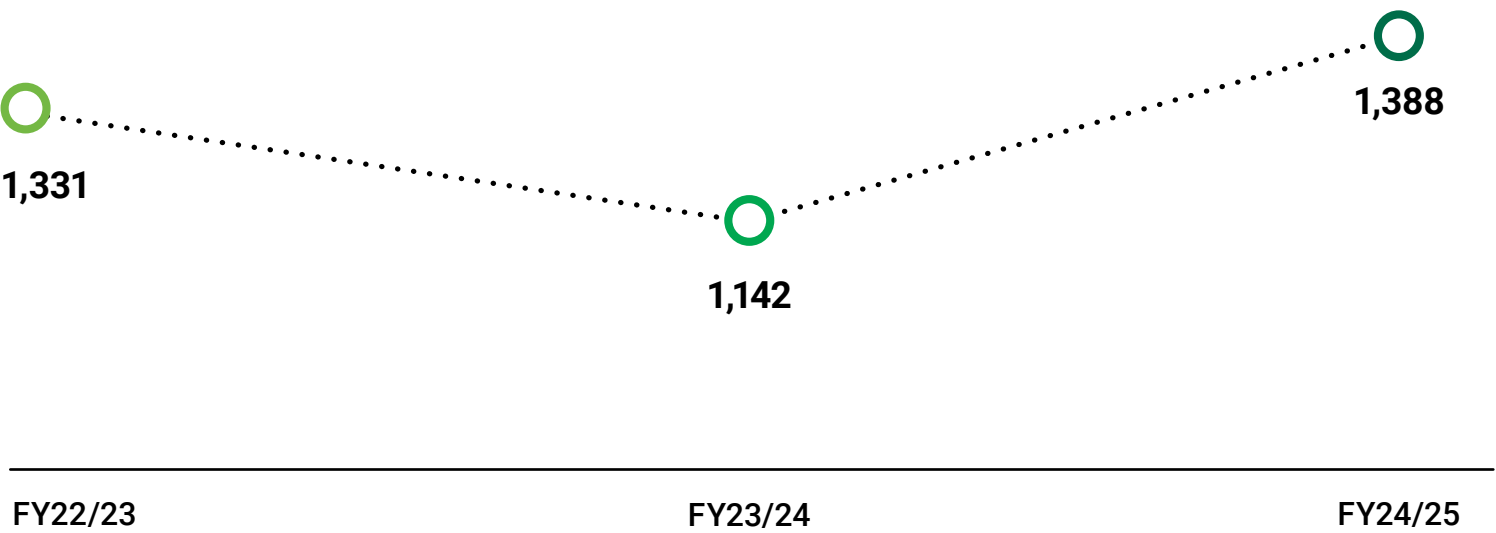
Volunteer Hours

FY22/23	FY23/24	FY24/25
932	1,091	1,732

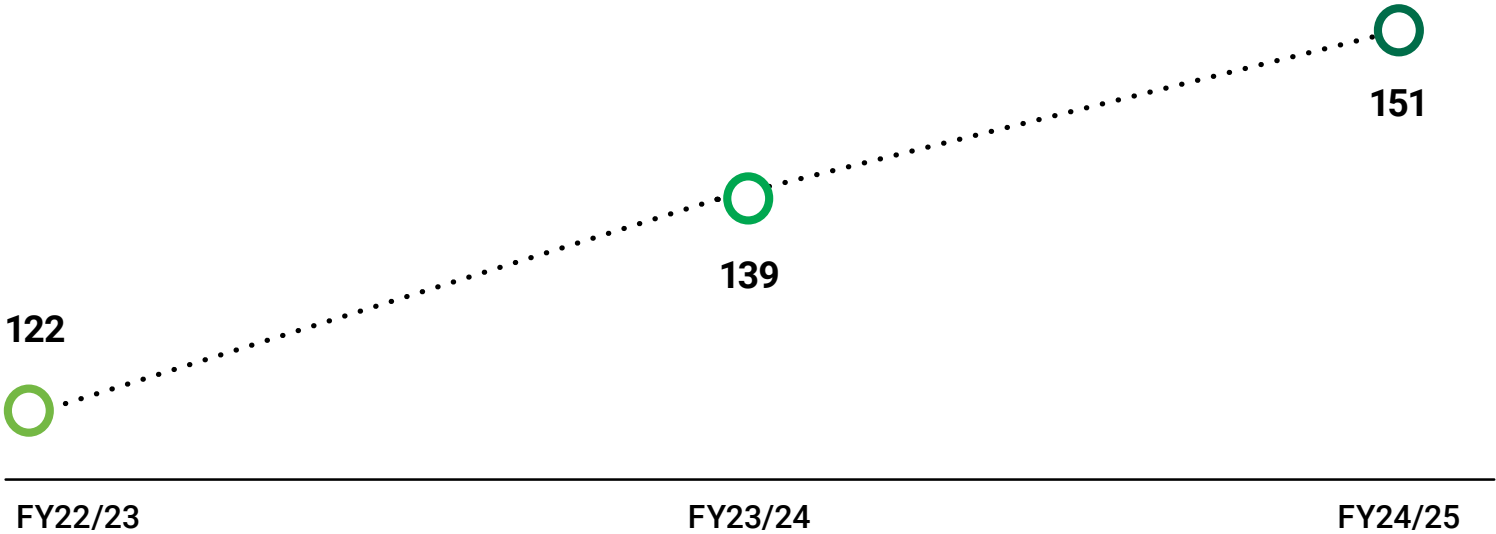
Kaizen

151 sustainability-focused Kaizen projects delivered S\$20M in savings.

Kaizen Projects



Kaizen for Sustainability Projects



Kaizen for Sustainability Savings

FY22/23	FY23/24	FY24/25
S\$1,695,785	S\$7,199,452	S\$20,407,149

Diversity Metrics

% of Female Employees



Female headcount grew in absolute numbers, holding steady at **15.6%**

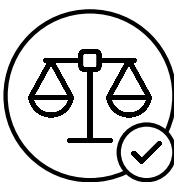
% of Employees >50 Years Old



1 in 3 employees is over 50 years old.

Governance

Anti-corruption



0 cases of corruption

Cyber Security and Data Privacy



0 cases of major cyber security breaches and personal data breaches*

* Refers to notifiable breach.

Celebrating Excellence:
Awards and
Achievements

Environment

- Outstanding Environmental Achievement Award 2024**

25th Singapore Environmental Achievement Awards
Singapore Environment Council
- Systems and Management Award 2024**

25th Singapore Environmental Achievement Awards
Singapore Environment Council
- Innovation and Design Award 2024**

25th Singapore Environmental Achievement Awards
Singapore Environment Council

HR

- Star Award**

Team Excellence Assessment 2024
Singapore Productivity Association
- Silver Award (Learning Technologies Award)**

The Learning Awards 2024
The Learning and Performance Institute (UK)

Safety & Security

- Operational and Workplace Safety (Rail Operator)**

Merit Award: SMRT Trains Ltd for Bukit Panjang Light Rail Transit
Public Transport Safety & Security Awards 2024
Land Transport Authority
- Operational Safety (Point-to-Point Operator)**

Merit Award: Strides Premier Taxi Pte Ltd
Public Transport Safety & Security Awards 2024
Land Transport Authority
- Public Transport Workers Award - Star Award (12 winners)**

Public Transport Safety & Security Awards 2024
Land Transport Authority
- Public Transport Workers Award - Special Commendation Awards (12 winners)**

Public Transport Safety & Security Awards 2024
Land Transport Authority
- Bizsafe Enterprise Exemplary Award for STRIDES Engineering**

Workplace Safety and Health Awards 2024
WSH Council
- Workplace Safety and Health Innovation Awards SMRT Trains Ltd: Safer Diagnostics - Emergency Trainline Testboard**

Workplace Safety and Health Awards 2024
WSH Council
- Workplace Safety and Health (WSH) Advocate**

WSH Council

- Industry Initiative Excellence Award SMRT Buses Ltd: Fatigue Management System**

Industry Initiative Excellence Award
WSHAsia
- TOPSIS Outstanding Award**

National Safety & Security Watch Group Award
Singapore Police Force and Singapore Civil Defence Force
- Outstanding Individual Award - SMRT Buses Ltd**

National Safety & Security Watch Group Award
Singapore Police Force and Singapore Civil Defence Force
- Safe Driver Excellence Award - Chief Bus Captain Toh Chin Tiong**

Singapore Road Safety Awards
Singapore Road Safety Council and Automobile Association
- Safe Driver Award (Merit) for Senior Bus Captain Chua Wei Yow & Senior Bus Captain Soh Kim Choo**

Singapore Road Safety Awards
Singapore Road Safety Council and Automobile Association
- Company Merit Award - SMRT Buses Ltd**

Singapore Road Safety Awards
Singapore Road Safety Council and Automobile Association
- Total Defence Advocate Award 2024**

Total Defence Awards
Ministry of Defence
- Community Partnership Award**

SPF Woodlands Division

Community

- Friend of Singapore Red Cross Award**

Singapore Red Cross Awards 2024
Singapore Red Cross
- 75th Anniversary Award - Together for Humanity Award**

Singapore Red Cross
- Patron of the Arts Award (Corporate)**

Patron of the Arts Award 2024
National Arts Council
- Enabler Award**

Community Chest Awards 2024
National Council of Social Service
- Charity Silver Award**

Community Chest Awards 2024
National Council of Social Service



Service Excellence

- **Outstanding Award (14 winners)**
The National Kindness Award: Transport Gold 2024
Singapore Kindness Movement and LTA
- **Commendation Award (660 winners)**
The National Kindness Award: Transport Gold 2024
Singapore Kindness Movement and LTA
- **Star Award (645 winners)**
Excellence Service Award 2024
LTA
- **Gold Award (496 winners)**
Excellence Service Award 2024
LTA

- **Silver Award (839 winners)**
Excellence Service Award 2024
LTA
- **Best Happy Toilet, Best Bus Interchange for Woodlands Integrated Transport Hub**
Let's Observe Ourselves (LOO) Award
Restroom Association Singapore
- **Organisation Category - SMRT Trains**
Let's Observe Ourselves (LOO) Award
Restroom Association Singapore
- **Best Happy Toilet, Best MRT Station Toilet for Tanjong Pagar station**
Let's Observe Ourselves (LOO) Award
Restroom Association Singapore
- **Caring Commuter Champion (Inspirer) Award - Bus Captain Benedict Tan Bao Hong**
Caring Commuter Award
Caring SG Commuters Committee
- **Organisation (Excellence) Award**
National Day Award 2024
Ministry of Home Affairs
- **Lifesaver Award (5 winners)**
Singapore Civil Defence Force
- **Community First Responder Award (84 winners)**
Singapore Civil Defence Force
- **Public Spiritedness Award (7 winners)**
Singapore Police Force

Memberships and Associations

- **Community of Metros Benchmarking Group (COMET)**
- **IHRP Corporate Membership**
- **International Association of Public Transport (UITP)**
- **International Bus Benchmarking Group (IBBG)**
- **Singapore National Employers Federation (SNEF)**



Chapter 1

Our Sustainability Approach

- Materiality Approach and Process
- Stakeholder Engagement
- Building a Resilient and Sustainable Business
- Measuring Progress
- Driving Continuous Improvement



Through the Kaizen for Sustainability initiative, Component Service Centre staff re-engineer electronic cards to avoid replacement costs and ensure continued asset availability for customers, contributing to financial and environmental sustainability.

Materiality Approach and Process

Understanding which sustainability issues matter most to our stakeholders and businesses helps us shape our priorities and ensure long-term value.

Through ongoing engagement with diverse stakeholder groups—employees, customers, media, shareholders, partners and suppliers, local communities, unions, and government and regulators—we identify topics that reflect shared priorities and emerging concerns. These insights are assessed for both their relevance to stakeholders and their potential impact on our business performance.

Anchored in our RISE values—Respect, Integrity, Safety & Service and Excellence—and guided by our core ESG pillars, we apply a structured materiality process to focus on areas where SMRT can deliver meaningful impact, build organisational resilience, and remain responsive to evolving stakeholder expectations.

Values-Driven Culture

- Respect for our people, our communities and the environment is essential to ensure the sustained growth of our businesses
- Integrity in our actions to fulfil compliance with our sustainability obligations
- Commitment to building a strong Safety culture and delivering best-in-class Service with environmentally and socially responsible policies and practices
- Excellence in our sustainability efforts by imbibing the Kaizen mindset and constantly innovating to achieve continual improvements in our sustainability practices

Our approach follows a five-step process:



Review

Review SMRT's business activities, the evolving transportation landscape, and any emerging sustainability issues that may impact our operations or stakeholders.



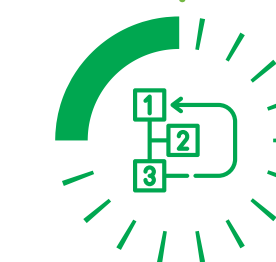
Identify

Identify the concerns, priorities, and expectations of key stakeholder groups through regular engagement and feedback channels, in relation to the impact arising from SMRT's operations.



Assess

Assess the significance of each identified impact by considering its severity, likelihood of occurrence, and the potential for remediation.



Prioritise

Prioritise material topics based on their relevance to business performance, strategic importance, and level of stakeholder interest, to ensure focused management and reporting.



Validate

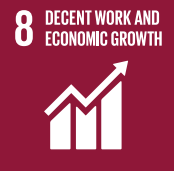
Validate material topics through senior management review and Board-level discussions, ensuring alignment with corporate strategy, risk management, and long-term sustainability objectives.






Stakeholder Engagement

We have identified our stakeholder groups by evaluating how our business activities, products, and services affect them and by considering their influence on our operations. We engage with stakeholders through formal and informal channels. This communication helps us address concerns and gather feedback on our sustainability performance. Stakeholder engagement allows us to understand and respond to the needs and feedback from different key groups.

The stakeholder groups and key topics raised are summarised below. Details on our efforts to engage each stakeholder group and address their concerns and expectations are provided in Appendix 1.

Stakeholder Groups	Key Concerns and Expectations
Employees	<ul style="list-style-type: none">• Improve process for HR information system change management and workflow efficiency• Support and develop middle managers• Enhance employee engagement and recognition culture• Support mental wellness and stress management• Sustain Workplace Trainers community
Customers	<ul style="list-style-type: none">• Reliable, timely, and comfortable journey for commuters• High costs and limited resources constrain tenants’ efforts to implement green initiatives• Earning potential remains a key concern for taxi and private hire vehicle driver-partners• Cost of greener taxi operations
Media	<ul style="list-style-type: none">• Timely, detailed, and relevant updates on company performance, services, and incidents
Shareholders	<ul style="list-style-type: none">• Strengthen governance oversight of climate risks• Disclose emissions targets and climate transition plan• Enhance integration of risk mitigation actions and green investment plans• Involve external collaborators in climate-related initiatives• Identify key waste streams• Assure fair and inclusive workplace practices• Visible safety performance
Partners and Suppliers	<ul style="list-style-type: none">• Interest in sustainability initiatives• Determine GHG emission calculations• Guidance on sustainability practices
Local Communities	<ul style="list-style-type: none">• Reach a wide and diverse range of target groups• Strengthen collaboration with community partners to increase community participation in engagement initiatives
Government and Regulators	<ul style="list-style-type: none">• Compliance with legal, regulatory, and licensing requirements• Alignment with national sustainability targets• Focus on measurable cyber security improvements metric on compliance and risk management
Union	<ul style="list-style-type: none">• Continued focus on workplace safety• Strengthen labour management relations and knowledge sharing• Timely stakeholder updates• Workforce training, sustainability awareness, employee capacity building

Key Material Topics	Material Sub-Topics	Stakeholders Impacted	UN SDG	Addressed in this Report
Energy & GHG Emissions	Energy Consumption	Employees, Shareholders, Government & Regulators		Green Businesses and Operations – Energy and Emissions
	Decarbonisation	Employees, Partners & Suppliers, Shareholders, Government & Regulators		
Resource Stewardship	Water	Employees, Government & Regulators		Green Businesses and Operations – Water
	Waste Management & Circular Economy	Employees, Partners & Suppliers		Green Businesses and Operations – Waste
Human Capital	Employee Health and Well-Being	Employees, Unions		Empowered Employees in a Thriving Workplace – Employee Health and Well-Being
	Workforce Safety	Employees, Unions		Empowered Employees in a Thriving Workplace – Workforce Safety
	Diversity & Non-Discrimination	Employees, Government & Regulators, Unions		Empowered Employees in a Thriving Workplace – Diversity and Non-Discrimination
	Development of Workforce	Employees, Unions		Empowered Employees in a Thriving Workplace – Development of Workforce
Customer Service & Satisfaction	Customer Service & Satisfaction	Employees, Customers, Media		Engaged Communities in a Vibrant City – Customer Service and Satisfaction
	Public Health & Safety	Employees, Customers, Local Communities, Government & Regulators		Engaged Communities in a Vibrant City – Public Health and Safety

Key Material Topics	Material Sub-Topics	Stakeholders Impacted	UN SDG	Addressed in this Report
Our Impact on the Community	Local Communities	Employees, Local Communities, Government & Regulators		Engaged Communities in a Vibrant City – Local Communities
	Accessibility & Inclusivity	Employees, Customers, Local Communities, Unions		Engaged Communities in a Vibrant City – Accessibility and Inclusivity
Business Ethics & Integrity Cyber Security & Data Protection	Anti-corruption	Employees, Shareholders, Government & Regulators		Responsible Practices – Anti-Corruption and Anti-Bribery
	Corporate Governance & Board Diversity	Shareholders, Government & Regulators		Responsible Practices – Corporate Governance and Board Diversity
	Supply Chain Management	Employees, Partners & Suppliers		Responsible Practices – Supply Chain Management
	Regulatory Compliance	Employees, Shareholders, Government & Regulators		Responsible Practices – Regulatory Compliance
	Risk Management	Employees, Shareholders, Government & Regulators		Responsible Practices – Enterprise Risk Management
	Cyber Security & Data Protection	Employees, Customers, Shareholders, Government & Regulators		Responsible Practices – Cyber Security and Personal Data Protection

Building a Resilient and Sustainable Business

Climate-Related Disclosures

Our approach focuses on four key areas: Governance, Strategy, Risk Management, and Metrics and Targets, embedding sustainability considerations into our operations, business planning, and decision-making processes. This integrated approach allows us to respond effectively to emerging environmental and social challenges while leveraging opportunities to enhance resilience and long-term growth.

Governance

The Board of Directors provides strategic oversight of sustainability, ensuring alignment with corporate objectives and regulatory expectations. Supporting this, the Board Sustainability Committee (BSC), comprising independent directors, and the Group Chief Executive Officer, oversee the development and execution of sustainability strategies, policies, and performance monitoring.

The BSC reviews climate-related risks and opportunities, monitors ESG performance, and assesses progress toward corporate sustainability targets. The BSC reports material findings and decisions to the Board regularly to ensure transparency and accountability.

At the management level, Group CEO oversees the implementation of sustainability strategies, including climate-related risks and opportunities. Sustainability considerations are integrated into business operations, risk management, and investment planning to ensure alignment with corporate strategy. Cross-functional coordination ensures accountability, with performance tracked through Key Performance Indicators (KPIs) and senior management incentives linked to ESG goals. Dedicated implementation committees support implementation across key areas.

Considering the heightened risk environment, we are streamlining our board committee structure related to risk to better delineate the oversight of prevalent and emerging risks, including those related to climate change and sustainability.

This framework embeds sustainability into financial planning, risk management, and long-term business resilience, supporting compliance and industry best practices.

More details can be found on page 18 Guiding Sustainability: Governance and Oversight

Strategy

SMRT embeds sustainability into our business operations, workforce development, and financial planning, ensuring that all Business Units contribute to long-term resilience and responsible growth. We view sustainability as a core strategic driver that shapes how we anticipate risks, harness opportunities, and future-proof our operations.

As Singapore accelerates its transition towards a low-carbon and resource-efficient economy, we foster participation across our entire ecosystem to deliver collective impact.

We identify and manage climate-related risks and opportunities across short-, medium-, and long-term horizons:

- Short-term: Enhance energy efficiency, reduce emissions, and leverage digital solutions to optimise operations.
- Medium-term: Scale investments in sustainable mobility, renewable energy, and supply chain sustainability to mitigate transition risks and drive cost efficiencies.
- Long-term: Strengthen decarbonisation efforts, climate resilience, and operational sustainability to manage regulatory and environmental challenges.

Sustainability priorities are embedded throughout our business:

- Business Integration: Sustainability is integrated into daily decision-making, operational planning, and leadership accountability to drive meaningful impact.
- Decarbonisation and Green Mobility: We invest in low-carbon transport solutions, fleet electrification, and energy-efficient rail operations support long-term environmental sustainability.
- Digital Efficiency: AI-driven solutions, including predictive maintenance, smart energy management and automation, improve resource efficiency and cost-effectiveness.
- Sustainable Supply Chains: Through KfS and VCP engagement, SMRT strengthens sustainability across its supply chain, ensuring climate-conscious procurement and operations.
- Workforce Alignment: Sustainability is embedded across the company through ESG training—including e-learning, information decks, learning videos, and internal Workplace posts—to engage all employees. Sustainability performance is also integrated into the Annual Performance Incentive Plan (APIP). For senior management, incentives are ESG-linked, reinforcing leadership accountability.
- Data-Driven Governance: To enable structured and timely decision-making, we have implemented a centralised DMS that facilitates the ongoing submission, monitoring, and reporting of ESG-related data by designated owners across the company.

Addressing Climate Risks:

- Physical climate risks such as heat, rain, lightning, wind, and flooding may result in operational disruptions and increased maintenance needs.
- Transition risks from changing policies, carbon pricing, and stakeholder expectations may lead to increased financial exposure over time.

Our carbon mitigation strategy focuses on reducing Scope 2 emissions—the largest source in our operational footprint—through solar adoption, energy-efficient systems, and digital controls. We complement these efforts with Scope 1 reduction strategies, such as shifting to a cleaner vehicle fleet. For Scope 3, we have embedded life cycle planning into asset management, partnering with suppliers on long-term service support (LTSS) contracts to build long-term resilience, minimise unexpected costs, and reduce environmental impact.

Turning Challenges into Opportunities

These challenges also present strategic opportunities. Advances in AI, automation, and predictive analytics enable higher asset and operational performance and lower resource consumption. Policy shifts and evolving commuter expectations support the expansion of sustainable transport offerings and digital engagement platforms.

As Singapore transitions toward a low-carbon economy, emerging areas such as electric vehicle (EV) charging infrastructure, renewable energy systems, and low-emission transport technologies are expected to reshape workforce demands. We support this transition through workforce upskilling, capability development, and strategic partnerships with education and industry stakeholders.

Ground-Up Innovation and Industry Collaboration

Internally, through our KfS initiative, employees propose and implement solutions that improve efficiency and reduce environmental impact—supporting emissions, energy, and waste reduction efforts.

To advance climate innovation at the industry level, we engage in partnerships and knowledge exchange across the ecosystem. Our Memorandum of Understanding (MoU) with Sembcorp Industries Ltd includes exploring long-term power purchase agreement to expand clean energy use through the RTS Link infrastructure. We also participated in the Metro Alliance with five Taiwanese rail operators, and MoU with Guangzhou Metro Group, which contributed to cross-border learning on sustainability and smart operations. In parallel, our partnerships with Hitachi Rail GTS Singapore and Alstom support initiatives such as the Green CBTC project, aimed at delivering more energy-efficient rail solutions.

Scenario Planning and Long-Term Resilience

We use scenario analysis to support long-term planning and resilience-building. In FY24/25, we extended this approach to SMRT Buses, alongside Rail, to assess climate-related financial and operational impact—guiding investment, infrastructure, and resilience priorities.

By embedding sustainability into our governance, operations, and business, we ensure that our strategy remains responsive to emerging risks and agile in capturing new opportunities. This integrated approach enables SMRT to strengthen long-term value creation, business continuity, and alignment with Singapore's climate goals.

Risk Management

Sustainability-related risks are integrated into our enterprise-wide risk management framework, allowing for structured identification, assessment, and mitigation across Business Units. Risks are identified through regular risk assessment process aligned with corporate strategy. This is followed by analysis of Group-wide risk appetite and tolerance, residual risk profiles, and the development of control plans to reduce residual risk to acceptable levels.

These risks are captured in centralised risk registers and reviewed by the management committee and Audit and Risk Committee—underscoring its strategic importance and ensuring consistent visibility at the highest levels.

Physical risks associated with climate change, such as extreme weather events and rising temperatures, are closely monitored, with adaptive measures in place to safeguard infrastructure and operations. Transition risks, including regulatory changes and shifts in stakeholder expectations, are managed by aligning operations with emerging sustainability standards. Regulatory risks stemming from evolving environmental legislation and carbon pricing mechanisms are managed through proactive compliance and policy alignment strategies. Market risks, including shifts in consumer behaviour and investor expectations, are addressed through continuous engagement and a commitment to sustainable innovation. Operational risks, such as resource efficiency and supply chain sustainability, are addressed through ongoing process improvements and collaboration with VCPs.

To manage and monitor climate-related risks, we implemented strategies focused on resilience, operational efficiency, and compliance. Climate resilience and adaptation measures include real-time monitoring systems, preventive maintenance programs, and climate risk assessments to mitigate service disruptions.

Operational and supply chain resilience is strengthened through energy management, resource optimisation, and responsible sourcing practices, supported by initiatives such as KfS and VCP engagement. A DMS is in place to track and assess sustainability-related performance, supporting proactive decision-making.

Regulatory compliance and transition planning ensure that business practices remain aligned with evolving sustainability regulations, reducing exposure to compliance risks.

In addition to climate-related risks, we recognise that other sustainability-related risks, such as those linked to workforce capability, cyber security, operational-related and governance, are equally critical to long-term business continuity and stakeholder trust. These risks are similarly integrated into our enterprise risk processes, reinforcing a holistic and forward-looking approach to sustainability risk management.

More details can be found on page 23 Managing Climate-Related Risks.

Metrics and Targets

A structured performance measurement approach enables us to track progress across key environmental areas while supporting broader organisational objectives. Environmental metrics—GHG emissions, water intensity, and paper consumption—are monitored through the Group's APIP, with progress regularly reviewed to support data-driven decision-making and continuous improvement.

In FY24/25, we set environmental targets aligned with our long-term decarbonisation goals, including a 2.5% reduction in total GHG emissions from the previous year, compared to a business-as-usual scenario. While the Group performed close to the target due to operational expansions and increased fleet size, efforts to lower emissions continue through energy efficiency initiatives, fleet electrification, and renewable energy generation.

Our water intensity is better than the target set, reflecting the success of ongoing conservation efforts. These include the deployment of water-efficient fittings across our facilities, rainwater harvesting systems, and enhanced monitoring of consumption patterns to minimise waste. In addition, we achieved a 14% reduction in paper consumption, driven by digitalisation across operations, administration, and maintenance functions.

Our commitment to responsible operations extends across the supply chain. Strengthened procurement policies ensure sustainable sourcing, while VCP workshops and KfS training support partners in embedding environmentally-responsible practices.

We also track progress across social domains to maintain a balanced approach to sustainability. In 2024, SMRT Trains and SMRT Buses achieved record-high satisfaction scores in global benchmarking surveys.

We were recognised with 674 service excellence awards at the National Kindness Award—Transport Gold 2024. Employee satisfaction improved in key areas such as trust in leadership and career development, underpinned by expanded ESG training, structured learning pathways, and the launch of 24/7 mental health support services.

Our digital initiatives, including the WINK+ app, continue to enhance the commuter experience with features such as real-time bus arrival tracking, journey planning tools, and lifestyle-based gamification. Community engagement efforts also progressed, with over 8,000 participants from 130 Adopt-a-Station and Learning Journey activities, and 46,000 prepaid EZ-Link cards distributed to nurses—an initiative funded through Kaizen-generated savings.

Further details of our FY24/25 targets and progress can be found on pages 27-28 of this report.

Sustainability is an integral part of our corporate strategy, guiding decision-making and shaping long-term value creation. As we continue our journey from strength to strength, we remain committed to building a resilient and sustainable future through strong governance, strategic foresight, proactive risk management, and measurable performance.

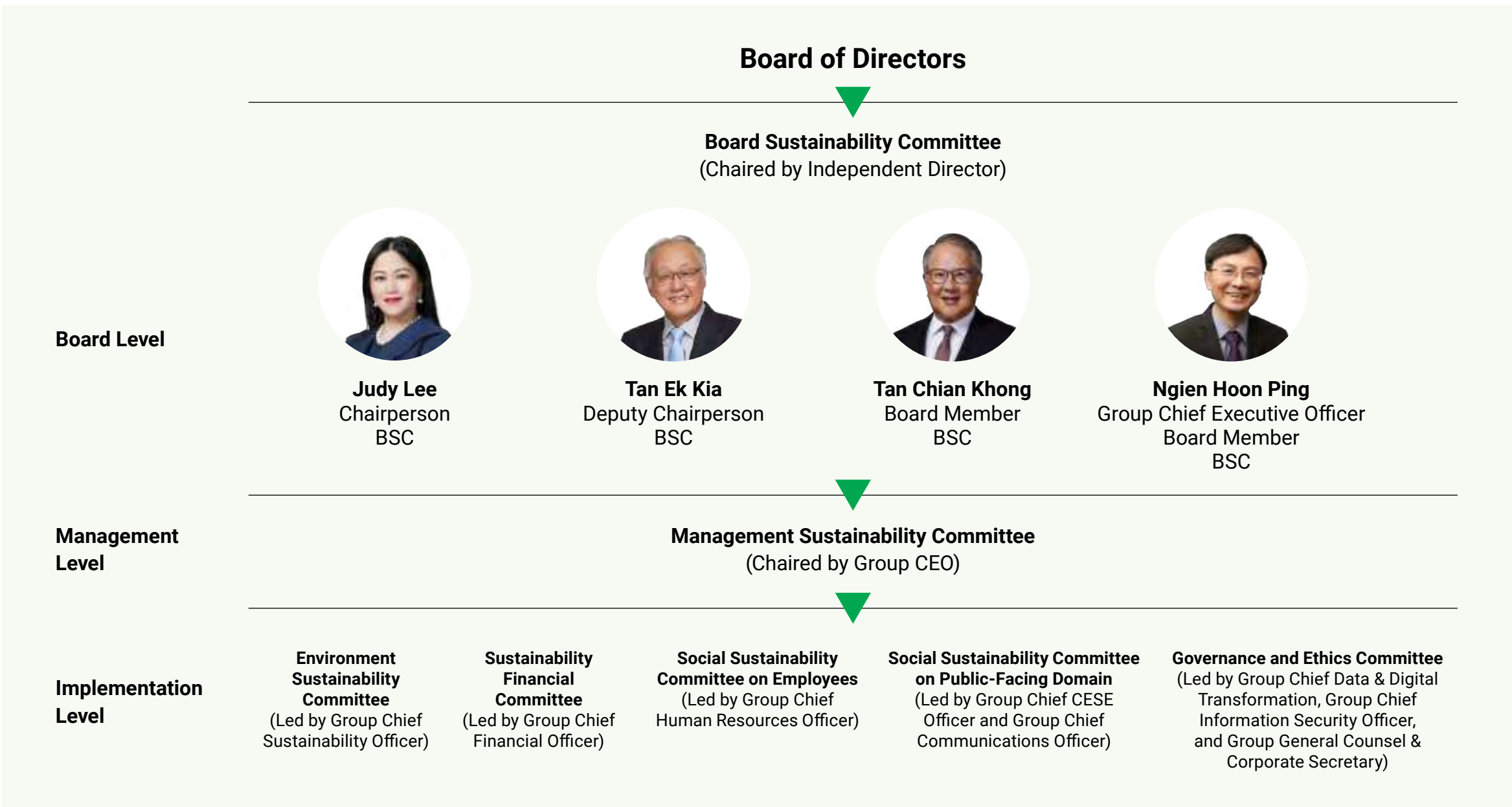
Guiding Sustainability: Governance and Oversight

SMRT recognises the urgency of climate change and the growing need to embed sustainability into core business strategy. Our governance framework ensures that climate-related risks and opportunities are identified, evaluated, and integrated into decision-making at all levels. We continue to enhance board-level oversight and operational accountability through regular reviews and alignment with national climate objectives.

Board-Level Oversight

The Board of Directors provides overall strategic oversight and is the highest governing body for sustainability. As of 31 March 2025, the Board* comprises the Chairman, 1 Executive Director, and 11 Non-Executive Directors. The Board provides strategic oversight on sustainability matters, reviewing key strategies, policies, and goals to ensure alignment with stakeholder expectations and a changing regulatory landscape.

Supporting the Board is the BSC, chaired by Independent Director Judy Lee, and comprising Deputy Chairperson Tan Ek Kia, Board member Tan Chian Khong, and Group CEO Ngien Hoon Ping. The BSC is responsible for overseeing the development and implementation of the Group’s sustainability strategies. All members have completed sustainability training through institutions such as the Singapore Institute of Directors, Competent Boards, and the University of Oxford’s Saïd Business School.



Management-Level Coordination

The Management Sustainability Committee, chaired by the Group CEO, coordinates implementation efforts across Business Units and corporate functions. It is supported by five implementation-level committees covering environmental, social, and governance domains.

Implementation Committees

The Environmental Sustainability Committee, led by the Group Chief Sustainability Officer, reviews environmentally sustainable initiatives across Business Units. It coordinates group-wide strategies to reduce greenhouse gas emissions and improve resource efficiency, ensuring alignment with government targets and stakeholder expectations. The committee promotes environmentally responsible practices through internal education, external outreach, and collaboration with authorities and business partners.

The Social Sustainability Committee on employees, led by the Group Chief Human Resources Officer, drives initiatives focused on employee well-being, safety, inclusion, and workforce development. It promotes volunteerism and community involvement, ensuring internal alignment with SMRT’s broader social responsibility goals and relevant frameworks.

The Social Sustainability Committee on public-facing domain, led by the Group Chief CESE Officer and the Group Chief Communications Officer, supports initiatives that enhance commuter experience and community engagement, with a focus on community partnerships and social impact, accessibility and inclusion, as well as community well-being and development. The Committee also oversees SMRT’s corporate social responsibility strategy by forging partnerships with charities and agencies to drive fundraising, volunteering, and campaigns that promote a broader societal commitment to doing good.

* Refers to SMRT Corporation’s and SMRT Trains’ Board of Directors

The Governance and Ethics Committee is led by the Group Chief Data and Digital Transformation Officer, the Group Chief Information Security Officer, and the Group General Counsel and Company Secretary. It oversees corporate governance, ethical business conduct, compliance, data governance, and cyber security. The committee supports policy development and enforcement, safeguards information assets, and engages internal and external stakeholders to uphold regulatory alignment and responsible governance.

The Sustainability Financing Committee, led by the Group Chief Financial Officer, oversees the issuance, allocation, and reporting of sustainability-linked financial instruments. The committee ensures adherence to applicable frameworks and regulatory requirements, promotes internal awareness of sustainability finance, and supports responsible investment strategies that contribute to long-term risk reduction and financial sustainability.

Each committee includes relevant representatives from Business Units and Corporate Functions. Their responsibilities include reviewing proposals, tracking progress, and reporting to the Management Sustainability Committee, Board Sustainability Committee, and Board of Directors. ESG-related performance data is managed through a centralised digital platform to support transparency and evidence-based oversight.

Together, these committees form a multi-tiered governance framework that embeds sustainability into SMRT's strategic intent, risk management, operational decisions, and day-to-day execution. This structure ensures our priorities are coordinated, measurable, and aligned with regulatory requirements and stakeholder expectations.

Remuneration

To ensure market competitiveness and uphold equitable compensation practices, SMRT engages independent external consultants annually for benchmarking exercises. These evaluations assess total annual remuneration packages of employees across various functions and job grades, providing insights into industry standards.

The Nominating and Remuneration Committee (NRC) oversees the compensation framework, reviewing and approving the remuneration packages for Senior Management and above to align with SMRT's strategic objectives and market practices.

In support of SMRT's commitment to sustainability, ESG targets are integrated into the performance scorecards of all Business Units. For Senior Management and above, ESG metrics are an integral part of both performance assessments and incentive structures, reinforcing accountability and alignment with the company's ESG goals.

For further details on our governance structure, refer to the [SMRT Corporation Ltd Group Review 2024/25](#).

Anticipating Climate Risks, Enabling Resilience

Climate Transition Plan

SMRT's climate transition plan focuses on reducing emissions through operational efficiency, renewable energy deployment, and alignment with Singapore's broader decarbonisation strategy. As our network expands, we remain committed to managing our carbon footprint while supporting national efforts toward net-zero by 2050.

We continue to improve internal efficiency across operations. On our rail network, the next-generation Green CBTC system optimises energy use through coasting, adaptive speed control, and regenerative braking. A second deployment is planned for 2025, with feasibility studies underway for expansion into the Circle Line. We are also renewing systems in stations and depots—such as air-conditioning, ventilation, and lighting—to enhance performance and reduce energy consumption.

We are progressively retiring diesel fleets and transitioning to a cleaner, more energy-efficient vehicle fleet. This also includes expanding our EV charging network to accommodate the growing demand for electric vehicles.

Digital platforms such as TAMS, MOMS, ASOMS, ATOMS, Bus Captain Mobile App, and iWorkshop further support resource optimisation across our operations.

Singapore's national strategy includes scaling up solar energy, importing low-carbon electricity, and exploring emerging technologies such as hydrogen and carbon capture. SMRT remains aligned with these directions. As a major energy consumer, we continue to monitor developments in the national grid and adjust our sourcing strategies accordingly.

Singapore seeks to achieve its 2030 climate targets by reducing its total GHG emissions by around 20% from 2022 levels. SMRT supports this transition by increasing our renewable energy capacity and improving operational performance, even as we remain dependent on grid electricity.

We also work closely with our VCPs to explore lower-carbon technologies, reduce emissions across the supply chain, with sustainable procurement policy. Our climate strategy will continue to evolve alongside policy, technology, and operational needs, enabling us to contribute meaningfully to a low-carbon future.

Base Year: 2010

Being a transportation provider, we understand that our sector is one of the largest contributors to anthropogenic GHG emissions.

SMRT emitted about 0.57 million tonnes of total GHG emissions in 2010. We regard this as a call to action, one that requires a transition roadmap setting forth decarbonisation as our business imperative.

Road to 2030

We are scaling low-carbon solutions across our operations, focusing on internal efficiency, electrification, and renewable energy deployment.



Progressive retirement of diesel taxis, with full phase-out targeted by FY27/28.



Transition to a greener private hire fleet by FY30/31, with 95% hybrid or electric vehicles.



Expand EV charging network to 1,000 points by 2025, with more than 600 deployed across 200 locations.



Additional expansion of solar PV installations at depots and stations.



Implement Green CBTC system and asset renewals at stations and depots.



Explore alternative source of renewable energy.

2030 – 2050

We anticipate a future where our operations are powered by clean and alternative energy, supported by national strategies such as low-carbon electricity imports, renewable deployment, and emerging technologies.



Achieve a 20% reduction in GHG emissions from 2022 levels, in line with the nation's 2030 climate target.



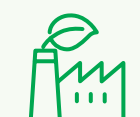
Phase out private hire diesel fleet by FY34/35.



Retire renewable Energy Certifications.



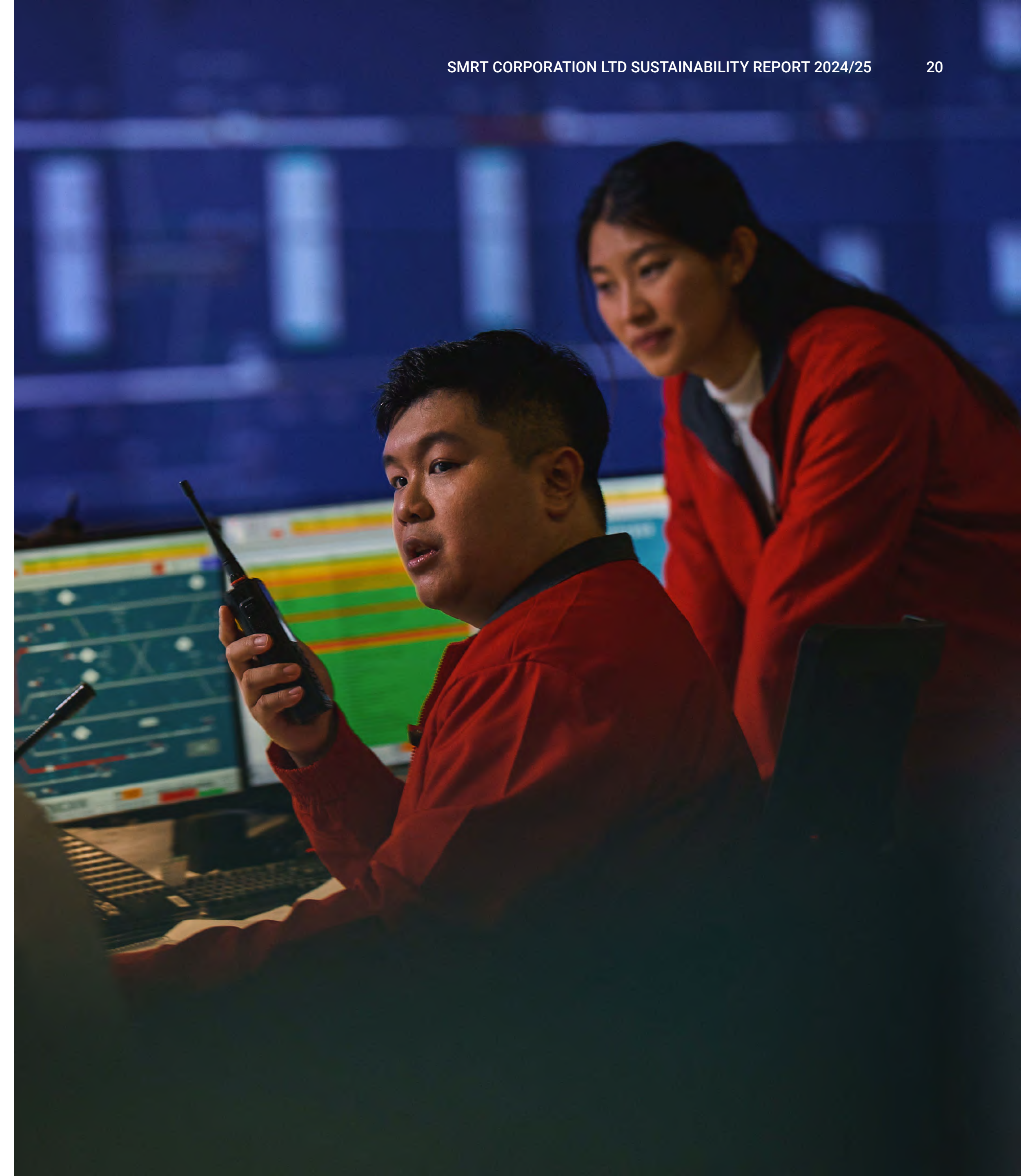
Explore procurement of renewable energy to support Singapore's target to import up to 6 GW of low-carbon electricity by 2035.

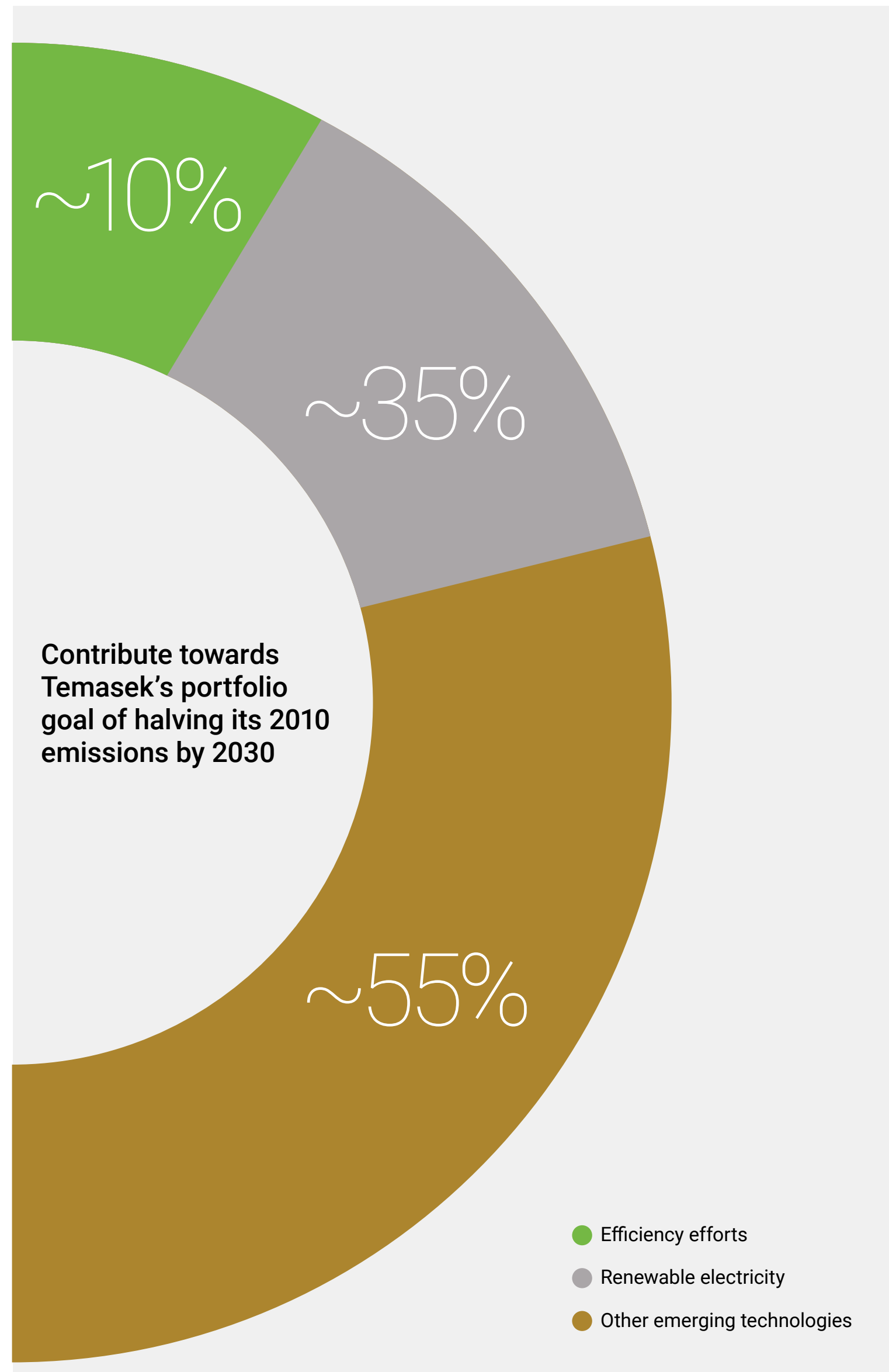


Monitor and respond to national developments in hydrogen, geothermal, nuclear, and carbon capture.



Collaborate with ecosystem partners to reduce emissions across the value chain.





Drive Towards Decarbonisation

As part of Temasek's portfolio decarbonisation goal, SMRT is pursuing operational efficiency, adoption of renewable energy, and alignment with Singapore's 2030 climate targets. Our actions are part of a broader, multi-faceted approach that reflects the challenges of moving towards a low-carbon future in a grid-reliant sector.

Efficiency efforts

- Enhance energy efficiency across operations.
- Transition of vehicle fleets towards cleaner energy models.
- Optimise traction energy and station systems through technology upgrades.
- Strengthen digitalisation and resource management across rail and bus operations.

Renewable electricity

- By 2035, Singapore will import green electricity to meet one-third of its energy needs and explore additional RE supply opportunities in support of the government plan.
- Expand solar capacity across SMRT premises.
- Secure Power Purchase Agreements and Renewable Energy Certificates (RECs) from the national green electricity imports project.
- By 2050, low-carbon hydrogen could supply up to 50% of Singapore's projected electricity demand.

Other emerging technologies

- Monitor advancements in hydrogen, carbon capture, and emerging energy technologies.
- Align with national goals for clean energy mix, including next-generation and nuclear energy.
- Participate in ecosystem-wide efforts to scale low-carbon electricity access.

Climate Scenario Analysis

As part of our resilience strategy, SMRT conducted climate scenario analysis in FY24/25 to assess the potential impact of projected climate conditions under 1.5°C and 3°C scenarios. The analysis is expanded to include the SMRT Buses. A range of physical risks, such as heatwaves, flooding, and rising sea levels, and transition risks arising from regulatory developments, reputational shifts, technological change, and market dynamics were identified. Physical risks could lead to higher operational and maintenance costs, as well as service disruptions, while unaddressed transition risks may result in increased financial exposure over time.

Insights from the analysis inform ongoing efforts to strengthen infrastructure preparedness and maintain service continuity. Findings from the scenario analysis contributed to how we prioritise risk mitigation and resilience planning. As climate risks evolve, we remain committed to reviewing our assumptions, adapting our strategies, and ensuring that our infrastructure and people are equipped to respond to future environmental challenges.

1 Referenced to Network for Greening the Financial System (NGFS)'s suggested climate scenarios.

2 Long-Term Low-Emissions Development Strategy.

3 All impacts are assessed to remain relevant with varying degrees across the time periods.

Parameters	Second Study: 2024 – 2025	
Climate Scenarios ¹	1.5°C warmer scenario United global efforts to introduce stringent climate regulatory policies and innovation immediately; This scenario aligns with the Paris Agreement and Singapore’s LEDS ² to achieve Net Zero by 2050.	3°C warmer scenario Preservation of all current nationwide climate policies with limited or no additional action to reduce emissions. This scenario reflects a failure to meet Net Zero targets by 2050.
Key Risks ³ Identified	Physical Risks: Heatwaves Prolonged drought Extreme storm and flood events Rising sea levels Greater wind events Increased lightning occurrences Transition Risks: Increased pricing of GHG emissions Increased cost of raw materials	
Impact		
Short-term (now till 2030)	<ul style="list-style-type: none">Slight increase in operating and maintenance costs.Increased electricity prices due to carbon tax.	<ul style="list-style-type: none">Higher operating and maintenance costs; potential write-offs of damaged assets.Increased electricity prices due to carbon tax.
Medium-term (2030 – 2050)	<ul style="list-style-type: none">No significant disruption to project completion; potential logistic delay.Increased insurance premiums.Slight increase in operating and maintenance costs, expected routine write-offs of damaged assets.Increased electricity prices due to carbon tax.	<ul style="list-style-type: none">Disruption to project completion; minor to major logistic delay.Increased insurance premiums.Increased operating and maintenance costs, and write-offs of damaged assets.Increased electricity prices due to carbon tax.
Long-term (2050 onwards)	<ul style="list-style-type: none">Increased insurance premiums.Slight increase in operating and maintenance costs, and expected write-offs of damaged assets.Increased electricity prices due to carbon tax.	<ul style="list-style-type: none">Disruption to project completion; reduced revenue.Increased insurance premiums.Increased operating & maintenance costs, and more write-offs of damaged assets.Increased electricity prices due to carbon tax.



SMRT Trains conducts flood response preparedness exercise at one-north MRT station.

Managing Climate-Related Risks

SMRT has identified climate-related risks and opportunities that are most relevant to our business. This include assessing potential financial exposure and strengthening our understanding of how these risks could affect operations, infrastructure, and long-term resilience.

These hazards may result in equipment strain, increased maintenance needs, and safety-related service delays. Both Rail and Buses face exposure to acute and chronic physical risks and have developed targeted mitigation plans in response.

Physical risk is addressed through targeted measures. Building on previous efforts, we have introduced enhancements to detection systems and preventive maintenance regimes, such as condition monitoring of rail infrastructure and proactive inspection of slopes and tunnels. We have also extended our emergency preparedness through regular table-top and deployment exercises, supported by real-time weather monitoring, LTA weather-related alerts, and flood response protocols.

In addition to measures already in place for flooding and heat events, our review of lightning risk mitigation progressed with stakeholder engagement and increased maintenance to strengthen protection in vulnerable areas with high lightning activity. These efforts reflect an adaptive and integrated approach to managing the physical impacts of climate change across SMRT's operational footprint, as aligned with LTA's mandates.

Transition risks arise from the global shift towards a low-carbon economy. These include evolving regulatory requirements, stakeholder expectations, and market developments that may influence operational costs, investment needs, and public perception.

Temasek portfolio goals and national targets for net-zero emissions and carbon pricing mechanisms, may lead to increased operating costs and capital investments. In response, we are progressively adopting lower-emission technologies, including solar panel installations at our MRT stations and depots, Green CBTC systems, and a greener vehicle fleet.

Market shifts, including higher costs of car ownership and enhanced connectivity under the Land Transport masterplan, present both risks and opportunities. While supply chain price fluctuations may raise procurement costs, increased public transport ridership offers potential growth.

To address these dynamics, SMRT focuses on securing bus packages and train lines to meet future demand while ensuring cost efficiency through long-term supplier strategies.

Climate-related Risks	Drivers	Potential Impacts	SMRT's Responses	
			Rail	Buses
Acute	Rising Temperature	Quantified impact <ol style="list-style-type: none">Temporary closure of operations, affecting revenue.Business interruption costs and additional operational costs.Higher costs for capital expenditure, operations, raw materials, maintenance, and write-offs due to more frequent equipment/tool replacement.Increase in insurance premiums.Fines, penalties or enforcement orders.Increase in electricity usage to keep stations and trains cool.	Rising temperature/Increased dry spells (heat waves) <ol style="list-style-type: none">Lubricate metal bearings with 304-grade austenitic stainless steel for its corrosion resistance and high-temperature performance.Deploy track patrollers and condition-monitoring systems to detect rail fastening and ballast defects.Maintain horticultural efforts to trim and remove vegetation, supported by Route Protection Patrols and monthly inspections. Flooding/Intensified extreme rainfall/Rising sea levels <ol style="list-style-type: none">Conduct regular Table-Top Exercise (TTX) and Ground Deployment Exercise (GDX).Use real-time water level monitoring, dual level sensor for portal sump pumps.Use portable flood barriers.Inspect slopes and tunnels using thermal scanning and physical checks for risks and damage.Prioritise critical preventive maintenance when weather improves.Conduct preventive maintenance on tunnel, stormwater, and portal sump pumps to ensure serviceability.	Rising temperature/Increased dry spells (heat waves) <ol style="list-style-type: none">Identify at-risk bus captains using telematics.Apply preventive maintenance: monitor tyre pressure and condition.Monitor weather conditions via Weather@SG.Ensure adequate hydration and work-rest cycles. Greater wind events/Flooding/ Increased lightning occurrences/ Intensified extreme rainfall/Rising sea levels <ol style="list-style-type: none">Conduct regular TTX and GDX.Activate Business Continuity Plans (BCP) for affected buses on road, including evacuation plans of passengers, employees and vehicles, and ad hoc route diversions.Develop recovery plans for vehicles, locations, and equipment; include preventive maintenance for impacted buses.Send wet weather advisories to bus captains to promote safe driving.Monitor flash flood alerts and road closure advisory from PUB and LTA.
	Greater Wind Events			
	Flooding			
	Increased Lightning Occurrences			
Chronic	Increased Dry Spells	Qualitatively explored impact <ol style="list-style-type: none">Liquidated damages from unfulfilled service-level agreements due to operation disruption.Unsafe outdoor working and operating conditions, which could impede maintenance/ repair efforts and operations.Regulatory and reputational pressures.Disruption to workforce management and planning.Loss/delays in securing operating licenses.	Greater wind events/Increased lightning occurrences <ol style="list-style-type: none">Prioritise critical preventive maintenance works when weather improves.Suspend NSEWL and BPLRT services when wind speed exceeds 90km/h.Enhance yearly checks of lightning surge arresters, lightning tape and earth pit resistance measurement for lightning prone sectors.Engage authority to strengthen lightning protection measures.	
	Intensified Extreme Rainfall			
	Rising Sea Levels			

Climate-related Risks	Drivers	Potential Impacts	SMRT's Responses
Policy & Legal	GHG emissions target set by Singapore and Temasek	Quantified impacts <div>1. Investment to adopt alternate energy sources across SMRT sites (e.g. solar panels, electric vehicles).</div> <div>2. Operational costs due to carbon tax incurred from energy consumption.</div> Qualitatively explored impacts <div>1. Expenses related to enhanced reporting (e.g. adoption of new ESG management solutions, increased scope of internal/ external audit).</div> <div>2. Regulatory and reputational pressures.</div>	<div>1. Exceeded the target set in FY22/23 to increase solar generation by 50%.</div> <div>2. Deploy greener fleet of vehicles.</div> <div>3. Adopt Green CBTC and implement Green Stations.</div> <div>4. Establish Power Purchase Agreement.</div> <div>5. Include Greenhouse Gas Emissions (Scope 1, 2, 3) targets as part of SMRT Group's Annual Performance Scorecard.</div>
	Carbon Pricing	<div>1. Expenses related to enhanced reporting (e.g. adoption of new ESG management solutions, increased scope of internal/ external audit).</div> <div>2. Regulatory and reputational pressures.</div>	<div>1. Factor additional cost of carbon taxes or carbon credits and RECs into financial forecast.</div>
Reputation	Increased stakeholders' concerns about company's contribution to decarbonisation	Qualitatively explored impacts <div>1. Expenses related to enhanced reporting (e.g. adoption of new ESG management solutions, increased scope of internal/ external audit).</div> <div>2. Regulatory and reputational pressures.</div>	<div>1. Engage stakeholders actively.</div> <div>2. Develop SMRT ESG Climate Transition Plan to contribute towards Temasek's portfolio goal and Singapore Climate Plan for 2030.</div> <div>3. Explore cross border renewable energy supply.</div>
Market	Changing commuter behaviours due to: <div>1. Higher cost of car ownership</div> <div>2. Improved transport connectivity (i.e., CCL6, TEL5, RTS Link, CRL, Bus Connectivity Enhancement Programme)</div>	Quantified impact <div>1. Competition from multi-modal transport options.</div>	<div>1. Focus efforts to extend and secure additional bus packages and train lines.</div> <div>2. Improve inclusivity and travelling experience to increase ridership for public transport or shared services.</div>
	Increased cost of supply chain/raw materials	Quantified impact <div>1. Cost of supplies.</div>	<div>1. Implement LTSS contracts to lock-in prices for spares and key components.</div>
Technology	Transition to lower emissions technology	Quantified impact <div>1. Investment to adopt alternate energy sources across SMRT sites (e.g. solar panels, electric vehicles).</div> Qualitatively explored impact <div>1. Transition to low-carbon technologies and products, including public buses.</div>	<div>1. Exceed the target set in FY22/23 to increase solar generation by 50%.</div> <div>2. Deploy greener fleet of vehicles.</div> <div>3. Adopt Green CBTC and implement Green Stations.</div> <div>4. Establish Power Purchase Agreement.</div> <div>5. Include Greenhouse Gas Emissions (Scope 1, 2, 3) targets as part of SMRT Group's Annual Performance Scorecard.</div> <div>6. Ensure adequacy in safety and skillset in preparation and operationalisation of electric bus transition.</div>

Advancing Climate-Related Opportunities

Climate-related shifts are opening up opportunities for growth, innovation, and long-term value creation across our businesses. We have identified areas where national policy direction, evolving commuter behaviour, and technological advancement intersect with our operational strengths. These include scaling energy and resource efficiency measures, adopting green technologies, and exploring new products and services in partnership with industry players. Our rail ridership surpassed* pre-pandemic levels for the first time in 2024, with continued improvement in emissions intensity.

Our transition efforts, including solar deployment, fleet electrification, and smart building systems, are designed not only to reduce emissions, but also to enhance performance and resilience. At the same time, evolving mobility patterns and a supportive regulatory environment present opportunity to strengthen service delivery and expand our role across the broader mobility and services landscape.

Climate-related Opportunities	Drivers	Potential Impact	SMRT's Responses
Resource Efficiency	Introduce Efficient Transport Modes	Quantified Impact 1. Receipt of grants or subsidies on decarbonisation efforts (i.e. fleet electrification). 2. Reduction in abatement costs through adoption of efficient O&M processes and green tech. 3. Higher investment in technologies, assets and processes. Qualitatively explored impact 1. Reputational advantages from being a responsible steward of the public transport operator and a corporation.	1. Replace diesel taxis and private hire vehicles with hybrid and electric vehicles. 2. Adopt enhanced waste management systems, including TAMS, MOMS, ASOMS, ATOMS, Bus Captain Mobile Application, and iWorkshop. 3. Deploy Smart Building Suite, an integrated system for improved oversight on Condition Monitoring, Energy and Water Management, Heating, Ventilation, and Air Conditioning (HVAC) Optimisation and Carbon Management. 4. Expand the adoption of solar PV systems across additional premises. 5. Invest in training, technologies and digital solutions to improve overall productivity.
	Introduce Efficient Waste Management Practices		
	Shift Towards More Energy/Resource Efficient Premises (i.e. Buildings/ Depots/ Stations)		
Market	Regulatory Push Under National Policies and Targets	Quantified impact 1. Higher public transport ridership due to regulatory push and national policy support (e.g. Singapore Green Plan 2030).	1. Focus efforts to extend and secure additional bus packages and train lines.
Products and Services	Develop new products or services through R&D, innovation and business collaboration	Quantified Impact 1. Reduction in abatement costs from more efficient O&M processes/ adoption in green tech. 2. Higher investment in technologies and processes. 3. Growth in revenue through new products/services or entry into new market. Qualitatively explored impact 1. Diversification of business and market positioning, enhancing competitive standing. 2. Reputational advantages from being a responsible public transport operator and corporate steward.	1. Explore greenfield projects through new market penetration. 2. Strengthen partnerships through closer tie-ups with strategic partners.
	Participate in renewable energy programs and adoption of energy efficiency measures		

* Current ridership figures including TEL

Measuring Progress

Material Topics	Material Sub-Topics	Targets Set for FY24/25	Performance in FY24/25	Key Targets for FY25/26 and Beyond
Energy & GHG Emissions	Energy Consumption	<ul style="list-style-type: none">Implement energy consumption reduction projects, such as:<ul style="list-style-type: none">Green CBTC on NSEWL.Scale-up Green Station projects.Target to increase solar generation by 50% by end of 2026.	<ul style="list-style-type: none">Reduced 8% of traction energy on NSEWL Line from Phase 1 Green CBTC implementation.7.6 MWp solar capacity installed, exceeding the target set in FY22/23 to increase solar generation by 50%.	<ul style="list-style-type: none">Reduce traction energy by 15% from the completion of NSEWL Green CBTC.Increase solar generation to 9.3 MWp.
	Decarbonisation	<ul style="list-style-type: none">Reduce Scope 1, 2 and 3 emissions by 2.5%, compared to a business-as-usual scenario.Reduce emissions as part of Temasek's portfolio effort to 50% of 2010 level by 2030.Achieve net zero by 2050.Convert SMRT's vehicle fleet to green vehicles by 2030.Adopt greener taxi and private hire fleet.	<ul style="list-style-type: none">Met threshold target for Scope 1, 2, and 3 emissions reduction.Strides Premier's diesel taxi fleet size has been reduced from 13% to 9%.	<ul style="list-style-type: none">Reduce Scope 1, 2 and 3 emissions by 2.5%, compared to a business-as-usual scenario.Reduce emissions as part of Temasek's portfolio effort to 50% of 2010 level by 2030.Convert SMRT's vehicle fleet to green vehicles by 2030.Reduce 20% GHG emissions from 2022 levels, in line with Singapore's 2030 climate target.Achieve net zero by 2050.
Resource Stewardship	Water	<ul style="list-style-type: none">In FY24/25, reduce water intensity by 5%, compared to FY23/24.Assess our water use (i.e. water audit) to identify water saving opportunities, with a view to establish water consumption reduction target in the coming years.Secure WEB certifications for the new TEL 4 stations as they progressively open.Water-saving efficiency taps to be installed in station public toilets across up to 50 MRT stations in 2024.	<ul style="list-style-type: none">Reduced water intensity by more than 5%, compared to FY23/24.Completed the installation of water-saving efficiency taps in station public toilets.	<ul style="list-style-type: none">Reduce water intensity in FY25/26 by 5%, compared to FY24/25.
	Waste Management & Circular Economy	<ul style="list-style-type: none">In FY24/25, reduce paper consumption by 15%, compared to FY23/24.	<ul style="list-style-type: none">Reduced paper consumption by 14%, compared to FY23/24.	<ul style="list-style-type: none">Reduce paper consumption in FY25/26 by 15%, compared to FY24/25.
Human Capital	Workforce Safety	<ul style="list-style-type: none">Zero major injury / fatalityWorkplace Injury Rate: ≤ 518 per 100,000 workers.	<ul style="list-style-type: none">Zero major injury / fatalityWorkplace Injury Rate: 593 per 100,000 workers.	<ul style="list-style-type: none">Zero major injury / fatalityWorkplace Injury Rate: ≤ 518 per 100,000 workers.
	Development of Workforce	<ul style="list-style-type: none">Continue to maintain below industry average turnover rate.	<ul style="list-style-type: none">Achieved annual turnover rate of 10.9% which is below industry average.	<ul style="list-style-type: none">Continue to maintain below industry average turnover rate.

Material Topics	Material Sub-Topics	Targets Set for FY24/25	Performance in FY24/25	Key Targets for FY25/26 and Beyond
Customer Service & Satisfaction	Customer Service & Satisfaction	<ul style="list-style-type: none"> Obtain similar/higher rating for PTC Customer Satisfaction Survey (PTCSS) 2024. 	<ul style="list-style-type: none"> PTCSS 2024 was not conducted by PTC. 	<ul style="list-style-type: none"> Obtain similar/higher rating for PTC Customer Satisfaction Survey (PTCSS) 2025.
Our Impact on the Community	Local Communities	<ul style="list-style-type: none"> Conduct > 100 activities. 	<ul style="list-style-type: none"> Conducted 130 Adopt-A-Station and Learning Journey Programme activities. 	<ul style="list-style-type: none"> Conduct > 100 activities.
Business Ethics & Integrity	Regulatory Compliance	<ul style="list-style-type: none"> Zero incidents of significant non-compliance with laws or regulations. 	<ul style="list-style-type: none"> Zero incidents of significant non-compliance with laws or regulations. 	<ul style="list-style-type: none"> Zero incidents of significant non-compliance with laws or regulations.
	Anti-corruption	<ul style="list-style-type: none"> Zero incidents of corruption. 	<ul style="list-style-type: none"> Zero incidents of corruption. 	<ul style="list-style-type: none"> Zero incidents of corruption.
	Supply Chain Management	<ul style="list-style-type: none"> Engage our top 3 suppliers whose operations significantly impact SMRT’s upstream carbon emissions in our supply chain. Encourage suppliers to participate in our Kaizen for Sustainability programme. This is a sustainability-focused Kaizen workshop for suppliers, aimed at assisting them in accounting for and minimising emissions. Renew our award for Corporate Ethical Procurement & Supply by Chartered Institute of Procurement & Supply (CIPS). 	<ul style="list-style-type: none"> We have initiated engagement with our top 3 suppliers to begin reporting carbon emissions attributable to SMRT. While data collection remains a challenge on suppliers, progress is being made. One of the top supplier is currently exploring the feasibility of a pilot project, and we are actively working with them to move this initiative forward. We had curated a Kaizen for Sustainability programme that that had 25 participants from 12 companies. We had renewed our Corporate Ethical Procurement & Supply by Chartered Institute of Procurement & Supply (CIPS) on 10 Sep 2024. 	<ul style="list-style-type: none"> Encourage suppliers to participate in the Kaizen for Sustainability programme, aimed at building capability in measuring and reporting their carbon emissions. Create a template for suppliers to calculate their emissions. Renew our award for Corporate Ethical Procurement & Supply by Chartered Institute of Procurement & Supply (CIPS).
Cyber Security & Data Protection	Cyber Security	<ul style="list-style-type: none"> Zero major cyber security breaches. 	<ul style="list-style-type: none"> Zero major cyber security breaches. 	<ul style="list-style-type: none"> Zero major cyber security breaches.
	Personal Data Protection	<ul style="list-style-type: none"> Zero incidents relating to data breaches of personal data or company-related confidential data. 	<ul style="list-style-type: none"> Zero incidents of personal data breaches notifiable under the Personal Data Protection Act 2012 (“PDPA”). 	<ul style="list-style-type: none"> Zero incidents of personal data breaches notifiable under the PDPA.

Driving Continuous Improvement

Progress at SMRT is shaped by a culture of learning, collaboration, and innovation. We continue to embed sustainable thinking across operations and the value chain by strengthening capabilities, partnering for solutions, and reinforcing accountability across all levels of the company.

Value Chain Partners

Effective collaboration with suppliers and partners is key to advancing shared environmental goals. In FY24/25, 86 participants from across our supply chain attended the VCP Workshop, which introduced practical approaches to emissions measurement and reduction.

To deepen capacity building, we launched the KfS course, developed in collaboration with the Singapore Institute of Technology, and supported by SkillsFuture Singapore. The course equips VCPs with tools to embed sustainable practices into their processes. Attendees gave it a satisfaction rating of 4.56 out of 5.

Stellarate Innovation Programme

Stellarate is Stellar Lifestyle's Innovation Programme. It not only explores sustainable business concepts with tech innovators, public sector agencies, and start-up investors, but also builds internal and partner capabilities through co-creation.

The programme enables SMRT teams and partners to co-develop environmentally responsible, tech-enabled solutions that enhance commuter experiences and support SME tenants. Key collaborators include Enterprise Singapore, Singapore Management University's Institute of Innovation & Entrepreneurship, and JR East Ventures, Japan.

Operational Impact of Kaizen for Sustainability



151

Kaizen for Sustainability projects implemented



S\$20.4M

total cost savings

S\$2.5M

hard savings

S\$17.9M

soft savings

Employee-led initiatives remain central to improving environmental performance. In FY24/25, our KfS projects empowered teams to implement practical, ground-up solutions with measurable impact.

Notably, there was a significant increase in both the number and effectiveness of sustainability-focused Kaizen Projects. This surge reflects a growing commitment across teams to integrate environmental considerations into daily operations.

A key contributor was a maintenance initiative that transitioned from preventive maintenance to condition-based monitoring for a train motor component. By optimising the maintenance regime, the team extended the component's lifespan, reduced unnecessary material use, and delivered significant cost savings. This single initiative accounted for over 60% of the total soft savings, clearly demonstrating how data-driven decisions can enhance both operational efficiency and sustainability outcomes.

“By transitioning to condition-based maintenance, our Kaizen initiative significantly reduces material consumption and carbon footprint.

Leveraging fault diagnostics and reliability analysis, we ensure sustainability without compromising reliability.”

Cheng Han Chong
Manager, Signals and Communications Maintenance

Another initiative involved the digitalisation of cleaning and inspection records, replacing manual, paper-based forms with an automated system. This reduced paper waste, improved traceability, and enabled more sustainable work practices, while achieving cost savings of approximately S\$107,000.

“Our project goes beyond reducing paper usage. By aligning the team and empowering individuals, we established sustainability as a shared mission. Small steps, big impact, lasting change.”

Branden Wong
Manager, Joint READI

To further embed this culture of continuous improvement, SMRT will establish the Kaizen Centre—a dedicated space that showcases our Kaizen journey since 2018. Featuring award-winning projects and rotating exhibits, the Centre will highlight how Kaizen has driven progress in safety, reliability, sustainability, and cost efficiency, while inspiring employees and visitors to embrace innovation and out-of-the-box thinking.

ESG Training

To support internal capacity building, SMRT provides ESG training to foster sustainability across SMRT. Our ESG training framework ensures that employees at all levels are equipped to contribute meaningfully to the Group’s sustainability priorities.

Foundational training is delivered through multiple formats, including e-learning modules, information decks cascaded through Business Units, video-based content in English and Chinese for our bus captains, and regular updates on internal platforms. It is embedded in onboarding and reinforced through periodic refreshers, building shared understanding of sustainability goals and KfS principles.

In addition to broad-based awareness, targeted training modules are provided for data owners and approvers to support accurate reporting and accountability. This targeted training focuses on improving ESG data management and prepares the company for evolving disclosure requirements, including upcoming mandatory reporting standards.

“We support SMRT’s sustainability efforts by collecting and analysing energy data for our Trains operations. This enables tracking and monitoring of our environmental performance, helping us optimise energy use and identify areas for improvement.”

Wong Yuet Xin
Manager, Power Plans



A photograph of a woman and a young girl looking out of a train window. The woman is behind the girl, both smiling. The girl is wearing glasses and a checkered vest. The train is moving through a city with tall buildings visible in the background.

Chapter 2

Green Businesses and Operations

- Energy and Emissions
- Water
- Waste
- Celebrating Environmental Progress



Energy and Emissions

We embrace decarbonisation as a strategic imperative, embedding sustainability deep into our operations. Our efforts to reduce greenhouse gas emissions span across fleet electrification, energy efficiency, renewable energy adoption, and system-wide innovation. As Singapore's leading public transport operator, we recognise our critical role in enabling greener journeys and supporting the nation's transition to a low-carbon future.

Smarter Systems, Lower Emissions

Within our operations, we continue to make strides in improving energy efficiency. We deploy data-driven systems to monitor vehicle performance, optimise fuel use, and reduce unnecessary energy consumption. In rail, the collaborative Green CBTC project with Hitachi Rail GTS has delivered traction energy savings of up to 8% on the NSEWL since its implementation in July 2024, with a second phase projected to further improve energy savings in 2025.

In bus operations, we optimise route planning to reduce idling, fuel use, and emissions by deploying vehicles on more efficient routes where possible. Real-time data from telematics and condition monitoring supports safer, smoother driving. Implemented fleetwide across two bus packages, our bus telematics system minimises driving behaviours such as harsh braking and sudden acceleration, while lowering fuel consumption and supporting environmental goals.

At bus interchanges and depots, the Smart Building Suite helps manage HVAC systems and utility use, supporting more sustainable infrastructure management.

This focus on operational efficiency not only contributes to carbon reduction, but also provides cleaner air in the communities we serve by lowering exhaust-related pollutants and other emissions. Our ongoing transition to greener vehicles is expected to further reduce these localised air pollutants over time.

In addition, Project Cirrus, our cloud migration, improves efficiency and reduces emissions. By moving systems

to the cloud, we lower power consumption and eliminate physical infrastructure. By March 2025, we shut down equipment on four racks in the DCW data centre, saving around 2,000 kWh. This shift supports our sustainability goals by optimising resource use and reducing waste.

"The Green CBTC Next Gen system demonstrates a clear commitment to reducing emissions by optimising acceleration, braking, and cruising through deep data analytics. The enhanced system, with an expected 15% traction energy savings, significantly contributes to Singapore's 2050 net zero efforts—setting a strong benchmark for sustainable rail operations."

Tang Yu Feng
Managing Director,
Hitachi Rail GTS Singapore

Accelerating the Shift to Greener Fleets


Fleet electrification remains a cornerstone of our decarbonisation roadmap. STRIDES Premier Taxi is accelerating the transition to a greener fleet by phasing out diesel vehicles and increasing the adoption of hybrids and EVs. We are committed to retiring the current fleet of diesel vehicles in the next three years. To ease this transition for our driver-partners, we provide a support package that includes lower rental rates, complimentary charging and fuel credits, and dedicated aftercare services. In parallel, SMRT Buses is on track to deploy 128 electric buses by 2025, contributing to LTA's national goal of achieving a 100% cleaner-energy bus fleet by 2040.

Enabling Infrastructure

These efforts are supported by the expansion of Singapore's EV charging infrastructure. Through ChargeEco, we have installed over 600 EV chargers at nearly 200 locations to date, spanning residential, commercial, and public spaces. We are on course to meet our target of deploying 1,000 charging points by 2025, accelerating access to clean energy across the city.

Scaling Up Solar Energy

We continue to scale solar energy as part of our renewable energy strategy. A key milestone this year was the commissioning of Phase 2 of the solar PV system at Bishan Depot, which was activated on 28 March 2025. This upgrade added 1.5 MWp of capacity, bringing the depot's total solar capacity to 2.8 MWp.

 **7.6 MWp**
solar capacity installed



We have deployed 7.6 MWp of rooftop solar PV capacity across our depots and facilities, with another 1.7 MWp in development. Together, these installations can generate enough electricity to power approximately 2,400 four-room HDB flats annually, contributing to national energy goals and reducing our reliance on grid electricity.

Despite the higher cost of procuring green electricity—nearly double that of conventional sources—we continue to explore the opportunity to procure green electricity when the renewable energy market competitiveness improves and lower premium over commercial sources. These efforts reinforce our commitment to decarbonisation and long-term energy resilience.

Leveraging Transit for Low-Carbon Logistics

We are also identifying new opportunities to lower emissions through logistics and partnerships. In collaboration with SingPost, Project Symphony piloted the use of MRT trains for postal collection during off-peak hours. This effort helps reduce last-mile delivery emissions by using rail capacity instead of road-based transport.

Empowering Greener Retail and Engagement

Our digital initiatives are reshaping how we manage our commercial spaces and customer experiences. The Digital Twin Virtual Tours platform allows prospective tenants and leasing managers to collaborate and explore station units remotely, reducing the need for site visits and associated travel emissions.



Exploring retail units virtually.

Hive Express, a transit innovation space at Raffles Place, supports resource-light retail experiences. It features low-energy vending machines and unmanned storefronts, offering essential goods in a space-efficient, digitally-enabled format.

To promote sustainable business practices across our value chain, Stellar Lifestyle introduced a Green Advertising Package in 2024. The end-to-end solution incorporates eco-friendly materials, low-impact production methods, and end-of-life recycling for advertising assets. Clients that promote ESG-related campaigns benefit from co-funding incentives and network-wide promotion, aligning commercial outreach with environmental responsibility.

Sustainable Procurement and Value Chain Engagement

SMRT Procurement continued to adopt the Sustainable Procurement Policy (SPP) over the past year. The policy includes a 5% sustainability evaluation component for tenders above S\$1 million.

The potential tenderers are assessed based on their ability to align with recognised sustainability standards, implement quality management systems, and contribute to reducing Scope 3 emissions for SMRT. In total, 35 tenders were evaluated using the SPP approach.

We work closely with suppliers through LTSS contracts to build long-term resilience, minimise unexpected costs, and reduce environmental impact. These collaborations are part of our broader effort to build a responsible, resilient, and low-carbon supply network.

Exploring the Next Frontier

We work with academic and industry partners to explore future solutions such as Vehicle-to-Grid charging protocols and demand-responsive cooling for stations. In collaboration with Nanyang Technological University, we are also developing a mobile wind harvester that is currently in the prototyping stage. Designed to capture airflow within bus ducts and generate power, this project reflects our commitment to integrating low-emission technologies across our operations and achieving long-term sustainability goals.



Partnership with Hitachi Rail GTS on the development of Green CBTC.

Our Performance

SMRT Group (in kWh)

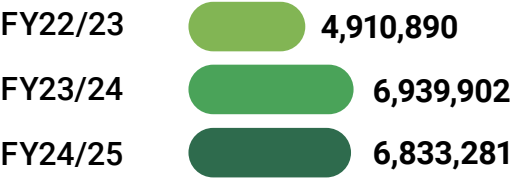
Total Energy Consumption



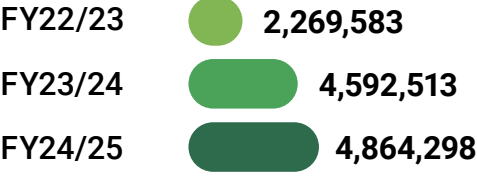
Electricity Purchased



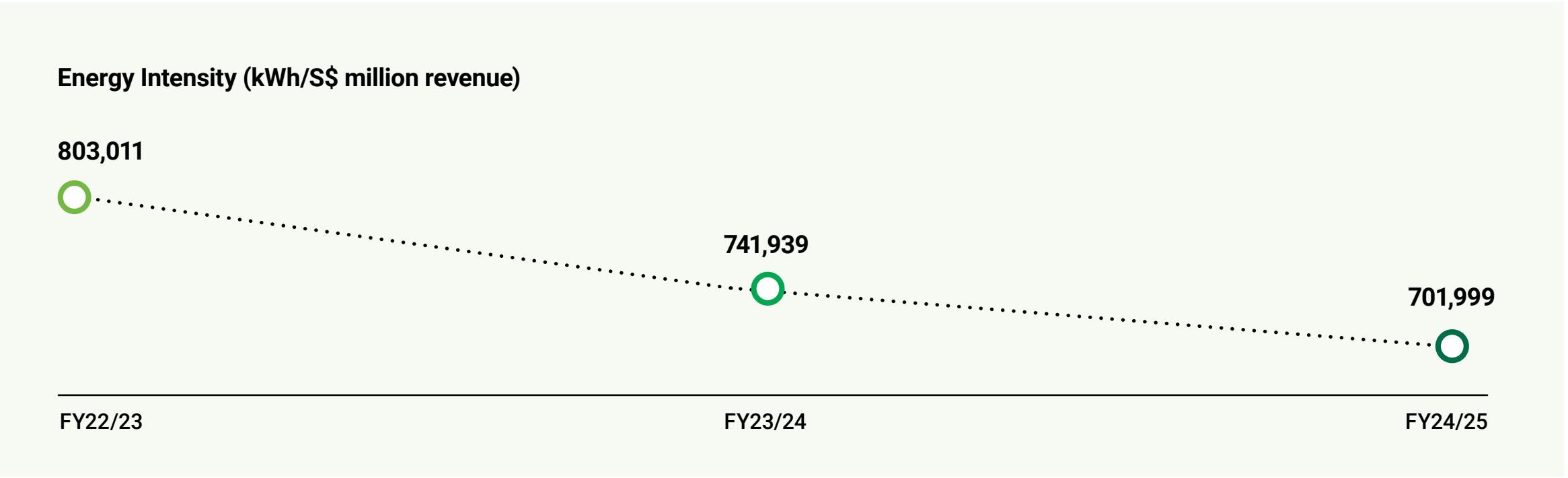
Cooling Consumption



Onsite Renewable Electricity Consumption



Rail^



^ Figures excluding TEL



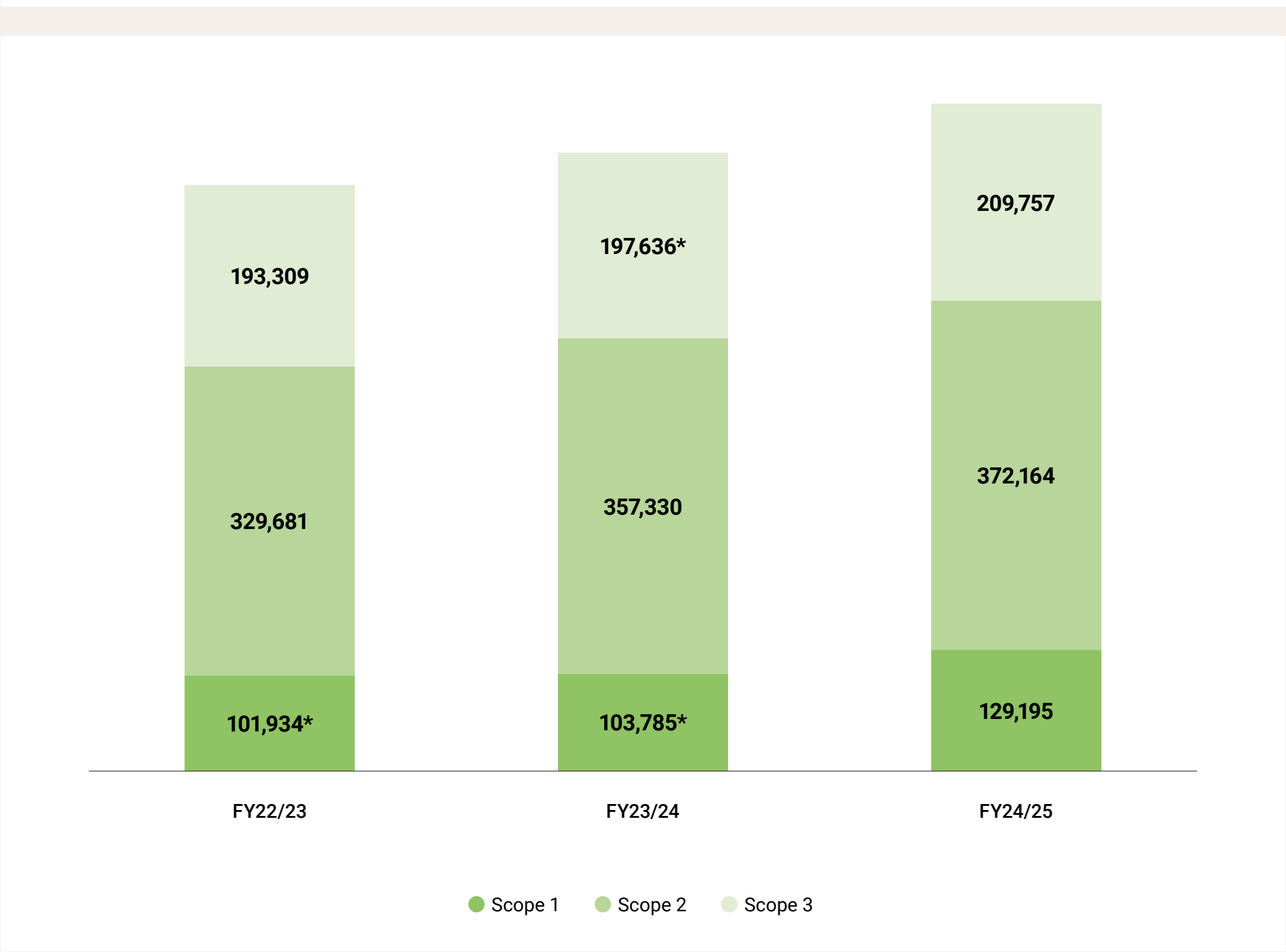
SMRT Group

Total GHG Emission (tCO₂e)

FY22/23624,924*

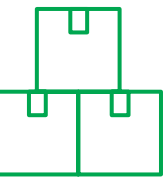
FY23/24658,751*

FY24/25711,116



* Figures have been restated to reflect improvements in data collection methodologies and efforts to improve the accuracy of reported data.

Scope 3 Category (tCO₂e)



67,544

Category 1: Purchased Goods and Services

Consolidated with Category 2: Capital Goods and Category 4: Upstream Transportation And Distribution



127,936

Category 3: Fuel and Energy related Activities not Included in Scope 1 and Scope 2



4,141

Category 5: Waste Generated in Operations



682

Category 6: Business Travels



9,454

Category 7: Employee Commute

Rail^

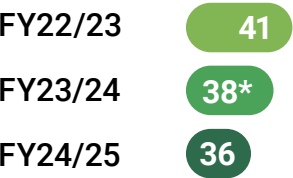
Scope 1 and 2 (tCO₂e)



Scope 1 and 2 GHG Intensity (tCO₂e/S\$ million revenue)

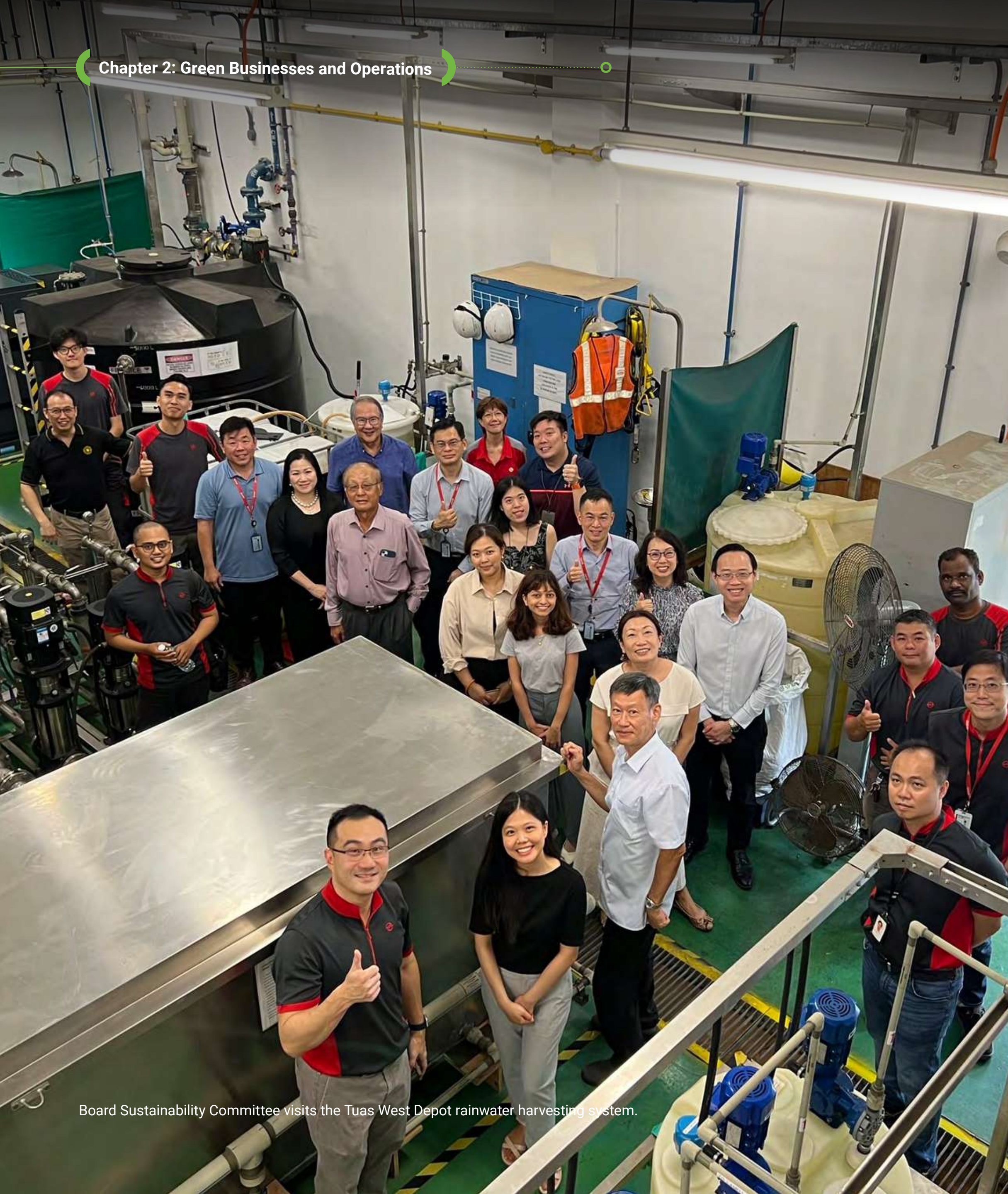


Scope 1 and 2 GHG Intensity (tCO₂e/million pax-km)



^ Figures excluding TEL

* Figures have been restated to reflect improvements in data collection methodologies and efforts to improve the accuracy of reported data



Board Sustainability Committee visits the Tuas West Depot rainwater harvesting system.

Water

Our water management strategy is grounded in practical action and continuous improvement. We focus on site-specific solutions that maximise efficiency and minimise waste. From reclaiming rainwater for operational use to matching cleaning routines based on passenger traffic, our initiatives are designed to make every drop count.

Water-Efficient Infrastructure and Operations

We are actively upgrading station infrastructure to further cut down water consumption. Conventional taps are being replaced with self-closing models at 47 stations. This has led to a 6.9% decrease in water intensity, amounting to a savings of 27,805m³ of water over six months.

Upgrading for Water Efficiency

All SMRT-operated train stations, bus interchanges, and bus depots have been awarded the Water Efficient Building (WEB) certification, demonstrating our commitment to sustainable design and water conservation. Plans are in place to extend this certification to all facilities under the Jurong West Bus Package.


In parallel, we are enhancing the performance of bus wash systems by extending the circulation frequency of recycled water. These efforts form part of our broader commitment to environmental responsibility, where engineering, data, and operational decisions work in concert to drive lasting improvements in water efficiency.

Rainwater Harvesting

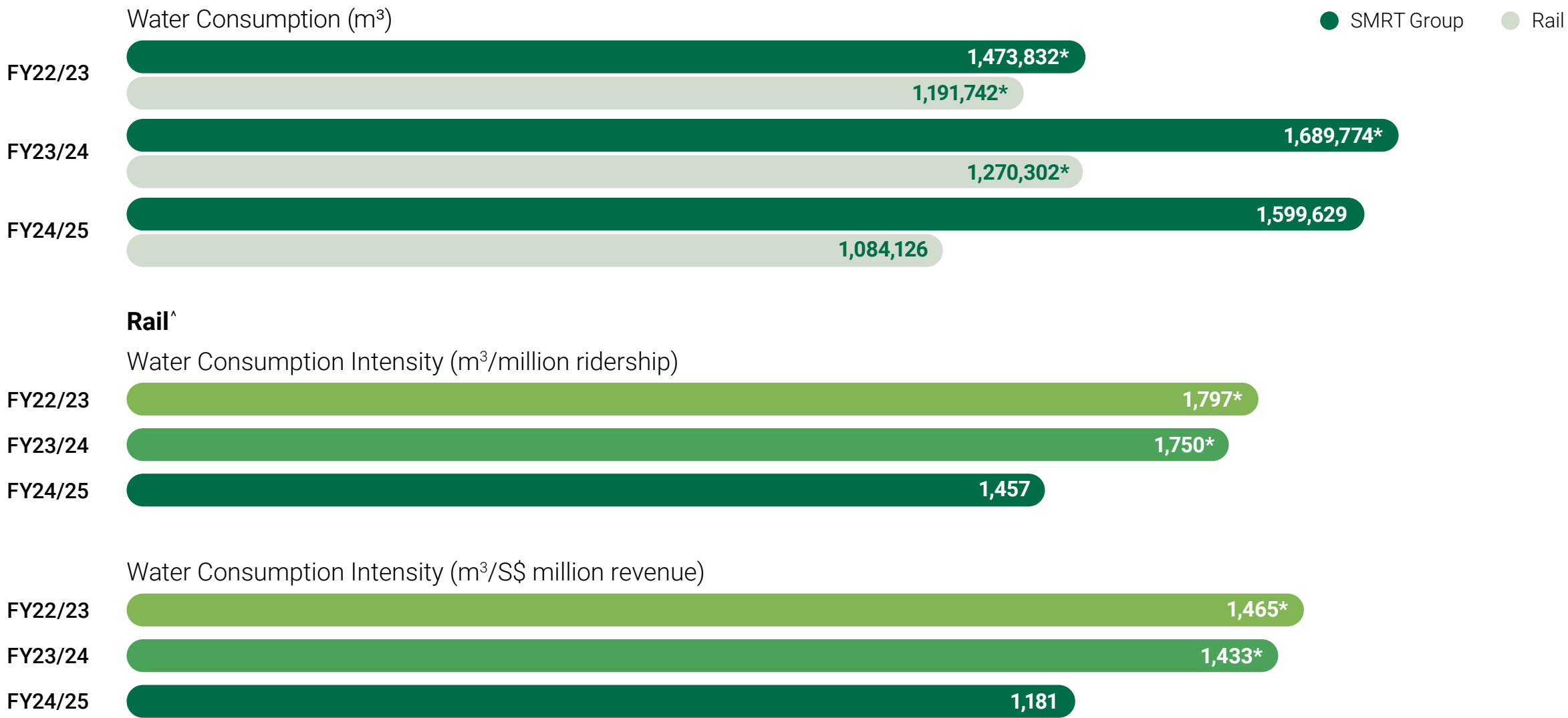
At Tuas West Depot and Mandai Depot, rainwater harvesting systems are fully integrated into daily operations. At Tuas West Depot, rainwater is collected, filtered, and reused primarily for train washing. This has resulted in a 44% reduction in water usage for that function alone. The harvesting system has a capacity of 192m³ capacity, and it was showcased to the BSC during a field visit, where attendees observed the full process from rooftop rain collection to final use.

At Mandai Depot, the harvested rainwater supports irrigation over an area of 4,883 m², with an estimated capacity of 600 m³, calculated based on equipment run time. This initiative supports sustainable landscaping and reduces dependence on potable water.

Reduction in Water Use

 Rainwater harvesting and recycling reduced freshwater consumption for train washing by 44%

Our Performance



^ Figures excluding TEL
* Figures have been restated to reflect improvements in data collection methodologies and efforts to improve the accuracy of reported data.





Guest-of-Honour President Tharman Shanmugaratnam, City Developments Limited (CDL)'s senior management team and management representatives from LTA, SMRT, NParks, and Just Keep Thinking, at the launch of the CDL EcoTrain.

Waste

Reducing waste is not just a technical challenge—it is a shared responsibility that begins with daily choices and ends in long-term impact. From operational improvements to creative partnerships, we are scaling circular practices and digital solutions to conserve resources and reduce landfill burden.

Operational Waste Reduction

Everyday actions drive lasting impact. Across our sites, we actively reduce waste through targeted initiatives. Food waste biodigesters convert scraps into compost, while optimised parts replacement practices minimise unnecessary disposal. At Sentosa Express, we now replace only train wheels that reach their wear limit, rather than entire sets. This shift, aligned with actual wear patterns and product life cycles, has reduced waste without compromising safety or service.

Recycling and Responsible Disposal

Across our operations, SMRT manages the responsible disposal and recycling of materials such as e-waste, metal waste, tyres, batteries, and other automotive components. This is organised through working with partners who comply with environmental regulations and recognised standards, including ISO 14001.

Hazardous and toxic waste are handled in line with environmental requirements, and where feasible, we work with National Environment Agency (NEA)-approved vendors to ensure safe processing and disposal.

In FY24/25, we recycled approximately 1,230 tonnes of scrap metal and 4.4 tonnes of e-waste. Used running rails and train wheels make up the bulk of the recycled scrap metal. Used oil is also collected and sent to approved vendors for treatment, recycling, and energy recovery.

Physical IT assets such as PCs and mobile devices are also responsibly recycled through accredited vendors, following NEA, ISO, and R2 guidelines.

By strengthening our recycling and disposal processes, we aim to lower operational waste and contribute to a cleaner, more sustainable environment.

Circular Initiatives and Creative Partnerships

We extend the life of decommissioned assets through collaborative and purpose-driven projects. In partnership with City Developments Limited and the Land Transport Authority, we introduced the CDL EcoTrain—a decommissioned train cabin transformed into Singapore's first solar-powered climate education space at City Square Mall. This interactive exhibit fosters public engagement on sustainability.

Our collaboration with LASALLE College of the Arts empowers students to creatively repurpose retired train cabins into functional community and artistic spaces. This initiative not only gives new purpose to decommissioned assets but also nurtures the next generation of creative professionals.

In addition, our partnership with ChopValue turns used chopsticks into sustainable products like coasters, demonstrating how everyday items can be upcycled into lifestyle goods. These initiatives highlight the power of innovation and public-private collaboration in advancing low-waste solutions.

Digitalisation

Digital transformation plays a central role in minimising resource use and improving efficiency. The rollout of iWorkshop Phase 2A in July 2024 supports a paperless fleet maintenance environment, boosting workshop productivity and sustainability. Other digital systems such as TAMS, MOMS, ASOMS, and ATOMS have helped eliminate the need for approximately 1.8 million sheets of paper annually.



Manpower-lite Retail.

Stellar Lifestyle’s deployment of manpower-lite retail solutions, including vending machines and unmanned stores, also contributes to reduced packaging waste while increasing convenience for commuters.

Digitalisation has also redefined internal processes. Digital leave applications, overtime tracking, and onboarding workflows have replaced manual systems—enhancing efficiency and reducing administrative overhead. Tools such as training dashboards and budget tracking systems have strengthened oversight of learning and resource use. Projects such as Titan and Everest Repository promote continuous learning and knowledge-sharing while reducing reliance on paper. Together, these initiatives have significantly reduced paper usage and manual intervention, improved data integrity, and enhanced governance—aligning strongly with our ESG commitments.

Waste Profiling and Insights

Informed strategy begins with insights. We conducted waste audits at our train and bus depots to gain insights into waste generation, identify gaps, and refine our waste management strategies.

Building on these insights, we continue to raise awareness among employees through education campaigns, including posters and communications across SMRT Workplace, encouraging employees to play an active role in sustainable waste management.

As part of this effort, we conducted a review of our scrap metal vendor’s processes to verify that scrap metals are directed for material recovery rather than disposal. This review helped ensure that waste is managed in accordance with contractual obligations and supports resource circularity.

By combining operational improvements, digital innovation, and external partnerships, SMRT is driving forward a waste strategy that promotes sustainability, supports circularity, and strengthens long-term resilience.

Celebrating Environmental Progress

Our sustained commitment to environmental responsibility and continuous improvement was recognised with three accolades at the 25th Singapore Environmental Achievement Awards (SEAA), organised by the Singapore Environment Council. These included the Outstanding Environmental Achievement Award, the highest honour of the event, alongside awards for Systems and Management, and Innovation and Design. Together, they affirm the strength of our company-wide approach to sustainability and our dedication to driving meaningful change.

SMRT Buses also secured the top position in the Land Transport Authority’s Environmental Sustainability League 2024, reflecting the impact of our energy- and water-saving measures, employee engagement efforts, and sustainable practices across operations. From integrating

sustainability into employee induction programmes to actively reducing waste onsite through biodigesters and optimised parts replacement, we continue to embed sustainable action into our daily operations.

Our Performance

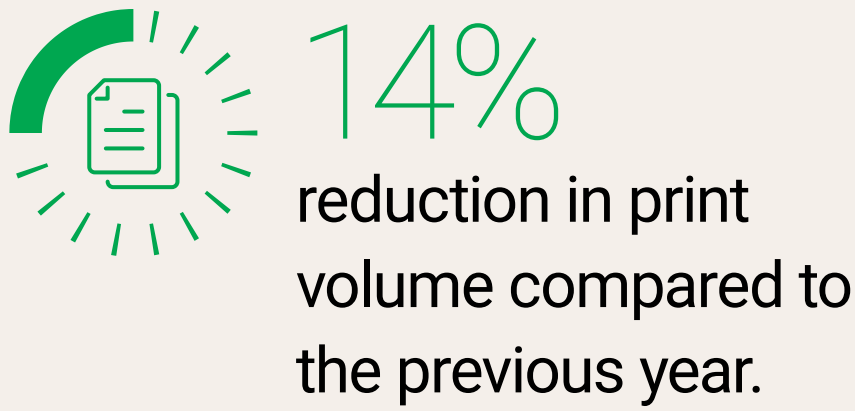
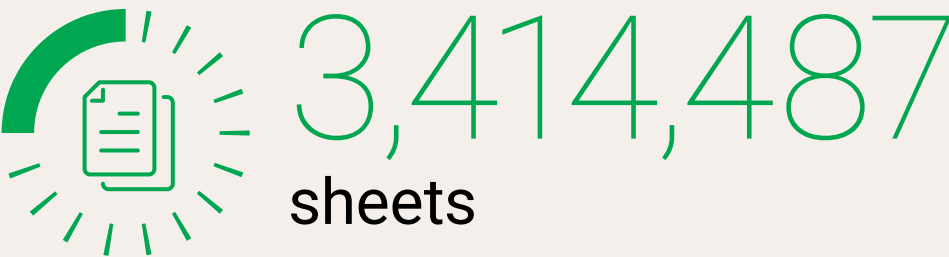
Waste Diverted from Disposal (Tonnes)



Waste Directed to Disposal (Tonnes)



Paper Consumption



* Projected based on available data.



Chapter 3

Empowered Employees in a Thriving Workplace

- Employee Health and Well-Being
- Workforce Safety
- Diversity and Non-Discrimination
- Development of Workforce



Employee Health and Well-Being

Workforce resilience is a cornerstone of our sustainability strategy. At SMRT, we believe that a happier, healthier workplace starts with physical, mental, and financial well-being—all within an environment grounded in trust, collaboration, and mutual respect. By embedding a culture of purpose and inclusion, we empower our people to thrive in a workplace that prioritises their physical and psychological well-being.

A Happier Workplace

In November 2024, A Happier Workplace was officially launched to foster stronger social connection and a sense of belonging. Since then, we have organised a variety of events to strengthen relationships, encourage collaboration, and celebrate our people.

As part of this initiative, we strengthened our commitment to employee well-being through a series of health-focused programmes. Between October and December, we conducted 28 sessions across 14 locations, offering

complimentary screenings and flu vaccinations to all employees. We also extended eligibility for enhanced tests—such as obstructive sleep apnea assessments—to employees aged 40 and above in safety-critical roles, supporting early detection and prevention of health risks.

In December 2024, we expanded our support further by partnering with Intellect Singapore to provide round-the-clock access to mental health services, including one-on-one counselling, guided self-care resources, and both virtual and in-person therapy options. These services give employees flexible, discreet, and timely support, promoting emotional resilience and mental well-being. Financial health was also a priority, with initiatives in partnership with MoneyOwl, such as WhatsApp-based micro-learning modules delivering bite-sized financial tips, alongside ongoing financial literacy workshops to build long-term financial confidence.

The importance of these efforts is further reinforced by the findings of our 2024 Workforce Engagement Survey. Results showed increased employee satisfaction across multiple areas, with the most notable gains in trust in leadership, opportunities for development, and recognition. Employees also reported a stronger sense of belonging and greater confidence in their ability to succeed at SMRT, regardless of background.

A Happier Workplace isn't just a nice-to-have—it's essential. A positive and supportive culture strengthens collaboration and empowers people.

Tan Xi Min
Manager, Talent Management

A majority indicated that they could achieve their career goals within the organisation. These positive sentiments are reflected in the employees' increased intent to stay with SMRT for more than five years.

In addition, employees rated SMRT's positive impact on society higher than the national average, reflecting the organisation's growing reputation and influence. Confidence in the company's future also remains strong, with many employees expressing optimism.

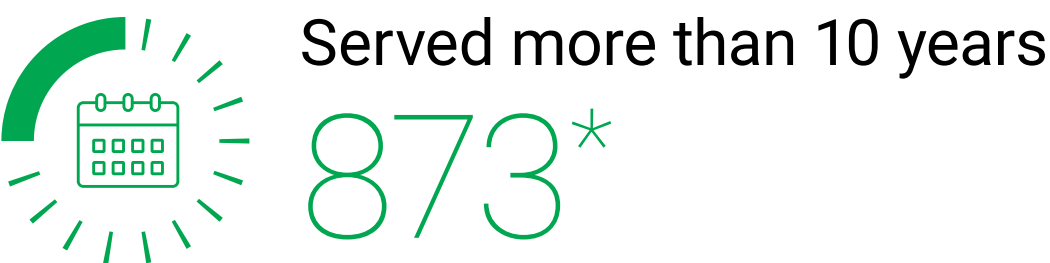
Fostering Fairness and Trust

SMRT proactively adopted the Tripartite Standards for Grievance Handling, reinforcing our commitment to a transparent, efficient, and harmonious workplace. By implementing structured processes to resolve employee grievances, we have strengthened trust between management and employees, resulting in quicker resolutions, fewer conflicts, and improved morale. This proactive approach demonstrates our commitment to fair practices, employee well-being, and compliance with labour regulations, further reinforcing SMRT's reputation as a responsible employer.

Recognising Service and Commitment

Recognising dedication is essential to building a workplace where commitment, care, and contribution are deeply valued. Our commitment to recognition and care was further highlighted at the 2024 Public Transport Workers' Appreciation (PTWA) campaign, themed "Health and Mental Wellness." Held at the Woodlands Integrated Transport Hub, the event featured onsite health screenings and flu vaccinations, wellness booths hosted by partners including the Ministry of Health (HealthierSG), Health Promotion Board, Beyond the Label, and NTUC Club.

In November 2024, we held our annual event to celebrate the Long Service Award (LSA) employees. This included those who have served in SMRT for 30, 35, 40 and even 45 years—reflecting strong employee loyalty and our ability to nurture long-term careers. This depth of experience enhances service quality, reduces the environmental and social cost of employee turnover, and reinforces our long-term resilience as a purpose-driven company.



* The figure of 873 employees with more than 10 years of service is a subset of the 1,382 Long Service Award recipients in FY24/25 who met the 5-yearly milestone criteria.





SMRT Chairman Seah Moon Ming and GCEO Ngien Hoon Ping seeing Project Pulse in action. Project Pulse offers realistic training scenarios, that enable employees to learn and practice the use of a voltage tester to detect traction power in a near risk-free environment.

Workforce Safety

Our safety initiatives drive a high-performance safety culture through Kaizen, enforcement of compliance to safety standards, and data-driven risk management approach. By embedding safety best practices across our workforce and operations, we uphold our commitment to delivering safe and reliable journeys for all.



Opening of the SMRT Rail Safety Experiential Centre.

Safety Starts on Day One

From the beginning of their journey with SMRT, employees are introduced to our safety culture. Through our structured onboarding programme, new hires learn about SMRT's safety culture and best practices.

This experience is further reinforced through immersive learning at the SMRT Rail Safety Experiential Centre (SRSEC), where employees engage with real-world case studies to ensure safety is deeply ingrained in every aspect of our work. The Centre also serves as a constant reminder that safety is a shared responsibility—reinforcing the message: “Think Safety, Work Safely, Go Home Safe.”

Most common types of accident:



Slips, trips and falls



Incidents involving vehicles



Incidents involving contact with objects

Enhancing Operational Safety Performance

We continue to enhance our safety training by embracing immersive technology. Project Pulse is one such initiative, offering realistic training scenarios, enabling employees to learn and practice the use of voltage tester to detect traction power in a near risk-free environment. This approach helps build muscle memory and sharpens risk perception, reinforcing safe behaviour on the ground.

In FY24/25, we operationalised Safety Culture 3.0, reinforced by the “second-last man” concept and stronger involvement of middle management—empowering employees to take greater ownership of safety on the ground.

Our upgraded bus telematics system, now deployed across the entire bus fleet, plays a key role in enhancing

safety and operational performance. Designed to support driving performance and hazard awareness, it provides real-time visual and audio alerts to the Bus Captains. Key features include blind spot detection, lane departure warning, following distance monitoring, forward collision warning, pedestrian distance warning, distraction and microsleep alerts, and phone alert.

These efforts are further supported by visible leadership through Gemba walks by leaders regularly visiting the actual worksite to observe and understand the work, identify safety and health concerns on the ground for collective continuous improvement opportunities. The operationalisation of iSAFE at BPLRT to detect track intrusion or loitering in real-time continues to be a key enhancement to commuter safety.



The upgraded bus telematics system enhances safety and operational performance for both our commuters and our bus captains.



Leadership-in-Conversation session well attended.

Psychological Safety

At SMRT, psychological safety is just as important as physical safety. We believe that fostering a workplace where employees feel safe to speak up is essential to building a resilient safety culture. Through ongoing engagement platforms, such as Leadership-in-Conversation sessions, our Board members, senior leaders, and union representatives connect directly with employees to exchange perspectives on key issues including safety, service excellence, and continuous improvement (Kaizen). These conversations are central to creating a culture of trust, where feedback is valued, and continuous learning is encouraged.

Collaboration within Transport Industry

Our safety strategy also benefits from strong industry collaboration. SMRT actively participates in the Bus and Rail Industry Safety and Health Community of Practice, where we share insights and adopt best practices alongside peers in the transport sector. These partnerships help us stay aligned with the latest safety innovations while strengthening sector-wide standards.



Diversity and Non-Discrimination

We are committed to fostering a workplace where every individual is valued, respected, and empowered to contribute meaningfully—regardless of age, gender, background, ability, or identity. We believe that diversity strengthens our company by bringing different perspectives, experiences, and talents together in pursuit of a common purpose.

Embracing Fair-Employment Practices

Our approach to fair and progressive employment is guided by the Tripartite Guidelines on Fair Employment Practices. In line with this, we have adopted five Tripartite Standards since 2023—upholding merit-based hiring practices, fostering an age-friendly workplace, enabling flexible work arrangements, strengthening the employment experience for term-contract employees, and implementing fair and transparent grievance handling processes. These measures reflect our belief that fairness, equity, and respect must be central to how we attract, retain, and support talent.

Advancing Inclusion and Equal Opportunity

As part of our ongoing journey towards greater inclusivity, we are working on new initiatives that support underrepresented groups within our workforce. This includes plans to better engage and assimilate Persons with Disabilities (PwDs), with implementation planned for FY25/26.

As we continue to grow as an employer of choice, our focus remains on building a workplace that upholds dignity, provides equal opportunity, and embraces the diversity that drives innovation and sustainable success.



Development of Workforce

Through continuous learning and leadership development, we equip our people with the skills needed to adapt to industry advancements. Investing in our people begins from day one.

Embedding Values and Awareness

Project Genesis II reinforces SMRT's Vision, Mission, and Core Values (VMCV) among non-uniformed, non-executive and executive employees during onboarding, cultivating a unified culture. The onboarding experience now includes a visit to the SRSEC, providing new employees with immersive safety training that fosters awareness and accountability from the start.

To ensure ESG principles are deeply embedded across SMRT, we have updated our ESG e-learning modules and video training as part of our onboarding and refresher programmes. By keeping ESG education accessible and relevant, we enable employees to actively support SMRT's broader sustainability efforts. Through continuous learning and leadership development, we foster a workforce that is equipped to drive innovation and efficiency while aligning with Singapore's environmental goals.

Building Leadership and Industry Exposure

Continuous learning remains central to our workforce development strategy. We leverage immersive technology to enhance training experiences and have received recognition for our efforts, including the Team Excellence Assessment (Star Award) and the Silver Award in the Learning Technologies category at the Learning Awards 2024, held in London/UK.

Leadership development and career growth are supported through structured programmes designed to build capabilities at all levels. Initiatives such as the SMU-SID Directorship Programme, the Singapore Leaders Network (SGLN) Fellowship, and the Technology Leaders Programme, help employees deepen their expertise and expand their leadership potential. We also promote cross-industry exposure through strategic secondments with Temasek Portfolio Companies, enabling employees to broaden their professional experience.

Future-Proofing Talent

Building a resilient and future-ready workforce is a key part of SMRT's long-term strategy. Through strategic partnerships, structured development pathways, and targeted upskilling efforts, we are strengthening our talent pipeline across diverse functions.



Partnership with Nanyang Polytechnic.



Staff demonstrates VR training under the Diploma in Engineering (Public Transport Operations), showcasing innovation in future-proofing the rail industry’s talent pipeline.

In partnership with Nanyang Polytechnic, we co-developed new qualifications—including the Diploma in Engineering (Public Transport Operations) and the WSQ Diploma in Retail (Retail Operations) with a Certificate of Completion in Transport Service.

We also partnered with Republic Polytechnic to co-conduct the National EV Specialist Safety (NESS) Certification Course, equipping technicians with essential foundational knowledge before they handle electric vehicles. The course covers high-voltage systems, electrical troubleshooting, and diagnostics—marking the first industry-academia NESS collaboration, with the inaugural training session held in November 2024.

The Internship Conversion Programme (ICON) offers a structured entry pathway for young and passionate talents to join the land transport industry, exemplifying SMRT’s efforts in supporting early-career growth and branding for the industry.

Our commitment to continuous learning extends to existing employees through collaboration with the Union under the NETF Collaborative Fund (NCF). SMRT submitted five applications, all of which have been approved. The funding will help defray training expenses and support efforts in skills acquisition, reskilling, and workforce capability building. This collaboration reflects

SMRT’s commitment to fostering a culture of continuous learning and employee development.

Across all roles and levels, our workforce development efforts are driven by a commitment to excellence, innovation, and continuous growth—ensuring every employee is equipped to contribute meaningfully to safe, reliable, and sustainable operations.

Our Performance

Employee Headcount



Permanent

8,529

Male 7,299
Female 1,230



Contract

2,199

Male 1,757
Female 442



Full-Time

10,303

Male 8,903
Female 1,400



Part-Time

425

Male 153
Female 272

New Hires



Number of New Hires

Male 1,423
Female 283

Age
<30 549
30-50 850
>50 307

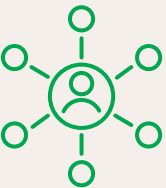


Rate of New Hires

Male 15.7%
Female 16.9%

Age
<30 33.5%
30-50 15.1%
>50 8.9%

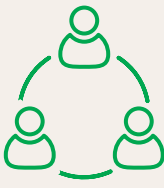
Turnover



Total Number of Turnovers

Male 971
Female 199

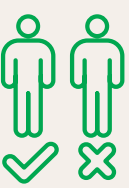
Age
<30 235
30-50 593
>50 342



Number of Voluntary Turnovers

Male 685
Female 155

Age
<30 185
30-50 459
>50 196



Number of Non-Voluntary Turnovers

Male 286
Female 44

Age
<30 50
30-50 134
>50 146



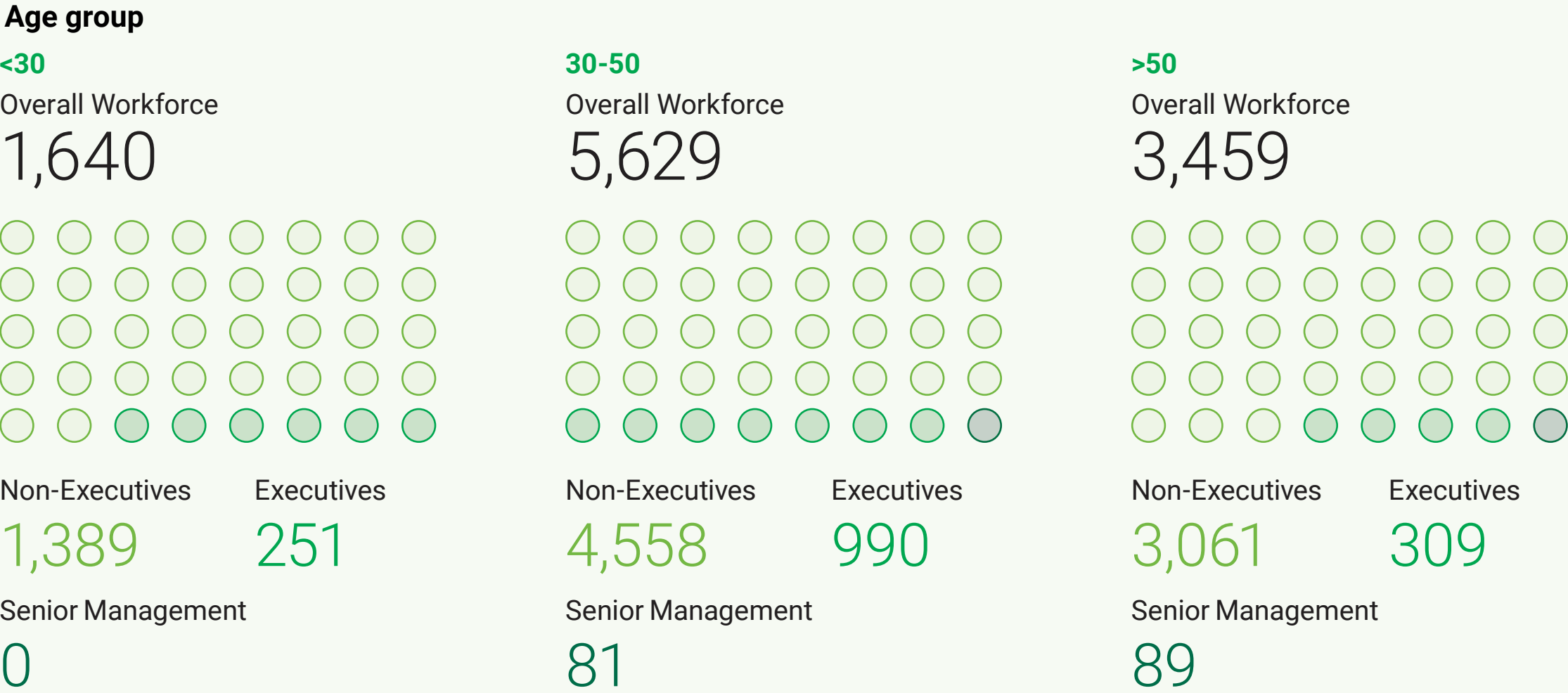
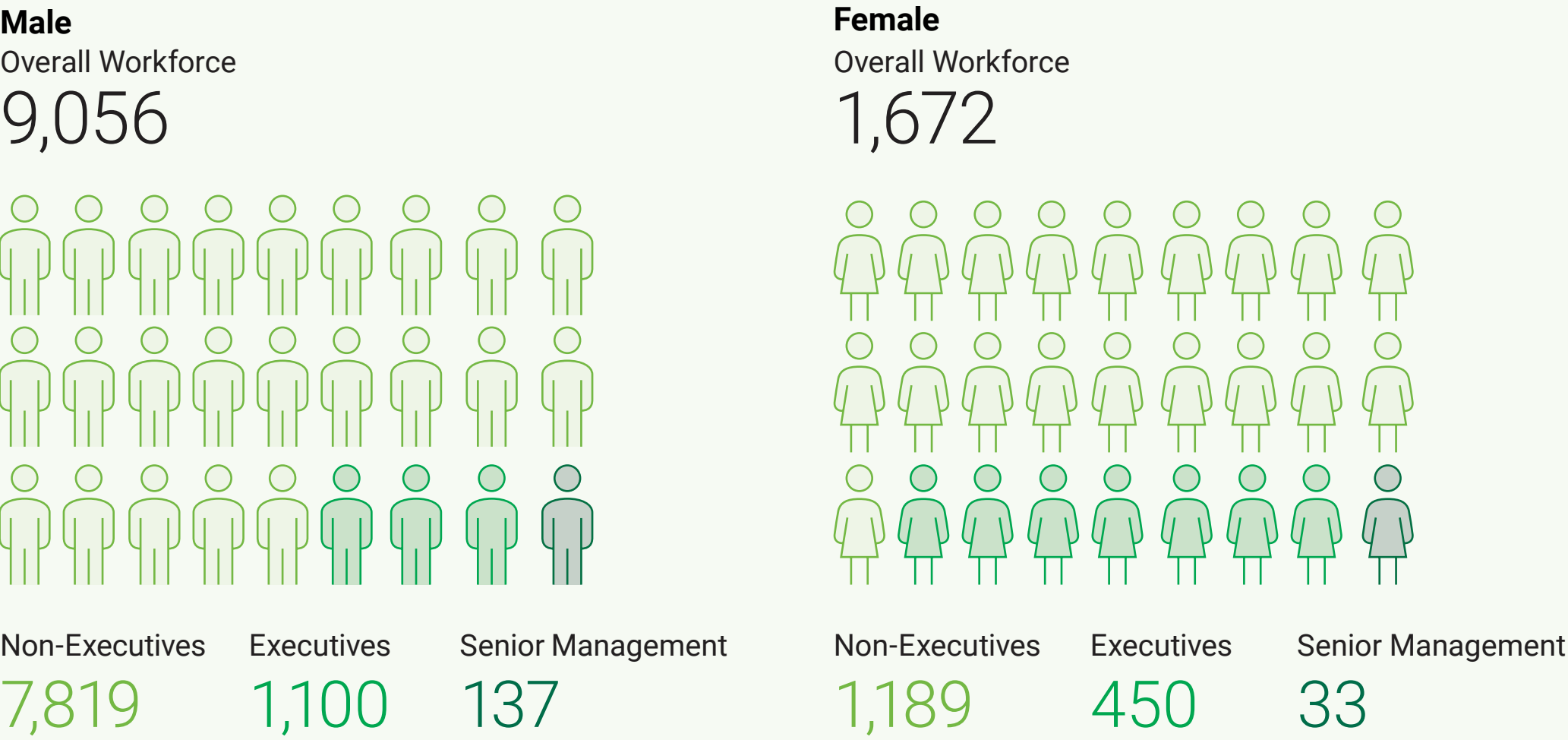
Rate of Turnover

Male 10.7%
Female 11.9%

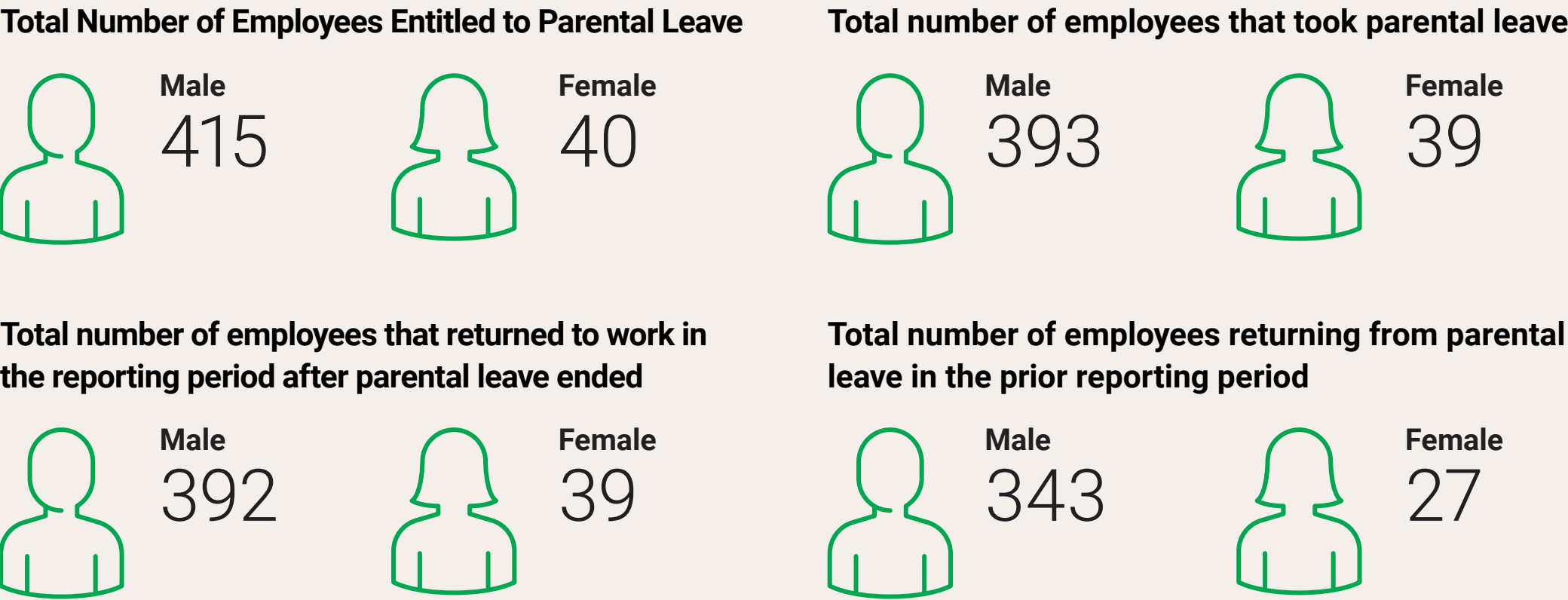
Age
<30 14.3%
30-50 10.5%
>50 9.9%

Diversity of Governance Bodies and Employees

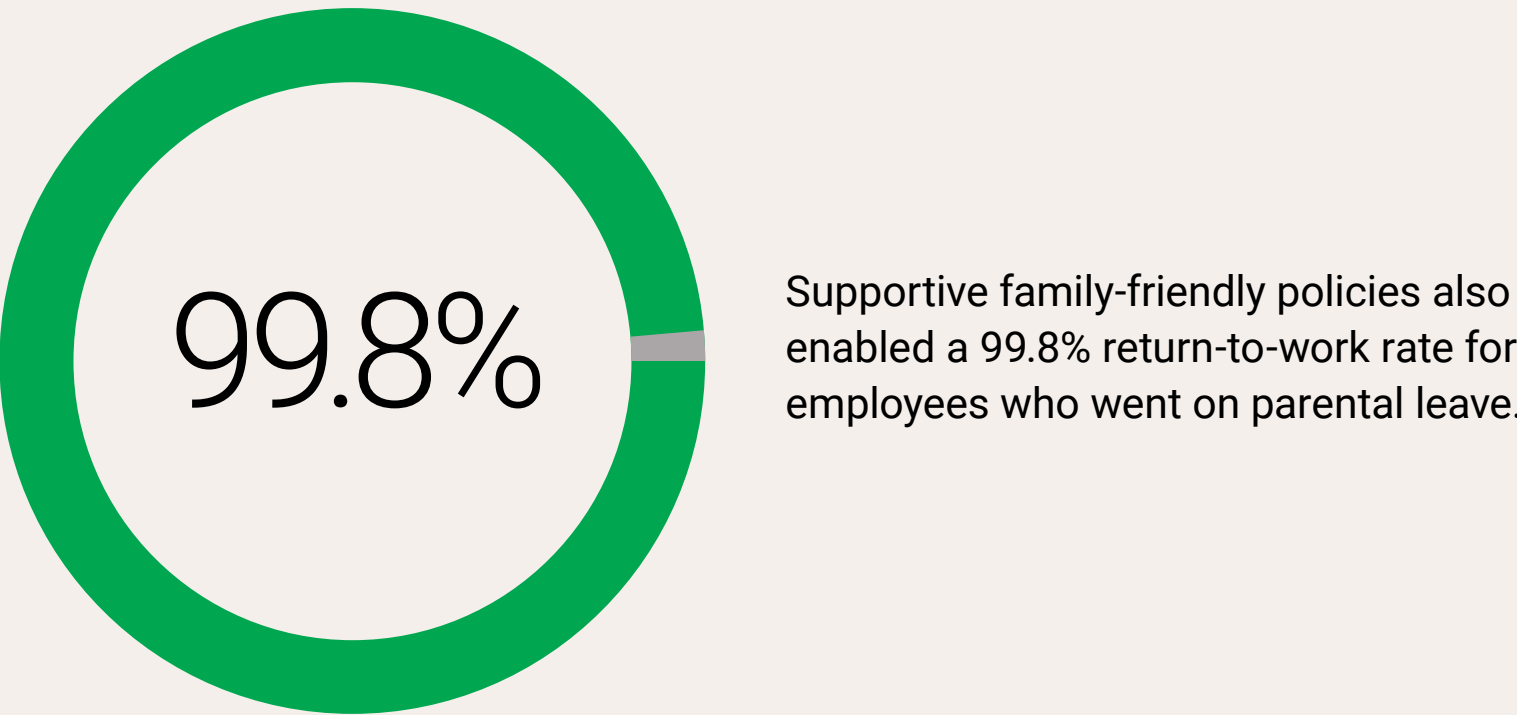
Our workforce spans different genders, generations, and career stages, with women making up 15% of employees, including 33 in senior management roles. More than 1,600 employees are under 30, while those aged 30 to 50 make up more than half of our team.



Parental Leave

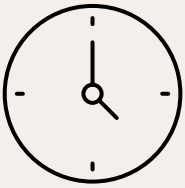
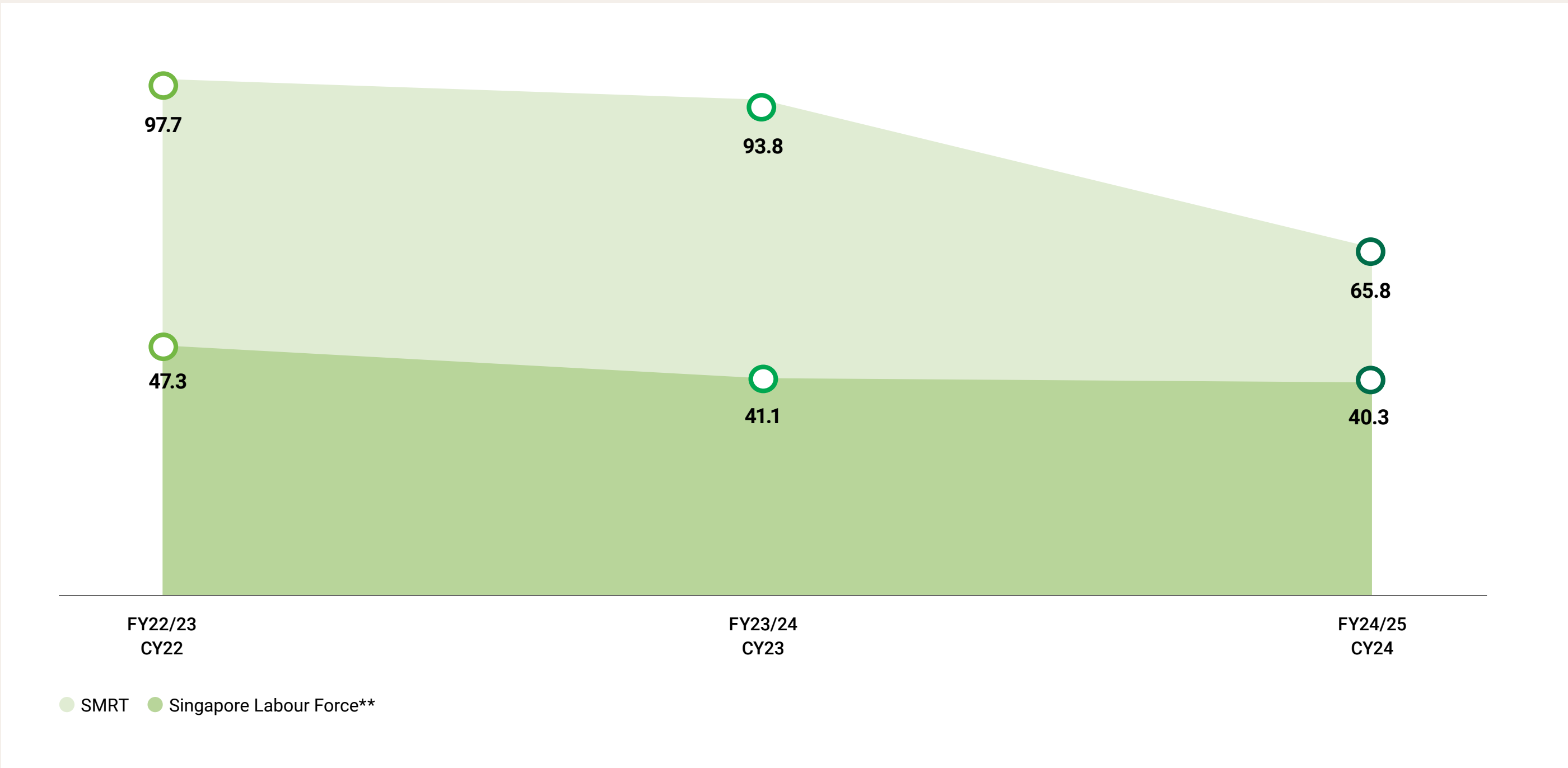


Return to work rate of employees who took parental leave



Training Hours*

In FY24/25, employees received an average of 65.8 hours of structured training. While this reflects a shift toward shorter, more targeted upskilling, SMRT continues to outperform national training benchmarks.



Average Training Hours per Employee

FY22/23	FY23/24	FY24/25
97.7	93.8	65.8

Non-Executive



Executive



Male



Female



* Include structured training hours completed for full-time employees and part-time/contract employees.
** Based on MOM Labour Force Reports. Assuming 8.75 hours per day.



Chapter 4

Engaged Communities in a Vibrant City

- Customer Service and Satisfaction
- Public Health and Safety
- Local Communities
- Accessibility and Inclusivity

Customer Service and Satisfaction

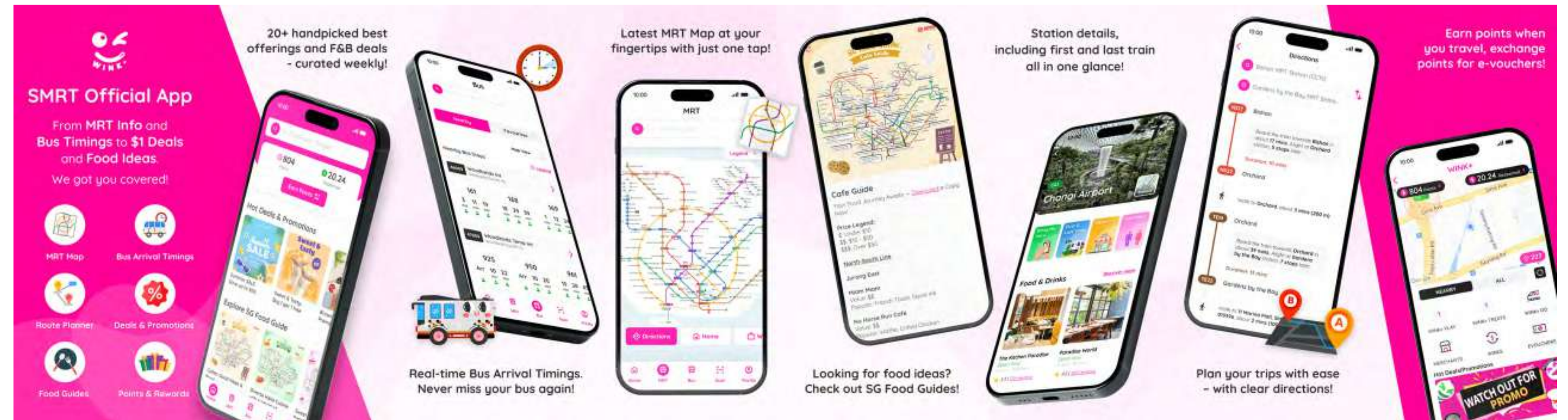
Delivering an exceptional commuter experience is fundamental to our service commitment. We continuously refine our operations, leverage technological advancements, and foster a culture of service excellence to meet evolving commuter expectations.

Rising Satisfaction Across Our Network

In the 2024 Customer Satisfaction Surveys for the Community of Metros (COMET) and the International Bus Benchmarking Group (IBBG), SMRT Trains and Buses attained their highest satisfaction ratings to date, with Trains scoring 4.28 and Buses 4.12.

Key service attributes such as reliability, journey efficiency, and comfort were most valued by commuters, affirming our ongoing focus on operational excellence.

SMRT Buses also ranked first among 16 international operators in the latest IBBG survey. These results are consistent with our performance in previous Public Transport Council's Customer Satisfaction Survey, further solidifying our commitment to delivering high-quality bus services.



Integrated Experience: From Transit to Lifestyle

SMRT is committed to providing exceptional service experiences that extend beyond transportation. By integrating placemaking, digital engagement, and creative initiatives into our transport network, we enhance commuter satisfaction and transform our stations and interchanges into vibrant spaces.

Leveraging digital engagement, WINK+ continues to transform commuter experience by integrating lifestyle content and gamification. With features such as food maps, treasure hunts, and a real-time bus tracking system, the app enhances journey planning and encourages commuters to explore dining, shopping, and entertainment options within our transport network. To date, the app has achieved strong growth, with Monthly Active Users increasing by 370% and

app downloads rising by 146% within a year. The app also leapt from #126 to Top 10 of the Google Play Store's Lifestyle category as of June 2025, reflecting the impact of new features and campaigns in driving commuter engagement and adoption.

Operational Excellence in High-Demand Events

Beyond day-to-day service delivery, SMRT plays a critical role in managing large-scale events. Our crowd management strategies for Taylor Swift's concert, the F1 Singapore Grand Prix, the National Day Parade, and the New Year's Eve Countdown exemplified our ability to manage crowd control and facilitate seamless commuter flow. Enhanced wayfinding systems, live engagement initiatives, and active station management collectively ensured a positive commuter experience amid high passenger volumes.

Learning Through Experience

Our commitment to cultivating public transport literacy and engagement is exemplified by the Adopt-A-Station/Interchange (AAS/I) and Learning Journey (LJ) Programmes. In 2024, these initiatives engaged about 8,000 students across 130 activities, providing insights into transport management while fostering greater appreciation for sustainable mobility.



Participants learning about BPLRT operations at the inaugural Learning Journey Programme at Ten Mile Junction Depot.

Recognising Service Excellence

Recognition of service excellence remains a cornerstone of our organisational culture. At the National Kindness Award—Transport Gold 2024, SMRT received 674 accolades—the highest among Public Transport Operators. The Excellent Service Award 2024 further underscored our dedication. SMRT won a total of 1,980 awards, a significant 26% increase from the previous year. Internally, the SMRT Service Excellence Awards continue to celebrate employees who exemplify outstanding service and commitment.



674

Total Awards at
Transport Gold



660

Commendation Awards



14

Outstanding Awards



Public Health and Safety

Ensuring commuter safety and well-being remains a top priority. Through structured safety engagements, we proactively educate commuters on best practices for safe travel while implementing targeted measures to mitigate risks across our network.

Health and Safety in Transit

We continue to prioritise commuter well-being through proactive health and wellness initiatives. The Go-To SMRT roadshows and Quarterly Safety Engagements serve as key touchpoints for public education, reaching thousands of commuters at MRT stations, bus interchanges, and community hubs.

SMRT continues to strengthen public safety awareness through escalator safety campaigns and advisories across its network using posters, digital displays, and public messaging that remind commuters to adopt safe riding habits.

Complementing these efforts, the Health@Station Kiosk initiative—launched at Tanjong Pagar station and later expanded to Promenade station—enables commuters to monitor vital health indicators such as blood pressure and body mass index, reinforcing our commitment to commuter well-being.

In line with our expanding focus on holistic health, a new wellness initiative was piloted at Esplanade station on 8 March 2025. In partnership with Universal Health, a social enterprise, we launched the first W3LL Station—a mental wellness booth. The booth featured contactless health screening and a personalised report on key health indicators, such as anxiety or stress, at no cost. This initiative aimed to encourage commuters to adopt healthier lifestyles or seek professional care if needed.

Preparedness and Public Safety Awareness

Emergency preparedness is also a critical aspect of public safety, and in support of SG Ready 2025, SMRT conducted a Walk-through Exercise at Siglap station and Exercise Helix at City Hall station. These initiatives provided participants with hands-on experience in emergency response scenarios and transport service disruptions, ensuring greater readiness in times of need.

Reinforcing our commitment to public health, SMRT also participated in Project Heart, organised by the Singapore Heart Foundation. Held on 12 October 2024, participants learnt critical cardiopulmonary resuscitation (CPR) and automated external defibrillator (AED) skills. SMRT Institute also introduced its in-house CPR training device, enhancing practical learning and equipping more individuals with the confidence to respond in cardiac emergencies.

Securing Our Network

Public safety also extends to protecting the physical and digital infrastructure of Singapore's transport system. We strengthened our security posture through the deployment of technologies and partnerships that support national resilience.

Under Project iSecurity, video analytics powered by artificial intelligence are being piloted to detect anomalies and alert station employees in real time. The system aims to improve both response time and operational efficiency. A tender was called for implementation at City Hall and Raffles Place stations, with two vendors trialling their solutions. SMRT will evaluate the outcomes and determine a suitable model for broader deployment.

Project Guardian introduced self-registration with facial recognition to enhance visitor management, while Project Razor reinforced perimeter defences through installation of concertina wires at critical sites. These upgrades, implemented in line with the Infrastructure Protection Act, are designed to deter unauthorised access and elevate baseline security standards.

These efforts reflect our continued commitment to national safety and resilience. In recognition of this, SMRT received the TOPSIS Outstanding Award from the Singapore National Safety & Security Watch Group (SSWG). The accolade highlights our proactive work in threat detection, employee training, and close collaboration with enforcement agencies to safeguard public transport infrastructure.

Commuter measuring her blood pressure at the Health@Station Kiosk at Tanjong Pagar station.

Local Communities

As part of Singapore's daily rhythm, the public transport network serves as a bridge between people and places—and an opportunity to strengthen community bonds. Through inclusive engagement, creative expression, and social initiatives, these shared spaces are transformed into platforms for connection, culture, and care.

Strengthening Communities Through Collaboration

Our extensive MRT network serves as a platform for community engagement, with initiatives such as blood donation drives supporting critical public health efforts. Engagement with grassroots organisations, educational institutions, and local enterprises further embeds SMRT within the fabric of Singapore's communities.

As part of this commitment, Stellar Lifestyle signed an MoU with the Singapore Red Cross (SRC) to support community well-being in Singapore. This partnership will enhance public awareness of SRC's mission through media campaigns and advertising spaces and engage SMRT employees in blood donation drives and volunteer initiatives. The collaboration aligns with the vision of Moving People, Enhancing Lifestyles, and includes the integration of the WINK+ app to help users find blood bank locations and make donations. This MoU strengthens the shared commitment to building a resilient, compassionate society.



Wayfinding cue at Mayflower station.

The 35th SMRT Comic Connect mural at Choa Chu Kang Bus Interchange.

Art in Everyday Spaces

Cultural enrichment remains a priority in SMRT's placemaking strategy. The 35th SMRT Comic Connect mural at Choa Chu Kang Bus Interchange and MRT station marked the completion of a two-year initiative launched in 2022 to celebrate SMRT's 35th anniversary. The initiative involved 137 artists and students, as well as 14 partner organisations.

Our collaboration with LTA and the National Arts Council (NAC) led to the launch of Art Under Viaduct Spaces, bringing community-inspired artwork to MRT viaduct pillars at Bukit Gombak station. We also partnered with the Life Art Society to put up a mural exhibition at Bayfront station featuring works from 22 local artists.

As part of our ongoing efforts to bring art into everyday spaces, we also collaborated with LTA on a series of community art murals unveiled at MRT stations. The first, titled "Hope in Every Line", was created by a cancer patient in partnership with LTA and Art Outreach. It was unveiled at Outram Park EWL station on 27 January 2025. The artist hoped to share his story with commuters and inspire young artists to uplift others through their art.



The second mural, featuring themes of sustainability and nature, was created by students from the Singapore Chinese Girls' School and launched at Stevens TEL station on 22 February 2025. Grassroots Adviser MOS Alvin Tan graced the event attended by LTA representatives and Moulmein-Cairnhill grassroots members.

The third mural, heritage-themed, was created by students from Chung Cheng High School. It was unveiled at Tanjong Pagar station on 1 March 2025, with then Grassroots Adviser Mr Lim Biow Chuan as the Guest-of-Honour.

Through the Lens of the Community

In support of the SG60 celebrations, SMRT launched the 'Snapshots of Pride - SMRT Through My Lens' photo contest in February 2025, inviting the public to share their artistic perspective of public transport within the SMRT

network. Through this initiative, we sought to deepen our affinity with the community while showcasing the beauty of Singapore's public transport architecture and network.

Moments of Expressions

Beyond visual art, we also celebrate the arts through literature and music. In collaboration with NAC, we expanded our Poems on the MRT initiative, integrating literary works into the transport network to add a reflective and artistic dimension to commuting.

Our Music in Community initiative introduced community pianos at select MRT stations, encouraging commuters to engage in spontaneous musical performances. Our busking programme, which provides performance opportunities for PwDs, has brought greater inclusivity to our station environments.



The Poems on the MRT themed train.



A fitness workout session at Esplanade station.

At Dhoby Ghaut station, we partnered with The Harp Association (Singapore) to launch Singapore's first community harp, creating a unique opportunity for commuters to engage with music. Interactive sporting activities such as table tennis and fitness workouts at Esplanade station, further enhance commuter engagement.



Performers at the launch of the Community Harp at Dhoby Ghaut station.

Engaging the Next Generation

Educational outreach continues to expand through initiatives such as the first-ever “SMG x SMRT Hunt” at Woodlands Integrated Transport Hub, where participants explored inclusive design elements in a hands-on learning experience.

A key milestone in 2024 was the 10th Anniversary of the Adopt-A-Station (AAS) Programme, marking a decade of impactful student engagement. The celebration, graced by then Senior Parliamentary Secretary Mr Baey Yam Keng as Guest-of-Honour, brought together 27 school leaders, as well as representatives from the Ministry of Education (MOE) and the Public Transport Council (PTC). Since its launch in 2014, AAS has engaged over 60 schools, fostering student involvement in public transport and community-building efforts.

Celebrating Together

We also play an active role in national celebrations and cultural events to create shared moments of joy for our commuters. We celebrated major festive seasons such as Hari Raya Puasa, Deepavali, Christmas, and Chinese New Year, alongside national and cultural events including National Day and Chingay with festive decorations and activities across our MRT stations and bus interchanges. These included live performances, community giveaways, and art showcases in collaboration with students from APSN, MINDS, Rainbow Centre, and West Spring Primary School. In partnership with Gardens by the Bay, we also participated in its Christmas Train Show 2024, featuring a replica of Raffles Place MRT station and exhibits from the Singapore Rail Discovery Centre.



Chinese New Year 2025



Christmas 2024



Chingay 2025



National Day 2024



Deepavali 2024



Hari Raya 2024



Replica of Raffles Place MRT station at the Christmas Train Show 2024



SMRT employees volunteer to support beneficiaries.

Caring for the Community

SMRT continued to support community outreach and giving initiatives in 2024. Tap For Hope, held from 5 July to 30 September, raised funds for the President's Challenge, benefiting 65 social service agencies. Donation stations at eight MRT stations and two bus interchanges enabled contributions via EZ-Link, credit cards, e-wallets, and PayNow. The campaign was launched at HarbourFront MRT by Ms Sun Xueling, Minister of State for Home Affairs and Social and Family Development.

In January 2025, SMRT supported the Kampung Senang charity concert as part of our ongoing commitment to doing good. The event raised over S\$200,000, with board members and senior management contributing cash donations. SMRT further supported the initiative by providing event and media spaces to enhance the charity's outreach efforts. This partnership continues to deepen with the Chairman of SMRT serving as Patron of Kampung Senang.

Through Community Chest's SHARE programme, employees continued to contribute monthly to support vulnerable groups. Ahead of Lunar New Year, 17 SMRT volunteers helped pack and distribute over 9,000 Fú Dài bags to seniors and families in need.

For the second year running, SMRT tapped on our Kaizen savings to give back to the community. In August 2024, SMRT distributed 46,000 specially-designed prepaid EZ-Link cards to nurses in celebration of Nurses Day in Singapore. Valued at approximately S\$700,000, the partnership with MOH Holdings (MOHH) recognises and appreciates healthcare professionals for their unwavering dedication to patient care, and their invaluable contributions to Singapore's healthcare ecosystem.



Tap for Hope 2024.



Giving Back to the Community

FY23/24

22,800

EZ-Link cards given to ITE and polytechnic students in courses related to the public transport industry.

FY24/25

46,000

EZ-Link cards distributed to nurses in celebration of Nurses Day.



The Purple Parade 2024.

Accessibility and Inclusivity

Sustainability is about ensuring that no one is left behind. As we strengthen Singapore's mobility ecosystem, SMRT is committed to delivering transport solutions that are inclusive, accessible, and supportive of all communities.

Our commitment was underscored by our participation in The Purple Parade 2024, where we stood alongside the community to celebrate the talents of the differently-abled and promote greater awareness of inclusivity.

SMRT also introduced The Purple Parade Concept Train on the Circle Line, featuring the stories of 21 inspiring individuals which were also displayed on posters at Bras Basah and Esplanade stations, to highlight the achievements of the PwD community. In addition, The Purple Parade-themed double-decker buses carried this message beyond the rail system, taking the spirit of inclusivity to the roads.

Infrastructure enhancements remain a key priority in fostering an inclusive commuter experience. In collaboration with Dementia Singapore, SMRT introduced new wayfinding cues at MRT stations and transport nodes to assist commuters with cognitive impairments, improving clarity in navigation. Our support towards the "May I Have a Seat?" initiative led by the Caring SG Commuters Committee continues to cultivate a culture of graciousness, encouraging commuters to prioritise seating for those in need.

Recognising the diverse needs of commuters, SMRT also introduced the sensory tool kit pilot project across selected MRT stations and bus interchanges to support individuals with autism. The kit, comprising earmuffs, fidget tools, visual timers, and interactive books, is designed to help manage sensory sensitivities, reinforcing our commitment to fostering a welcoming

and supportive public transport environment. This is done in collaboration with the Land Transport Authority (LTA), the Public Transport Council, and the Caring Commuter Steering Committee.

Beyond infrastructure, SMRT actively collaborates with partners in education and social services to drive long-term accessibility solutions. An MoU with MINDS has enhanced accessibility for persons with intellectual disabilities, enabling tailored support to facilitate independent travel.

In partnership with the North East Community Development Council, SMRT also participated in the 'Shaping Hearts' project to promote inclusion through art. Launched on 24 September 2024, the initiative featured live art by special needs artists at five MRT stations and introduced a themed train on the Circle Line. The event was graced by then Mayor of North East District, Mr Desmond, Choo, and then Senior Parliamentary Secretary, Mr Baey Yam Keng.

Through these initiatives, SMRT is reshaping public transport into an inclusive and accessible ecosystem. By integrating infrastructure improvements, workforce training, and strong community partnerships, we continue to ensure that Singapore's transport network serves the needs of all commuters, regardless of ability, fostering a more connected and equitable society.

Concurrently, cross-learning collaborations with Taipei Rapid Transit Corporation and East Japan Railway (JR-East) have enabled knowledge exchange, reinforcing SMRT's leadership in rail operations and service excellence.



Chapter 5

Responsible Practices

- Corporate Governance and Board Diversity
- Regulatory Compliance
- Enterprise Risk Management
- Anti-Corruption and Anti-Bribery
- Supply Chain Management
- Cyber Security
- Personal Data Protection



Corporate Governance and Board Diversity

Corporate governance provides the structure for transparency, ethical leadership, and oversight, guiding strategic decision-making and risk management across the company. Board diversity—across age, gender, ethnicity, and professional background—broadens perspectives and supports governance that is responsive to a changing business environment.

The Board comprises Directors with core competencies in accounting, finance, human resources, risk management, audit, law, management, technology, engineering, ESG, and service operations. Their combined experience includes areas such as strategic planning, business development, industrial relations, corporate governance, regulatory policy, overseas markets, and social issues.

Training and development are supported through company-funded programmes. During the year, Directors received briefings on ESG-related matters. The Group CEO and Board also completed the Top Executive Workplace Safety and Health Programme (TEWP), conducted by the WSH Council.

We continue to foster a culture of accountability, supported by diversity in the Board’s composition. Diversity in age, gender, ethnicity, and professional experience contributes to broader perspectives and more considered decision-making. This enhances the Board’s collective insight, supports balanced governance, and enables SMRT to respond effectively to a rapidly evolving business landscape.

Our Performance

Percentage of Independent Non-Executive Directors:

83.4%

Percentage of Non-Independent & Non-Executive Directors:

8.3%

Percentage of Non-Independent & Executive Director:

8.3%

Board Diversity

Men

9 (75%)

Women

3 (25%)

Director’s Length of Service

Served >9 years:

1

Served <9 years

11

For more information on Corporate Governance Board Diversity, refer to the [SMRT Group Review 2024/25](#).



Regulatory Compliance

Compliance with laws, regulations, and operational standards is fundamental to sustaining stakeholder trust, safeguarding organisational reputation, and avoiding legal and financial risks.

SMRT's operations across rail, bus, and taxi services are governed by regulatory frameworks covering operating licences, transport policies, legislation, fare structures, and performance standards. Compliance with these requirements is necessary to maintain operational licences and manage reputational, legal, and financial risks across the company, including employees and suppliers.

We maintain a Safety & Security Audit system to assess compliance with applicable safety, security, and health legislation, codes of practice, and the Health, Safety, and Environment (HSE) Legal Register. Compliance activities include Control Self-Assessments, audits of Safety, Security, and Health Management Systems, operational safety audits, and workplace inspections.

In rail operations, SMRT Trains complies with regulatory requirements issued by the LTA and other government agencies. These include Asset Management Requirements, KPIs, Operating Performance Standards, and Maintenance Performance Standards relating to safety, equipment reliability, service delivery, and punctuality.

To facilitate oversight and regulatory engagement, SMRT Trains holds regular Joint-Board and Joint-Management meetings with LTA to review statutory compliance, licence conditions, asset management, operational performance, and technology matters. There were no incidents of non-compliance with environmental, social, or economic regulations during the reporting period.

For bus operations, SMRT Buses complies with safety and service standards outlined under the Quality of Service (QoS) framework. Performance against these standards is monitored internally and through external audits, with financial penalties applicable if requirements and standards are not met.

In taxi operations, STRIDES Premier operates under the Point-to-Point Transport regulatory framework introduced by LTA in October 2020 and holds a Street-Hail Service Operator Licence. This allows STRIDES Premier to monitor regulatory developments closely and continually update its practices to maintain compliance.

Enterprise Risk Management

Enterprise Risk Management (ERM) is embedded within SMRT's governance structure to support informed decision-making and maintain operational resilience. The ERM Framework provides a systematic and consistent approach to identifying, assessing, managing, and monitoring risks across all Business Units and corporate functions.

Risk Assessment and Monitoring

Risk assessments are conducted quarterly across all Business Units. Identified risks are documented in centralised registers and evaluated based on likelihood, potential impact, and alignment with the company's risk appetite. The assessment includes an analysis of residual risk levels and outlines required actions to bring risks to acceptable thresholds. These risk profiles are regularly reviewed and updated to reflect changes in the internal and external environment, ensuring timely response and oversight.

Integrating Sustainability-Related Risks

Sustainability-related risks, including those associated with climate change, are integrated into this enterprise-wide approach. For Rail and Bus operations, physical risks such as extreme heat, flooding, and lightning are assessed for their implications on infrastructure reliability, service continuity, and workforce safety. Transition risks—including regulatory changes, carbon pricing, and shifting stakeholder expectations—are evaluated for their impact on long-term financial planning, compliance, and operations. Where warranted, these climate-related risks are escalated for heightened management and board-level monitoring.

In addition to climate-related risks, the ERM Framework addresses a broad range of organisational exposures. These include safety and security risks that affect commuter experience and employee well-being, cyber security threats that challenge the resilience of digital infrastructure, and operational risks that influence reliability, service delivery, and business continuity.

Strategic risks linked to reputation, technological change, and internationalisation are reviewed in the context of

evolving business priorities. People-related risks such as workforce capabilities, succession planning, and employee engagement are also considered. Compliance risks arising from legal, regulatory, and ethical obligations, as well as business and financial risks related to investment, cost management, and policy developments, are systematically assessed and managed.

ERM in Strategic Planning

The ERM process is applied to major investment decisions, operational planning, and corporate strategy formulation to ensure alignment between business objectives and risk tolerance. This integrated approach enables the company to remain responsive to a dynamic operating environment while supporting effective governance, regulatory compliance, and long-term organisational sustainability.

Due to the heightened risk environment, we are streamlining our board committee structure to better delineate the oversight of risks, including sustainability-related and increasingly prevalent or emerging risks across the Group in FY25/26. To this end, Audit & Risk Committee will be replaced by the Audit Committee (AC) while Board Safety, Security and Health Committee (BSSHC) will be replaced by the Board Risk & Safety Committee (BRC).

The AC will, inter alia, oversee all financial and accounting risks, fraud prevention, internal controls for financial and accounting risks, as well as whistle blow channel. The BRC will oversee all operational risks except financial and accounting risks. As the Group continues to automate and digitise its operations, cybersecurity risks are increasingly prevalent and sophisticated. BRC has co-opted a cyber security expert as a member to oversee such risks.

Anti-Corruption and Anti-Bribery

Integrity remains the bedrock of our operations and business conduct. We place utmost importance on maintaining the public's trust and are unwavering in our commitment to full compliance with all applicable laws and regulations. Beyond legal adherence, we uphold the very highest standards of honesty in all our dealings.

SMRT maintains a zero-tolerance policy towards corruption and bribery, recognising that any lapse in integrity not only compromises our reputation but also erodes stakeholder confidence and jeopardises our ability to conduct business in the long-term. Our approach is both preventive and responsive—reinforced through robust internal controls, employee education, and a culture that empowers individuals to speak up and act with integrity.

Managing Risk and Strengthening Controls

As part of our ERM Framework, all Business Units and Corporate Departments are required to conduct risk assessments, including fraud and bribery risks. We also communicate and provide periodic training on key policies such as the Code of Business Conduct & Ethics, Anti-Bribery Policy, Group Expense Policy, and the annual Control Self-Assessment (CSA) exercise. These are shared with the governance body, senior management, and employees to reinforce expectations and accountability.

Where irregularities are detected, SMRT conducts extensive internal investigations. Where necessary, cases are escalated to relevant authorities, and disciplinary measures—including dismissal—are taken against employees who breach our rules and regulations.

Enhancing Oversight

In FY24/25, we tightened financial controls and reporting mechanisms to ensure transparency and accuracy in our financial statements, and enhanced our risk management practices to better identify, assess, and mitigate risks to our operations and reputation. We also developed a comprehensive risk management strategy that integrates financial, operational, and strategic risks into decision-making processes.

We continue to reinforce awareness of responsibilities around achieving zero corruption and regulatory compliance through training on ethical decision-making and compliance with requirements to further foster a culture of integrity and accountability. We also reinforce existing mechanisms to encourage and protect whistleblowers who report unethical behaviour, fraud, or other misconduct, ensuring confidentiality and non-retaliation in a safe reporting environment.

Third-Party Due Diligence

Since obtaining the ISO 37001 Anti-Bribery Management Systems (ABMS) certification in May 2022, we have worked to implement and continuously enhance internal measures to meet our increasing regulatory, ISO, and contractual obligations. As we venture into foreign markets and collaborations with various foreign entities, we have developed a framework to manage and evaluate our prospective business partners, suppliers, vendors and/or investments.

We have procured compliance solutions to screen these individuals and entities for sanctions, money laundering, terrorism financing, financial crime, and adverse media. This early identification of potential misalignment in practices supports our efforts to maintain high standards of integrity in business conduct and enables us to stay competitive and resilient in today's global market.

ISO 37001 Anti-Bribery Re-Certification Audit

SMRT was re-certified to ISO 37001 ABMS. Executives from 10 corporate functions and Business Units participated in the three-day audit and successfully demonstrated our continued adherence to the stringent requirements set by ISO 37001. This reinforces our commitment to the highest standards of integrity and compliance.

The audit highlighted several areas of excellence, including ongoing enhancements to our ABMS and internal policies. In particular, the revamped e-learning modules—with videos and situational scenarios tailored to SMRT's context—were praised for improved clarity and accessibility. Auditors also commended our proactive approach to identifying and mitigating bribery risks, and our efforts to foster a culture of transparency and ethical conduct.

We remain committed to the continuous improvement of our ABMS and will also maintain our focus on employee education and awareness to ensure that all employees uphold the company's commitment to integrity and compliance.

KYC Checks Guidelines for Strides International Business

To strengthen the due diligence prior to signing any binding contracts, Strides International Business implemented the KYC Checks Guidelines on 1 April 2025. The Guidelines sets out the checks required when dealing with various counterparties as well as the waiver and approval process in the event any irregularities or negative findings are detected.



Supply Chain Management

A resilient and responsible supply chain is essential to delivering safe, reliable, and sustainable transport services. At SMRT, we recognise that sustainability does not end within our operations—it extends to the partners we engage and the way we procure goods and services.

We engage a diverse network of suppliers, contractors, and service providers whose practices directly affect our environmental footprint, service quality, and long-term performance. By integrating sustainability into procurement practices and supplier engagement, we work to build a value chain that upholds ethical conduct, promotes resource efficiency, and supports environmentally sustainable practices.

Embedding Sustainability in Procurement

To assess alignment with our sustainability goals, we implemented a 5% sustainability evaluation component for tenders above S\$1 million. This includes a Supplier Sustainability Questionnaire to evaluate vendors on their adoption of internationally recognised ESG standards, quality management systems, and contributions to reducing SMRT's Scope 3 emissions. In FY24/25, 35 tenders incorporated sustainability evaluation criteria, reinforcing our commitment to responsible procurement.

As part of our lifecycle planning strategy, we work closely with key suppliers to implement long-term service support (LTSS) contracts. These agreements help lower total cost of ownership by improving reliability, reducing obsolescence risks, and minimising unplanned maintenance costs over time.

Upholding Standards

To ensure accountability, all vendors must comply with the SMRT Supplier Code of Conduct (SCOC). The SCOC outlines expectations around compliance with applicable laws, the prohibition of forced and child labour, health and safety standards, data protection, anti-bribery measures, and fair competition. Suppliers are also required to uphold responsible sourcing and labour practices across their own subcontractors and affiliates.

Non-compliance with the SCOC may result in corrective actions, including the exercise of contractual rights to suspend or terminate agreements. Through these safeguards, we continue to build a value chain that is ethical, environmentally conscious, and aligned with SMRT's long-term sustainability objectives.

Cyber Security

Cyber security is integral to SMRT's operational resilience and commuter safety. As digital threats grow in complexity, we take a proactive approach to securing our systems through ethical governance, responsible technology use, and ongoing investment in workforce readiness.

Empowering a Cyber-Ready Workforce

Through continuous education, awareness programmes, and simulation exercises, we equip employees with the knowledge and confidence to navigate a constantly evolving cyber threat landscape.

From phishing simulations and scenario-based drills to targeted e-learning modules, our programmes prepare employees to recognise risks and respond decisively. By nurturing a culture of shared responsibility and cyber awareness, we reinforce our defences and ensure readiness at every level—keeping SMRT secure, adaptable, and aligned with our broader sustainability goals.



Personal Data Protection

We remain committed to being a trusted steward of Personal Data. We manage significant volumes of sensitive information daily—including passenger details and payment data— and we recognise the importance of instituting rigorous data protection measures to safeguard against unauthorised access, disclosure, or misuse.

Improving How We Protect Personal Data

We comply fully with Singapore's Personal Data Protection Act (PDPA), and the applicable regulatory frameworks, and continue to strengthen our data governance practices to ensure accountability and maintain stakeholder confidence.

Since the commencement of the PDPA compliance review in 2023, we have enhanced our data protection practices and processes to further safeguard personal data collected by SMRT. The data protection inventorisatation programme has been instrumental in this journey, enabling continuous improvement.

Over the past two years, we have completed several phases of the inventorisatation programme, conducting thorough audit of the data protection processes across various corporate functions and Business Units, as well as disposal of personal data retained by SMRT beyond a designated period. These reviews identified areas of improvements, strengthened our compliance framework, and deepened employee awareness of data protection responsibilities.

Strengthening Practices and Culture

To support governance, we have implemented automated workflows and conducted regular trainings and engagement sessions to ensure that all employees are well-versed in the latest data protection practices and regulatory requirements.

Our ongoing PDPA efforts have delivered tangible benefits—minimising data breach risks and increasing stakeholder confidence. As we adapt to the evolving digital landscape, our foundation ensures we remain at the forefront of responsible stewardship and sustainable growth.

We are committed to maintaining momentum by regularly reviewing and updating policies and procedures, investing in employees training, and upholding the highest standards of data protection and governance.

Looking Ahead

As we move from strength to strength, we continue our journey of building a resilient, sustainable, and inclusive public transport ecosystem for Singapore. In FY24/25, we expanded our green transport network, scaled climate action, strengthened operational excellence, and deepened our culture of care.

We continue to play a key role in Singapore's low-carbon mobility solutions, with the upcoming completion of TEL5, CCL6, and the RTS Link, which will improve accessibility and encourage the shift towards using public transport.

We will strengthen safety culture and employee well-being with A Happier Workplace. Additionally, to support our car-lite society and enhancing lifestyles.

Through it all, governance and transparency will remain a bedrock of our efforts. We will continue to enhance ESG disclosures, manage sustainability-related risks, and align closely with national and global reporting standards, including the ISSB S1 and S2, which would become mandatory for SMRT Corporation Ltd from FY2030.

Looking ahead, we continue to foresee the challenges of securing viable renewable energy and low-carbon solutions in our decarbonisation journey.

Appendix 1: Stakeholder Engagement and Response

Stakeholder Groups	Engagement Platforms	Key Concerns and Expectations	SMRT's Response
Employees	<ul style="list-style-type: none"> Regular employee circulars/ townhalls/ Leaders-in-Conversation and ground visits Regular posts on Workplace by Meta Annual Workforce Engagement Survey Continuous performance conversation Employee engagement activities, such as webinars and volunteering activities Change management activities for new HR Info System (Project Ditans) Workplace trainer engagement through face-to-face engagement sessions 	<ul style="list-style-type: none"> Improve process for HR information system change management and workflow efficiency. 	<ul style="list-style-type: none"> Onboarded Change Leads and conducted over 20 pre-go-live engagement sessions and virtual campaigns. Provided self-help resources such as instructional videos, user guides, and reference materials to support adoption. Reviewed policies and improved processes to enable self-service transactions.
		<ul style="list-style-type: none"> Support and develop middle managers. Enhance employee engagement and recognition culture. Support mental wellness and stress management. 	<ul style="list-style-type: none"> Promoted continuous performance and development conversations. Conducted leadership development programmes to guide people managers in role-modelling behaviours. Improved engagement by 5 points (97% participation); employees reported stronger personal accomplishment and pride in recommending SMRT. Strengthened engagement drivers compared to the 2023 survey. Reinforced A Happier Workplace campaign. Collaborated with our newly appointed Employee Assistance Programme (EAP) partner to raise awareness and share mental wellbeing resources.
		<ul style="list-style-type: none"> Sustain Workplace Trainers community. 	<ul style="list-style-type: none"> Held Workplace Trainer sessions to gather feedback, surface ground sentiments, and identify support needs, reinforcing our commitment to continuous improvement.
Customers	<ul style="list-style-type: none"> Social media engagement Hotline, email, WhatsApp, website Driver portal Walk-ins with STRIDES Premier Taxi and Private Hire Vehicle driver-partners Independent Survey 	<ul style="list-style-type: none"> Reliable, timely, and comfortable journey for commuters. 	<ul style="list-style-type: none"> Continued to enhance operational readiness to meet commuter expectations for punctual, smooth, and reliable journeys. Engaged commuters periodically through Meet-the-Manager sessions to gather feedback and improve service delivery. Achieved record-high satisfaction scores: 4.28 for Trains and 4.12 for Buses in the COMET and IBBG surveys. Increased number of downloads and sign-ups for WINK+. Rolled out new features on the WINK+ app, including real-time bus tracking, route planning, and gamified rewards to enhance digital commuter support. Received recognition for service excellence at the National Kindness Awards – Transport Gold 2024, receiving 674 awards (14 Outstanding, 660 Commendation), the highest among Public Transport Operators. Gained insights into awareness, expectations, and preferences.
		<ul style="list-style-type: none"> High costs and limited resources constrain tenants' efforts to implement green initiatives. 	<ul style="list-style-type: none"> Facilitated connections between retail tenants and agencies to drive business growth and partnerships.
		<ul style="list-style-type: none"> Earning potential remains a key concern for taxi and private hire vehicle driver-partners. 	<ul style="list-style-type: none"> Continued to strengthen income opportunities for STRIDES Premier driver-partners through operational support and partnership initiatives.
		<ul style="list-style-type: none"> Cost of greener taxi operations. 	<ul style="list-style-type: none"> Supported driver-partners in transitioning to greener vehicles by offering incentives such as lower rental rates, free EV charging credits, and fuel credits for hybrids.

Stakeholder Groups	Engagement Platforms	Key Concerns and Expectations	SMRT's Response
Media	<ul style="list-style-type: none"> Media briefings Media releases Real-time updates on major developments and incidents Social media engagement 	<ul style="list-style-type: none"> Timely, detailed, and relevant updates on company performance, services, and incidents. 	<ul style="list-style-type: none"> Maintained a proactive media engagement strategy, including timely statements, media releases, crisis communication, and real-time updates on key developments. Raised public awareness with consistent sharing of behind-the-scenes efforts on social media. Coupled with transparent and timely service updates during delays has built trust with the public.
Shareholders	<ul style="list-style-type: none"> Ongoing exchanges and in-person dialogues Annual Group Review and Sustainability Report Regular engagement for material matters as necessary Temasek Portfolio Companies (TPC) Sustainability Council 	<ul style="list-style-type: none"> Strengthen governance oversight of climate risks. 	<ul style="list-style-type: none"> Enhanced terms of reference for the implementation-level committee to drive more targeted outcomes and ESG-linked KPIs.
		<ul style="list-style-type: none"> Disclose emissions targets and climate transition plan. 	<ul style="list-style-type: none"> Expanded climate risk and opportunity analysis and included SMRT Buses in the climate transition plan.
		<ul style="list-style-type: none"> Enhance integration of risk mitigation actions and green investment plans. 	<ul style="list-style-type: none"> Implemented mitigation measures for climate risks, including solar expansion and energy efficiency improvements.
		<ul style="list-style-type: none"> Involve external collaborators in climate-related initiatives. 	<ul style="list-style-type: none"> Strengthened climate-related alliances with six foreign metros through partnerships and industry tie-ups supporting green innovation and smart operations.
		<ul style="list-style-type: none"> Identify key waste streams. 	<ul style="list-style-type: none"> Initiated waste profiling and implemented initiatives such as biodigesters, recycling programmes, and upcycling of decommissioned assets.
		<ul style="list-style-type: none"> Assure fair and inclusive workplace practices. 	<ul style="list-style-type: none"> Upheld fair employment through Tripartite Standards, fostering an inclusive and supportive workplace culture.
		<ul style="list-style-type: none"> Visible safety performance. 	<ul style="list-style-type: none"> Tracked safety indicators closely to guide operational improvements and emergency readiness.
Partners and Suppliers	<ul style="list-style-type: none"> VCP workshops KfS course 	<ul style="list-style-type: none"> Interest in sustainability initiatives. 	<ul style="list-style-type: none"> Incorporated a 5% sustainability weighting criterion for all tenders exceeding S\$1 million, to promote sourcing that is environmentally and socially responsible.
		<ul style="list-style-type: none"> Determine GHG emission calculations. 	<ul style="list-style-type: none"> Expanded participant pool for VCP workshops. Shared GHG emission calculations with the VCP workshop. Incorporated Kaizen methodology guide vendors to think sustainably through our KfS programme.
		<ul style="list-style-type: none"> Guidance on sustainability practices. 	<ul style="list-style-type: none"> Delivered Kaizen for Sustainability programme to support partners in adopting sustainable business practices.

Stakeholder Groups	Engagement Platforms	Key Concerns and Expectations	SMRT's Response
Local Communities	<ul style="list-style-type: none"> Community outreach programmes Commuter feedback Education tours Festive campaigns Donations and sponsorships Annual Group Review and Sustainability Report 	<ul style="list-style-type: none"> Reach a wide and diverse range of target groups. 	<ul style="list-style-type: none"> Completed all 35 Comic Connect murals with 137 artists, students, and 14 partner organisations. Established service partnerships with more than 80 partners across government agencies, communities, corporate organisations, schools and social service agencies to collaborate on community outreach activities.
		<ul style="list-style-type: none"> Strengthen collaboration with community partners to increase community participation in engagement initiatives. 	<ul style="list-style-type: none"> Organised festive celebrations year-round across MRT stations and bus interchanges, featuring live performances and community showcases. Engaged about 8,000 participants in over 130 Adopt-A-Station and Learning Journey Programmes' activities, fostering youth connection to public transport. Distributed 46,000 prepaid EZ-Link cards to nurses, funded through savings from Kaizen initiatives. Organised Tap For Hope with President's Challenge and supporting charities via in-kind sponsorships across SMRT's transport network.
Government and Regulators	<ul style="list-style-type: none"> Virtual and face-to-face meetings Consultation sessions Annual Group Review and Sustainability Report 	<ul style="list-style-type: none"> Compliance with legal, regulatory, and licensing requirements. 	<ul style="list-style-type: none"> Adopted measures to ensure compliance with legal, regulatory and licensing requirements.
		<ul style="list-style-type: none"> Alignment with national sustainability targets. 	<ul style="list-style-type: none"> Engaged with shareholder, authority, and VCPs to align with targets and regulatory requirements.
		<ul style="list-style-type: none"> Focus on measurable cyber security improvements metric on compliance and risk management. 	<ul style="list-style-type: none"> Carried out regular compliance audits, risk assessments, and vulnerability assessments for critical systems. Continuously reviewed and discussed cyber security challenges and improvements with relevant authorities through established engagement channels.
Union	<ul style="list-style-type: none"> Union Management Engagement Sessions Annual Group Review and Sustainability Report 	<ul style="list-style-type: none"> Continued focus on workplace safety. Strengthen labour management relations and knowledge sharing. Timely stakeholder updates. 	<ul style="list-style-type: none"> Launched Safety Culture 3.0, concurrently leveraging on established employee communication and learning platforms to deliver safety-related messages to all employees. Held regular meetings, engagement sessions and cohesion events for Union and Management representatives to foster a harmonious and collaborative work environment. Partnered SNEF to reiterate on importance of good labour management relations, also to allow stakeholders to better understand their respective roles and responsibilities.
		<ul style="list-style-type: none"> Workforce training, sustainability awareness, employee capacity building. 	<ul style="list-style-type: none"> Engaged rail and bus unions to discuss and solicit feedback on SMRT's ESG initiatives. Updated ESG e-learning for executive and non-executive employees, including onboarding and refresher training.

Appendix 2: GRI Index

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	2-3	Reporting period, frequency, and contact point	3
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	2-7	Employees	48-50
	2-8	Workers who are not employees	Omitted due to fluidity of number of workers
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	2-19	Remuneration policies	Group Review 2024/25 (117-118)
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	2-21	Annual total compensation ratio	Omitted to maintain confidentiality

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Appendix 3: Alignment with UN SDG Targets

Pillar	Key Material Topics	Material Sub-Topics	Addressed in this Report
Green Businesses and Operations	<div>Energy & GHG Emissions</div> <div><div>7 AFFORDABLE AND CLEAN ENERGY</div><div>13 CLIMATE ACTION</div></div> <div>Resource Stewardship</div> <div><div>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</div></div>	<div>Energy consumption</div> <div>Decarbonisation</div> <div>Water</div> <div>Waste management & circular economy</div>	<div>Target 7.1 - By 2030, ensure universal access to affordable, reliable and modern energy services.</div> <div>Target 7.2 - By 2030, increase substantially the share of renewable energy in the global energy mix.</div> <div>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.</div> <div>Target 12.5 - By 2030, substantially reduce waste generation through prevention, reduction, recycling, and reuse.</div> <div>Target 12.6 - Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.</div> <div>Target 13.3 - Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.</div>
Empowered Employees in a Thriving Workplace	<div>Human Capital</div> <div><div>3 GOOD HEALTH AND WELL-BEING</div><div>4 QUALITY EDUCATION</div><div>5 GENDER EQUALITY</div><div>8 DECENT WORK AND ECONOMIC GROWTH</div></div>	<div>Employee health and well-being</div> <div>Workforce safety</div> <div>Diversity & non-discrimination</div> <div>Development of workforce</div>	<div>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.</div> <div>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.</div> <div>Target 5.1 - End all forms of discrimination against all women and girls everywhere.</div> <div>Target 5.5 – Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life.</div> <div>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.</div>

Pillar	Key Material Topics	Material Sub-Topics	Addressed in this Report
Engaged Communities in a Vibrant City	<div>Customer Service & Satisfaction</div> <div></div> <div>Our Impact on the Community</div> <div></div>	<div>Customer service & satisfaction</div> <div>Public health & safety</div> <div>Local communities</div> <div>Accessibility & inclusivity</div>	<div>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</div> <div>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</div> <div>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, PwDs and older persons</div>
Responsible Practices	<div>Business Ethics & Integrity</div> <div>Cyber Security & Data Protection</div> <div></div> <div></div>	<div>Anti-corruption</div> <div>Corporate governance & board diversity</div> <div>Supply chain management</div> <div>Regulatory compliance</div> <div>Risk management</div> <div>Cyber security & Data Protection</div>	<div>Target 5.1 - End all forms of discrimination against all women and girls everywhere</div> <div>Target 5.5 – Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life</div> <div>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</div> <div>Target 12.7 - Promote public procurement practices that are sustainable, in accordance with national policies and priorities</div> <div>Target 16.5 - Substantially reduce corruption and bribery in all their forms</div> <div>Target 16.6 - Develop effective, accountable and transparent institutions at all levels</div>

Appendix 4: UN GC Index

Principle	Description	Page Reference
Human Rights		
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights; and	41-50
Principle 2	make sure that they are not complicit in human rights abuses.	41-50
Labour		
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	41-50
Principle 4	the elimination of all forms of forced and compulsory labour;	41-42, 45
Principle 5	the effective abolition of child labour; and	41-42, 45
Principle 6	the elimination of discrimination in respect of employment and occupation.	41-42, 45
Environment		
Principle 7	Businesses should support a precautionary approach to environmental challenges;	16-19
Principle 8	undertake initiatives to promote greater environmental responsibility; and	20-26, 29-39
Principle 9	encourage the development and diffusion of environmentally friendly technologies.	20-21, 32-39
Anti-Corruption		
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery.	8, 16, 18, Group Review 2024/25 (123)



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