

COMFORTDELGRO

OVER
S\$1 MILLION
DONATED

ALL PUBLIC BUSES IN SINGAPORE
ARE WHEELCHAIR-ACCESSIBLE

DUAL-FUELLED
TAXIS IN CHINA

METROLINE ADDED 165
HYBRID BUSES TO ITS FLEET

100% OF OUR VEHICLES IN AUSTRALIA
ARE FITTED WITH CCTVS

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ABOUT THIS REPORT

ComfortDelGro Corporation Limited reaffirms our commitment to sustainability, with the publication of our third standalone Sustainability Report prepared in accordance with the Global Reporting Initiative's (GRI) Standards: Core option.

The report focusses on topics which have been deemed as material to ComfortDelGro's businesses and key Stakeholders, based on the economic, environmental and social impact caused by our everyday activities. A Materiality Test was conducted in FY2015 and the assessment has been reviewed internally and remains valid.

Your feedback is welcome and you can reach us at sustainability@comfortdelgro.com.

Reporting Period and Scope

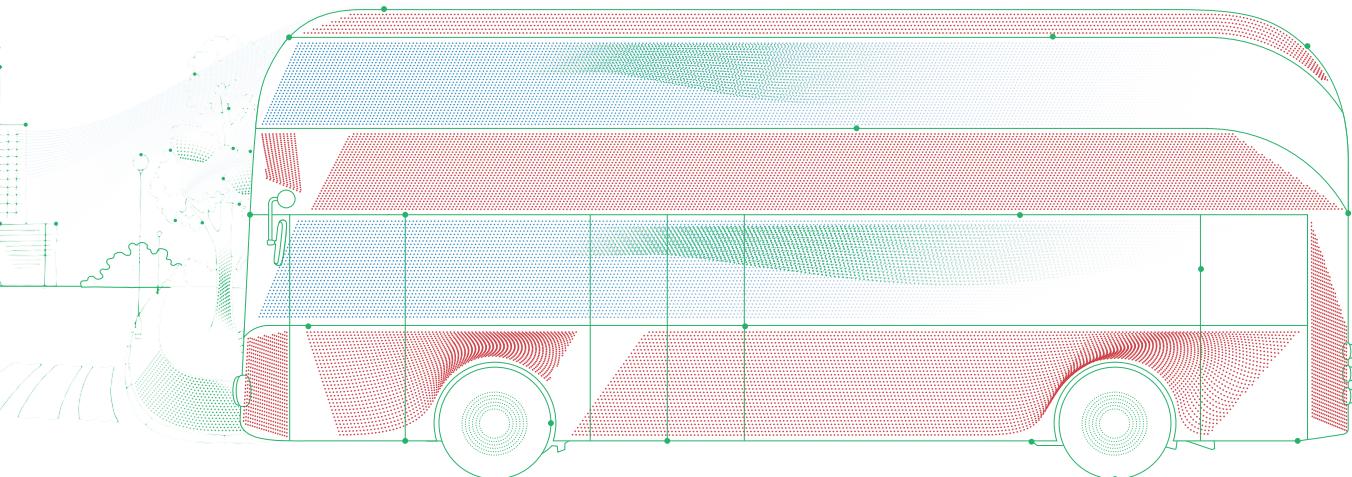
This Sustainability Report articulates ComfortDelGro's strategies and practices in all aspects of sustainability, and provides a detailed account of our sustainability performance in all our operations around the world. It is based on the Group's financial year from 1 January to 31 December 2017 and is produced annually.

As SBS Transit and VICOM are also listed on the Singapore Exchange, we have produced their figures separately in this Sustainability Report.

This Sustainability Report supplements ComfortDelGro's Annual Report 2017, which can be found on our corporate website www.comfortdelgro.com. It underscores our commitment to keep all Stakeholders - Customers, Employees, Investors, Business Partners, Regulators and Community members - abreast of efforts and developments in the field of Corporate Social Responsibility. In accordance with our efforts to be more environmentally friendly, this Report is only available in the CD which also contains our full Annual Report and on our website.

Independent Consultancy

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



STATEMENT BY THE BOARD

Sustainability is a key pillar of the Group's overall strategy and one that the Board pays close attention to. In particular, we consider environmental, social and governance (ESG) issues as part of our strategic formulation.

Our global sustainability strategy focusses on three key areas: our products, our planet and our people.

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

Our people, and the people we serve, is another area of focus. From the health and safety of our employees to the support for the socially disadvantaged, we are constantly looking at ways to improve. Our employees are committed to projects and activities that contribute to society and help protect the environment.

ESG matters as determined by our Stakeholders and deemed to be material to value creation are integrated into our balanced scorecard, which is used to set objectives, drive behaviours,

measure performance and determine remuneration. The Board has reviewed and approved the material issues, and has delegated the management and monitoring to Senior Management.

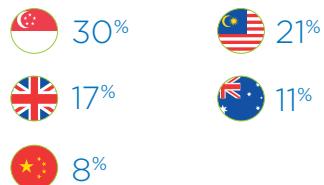
For more information on our approach to sustainability, please refer to page 41.

Corporate governance is also something that the Board watches closely. As a company that conducts business on a global scale, we are committed to nurturing a corporate culture that encourages employees to act ethically and with a strong sense of mission in meeting the needs of customers and in ensuring transparent management and fair decision-making. In this regard, the adoption of the corporate auditor system has helped us increase the effectiveness of the auditing and monitoring functions fulfilled by Auditors. Moreover, we are enhancing the management oversight function of the Board of Directors by implementing appropriate measures such as reviewing the terms of reference of all Board Committees.

For more information on corporate governance, please refer to pages 48 to 67 in the ComfortDelGro Annual Report 2017.

SOCIAL IMPACT

5 Major nationalities in our workforce



Female employees across the Group



Employees who are over 50 years old across the Group



Donations to Charity by the Group in 2017



OVER \$S1 MILLION



Accessibility on buses*

100%

SINGAPORE

100%

UNITED KINGDOM & IRELAND

66%

AUSTRALIA



Passenger Injury Rate Per Million Km**

2.89

SINGAPORE

8.82

UNITED KINGDOM & IRELAND

2.92

AUSTRALIA



Accident Severity Rate**

42.93

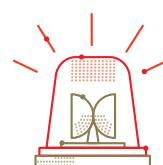
SINGAPORE

43.45

UNITED KINGDOM & IRELAND

317.67

AUSTRALIA



Accident Frequency Rate**

1.71

SINGAPORE

1.02

UNITED KINGDOM & IRELAND

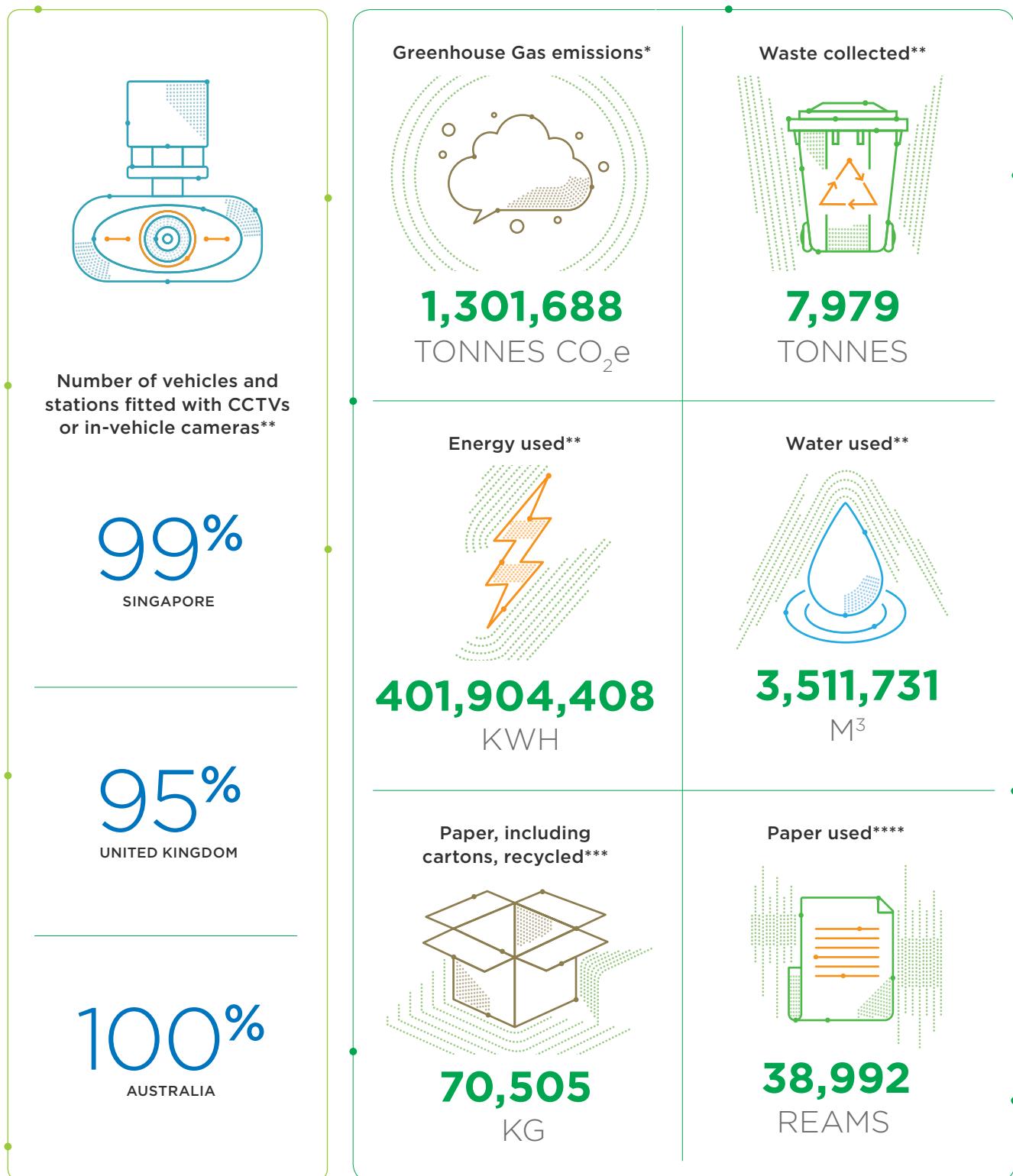
34.22

AUSTRALIA

* Singapore operations refer to SBS Transit, United Kingdom operations refer to Metroline, Australian operations refer to ComfortDelGro Corporation Australia

** Excludes operations in China, Vietnam and Malaysia

ENVIRONMENTAL IMPACT



* Excludes operations in China, Vietnam and Malaysia

** Excludes operations in Vietnam and Malaysia

*** Data available only for Singapore

**** Data available only for Singapore and the United Kingdom

MATERIALITY

Materiality guides ComfortDelGro on issues to focus on for long-term sustainability. An in-depth materiality assessment based on internal and external stakeholder expectations was conducted in 2015.

The issues that have been identified as material to us are environmental and social issues that

reflect significant impacts of our operations, or could substantively influence the assessments and decisions of our Stakeholders. Based on international best practices, we have made an initial prioritisation of the issues using the internationally accepted AccountAbility 5-Part Materiality Test model, embedded in

the AA1000 standard.

The materiality assessment involved ComfortDelGro's Senior Management as well as External Stakeholders. Their rating is shown in the diagram provided. The Board has reviewed and approved the material issues, and has delegated the management and monitoring to Senior Management.

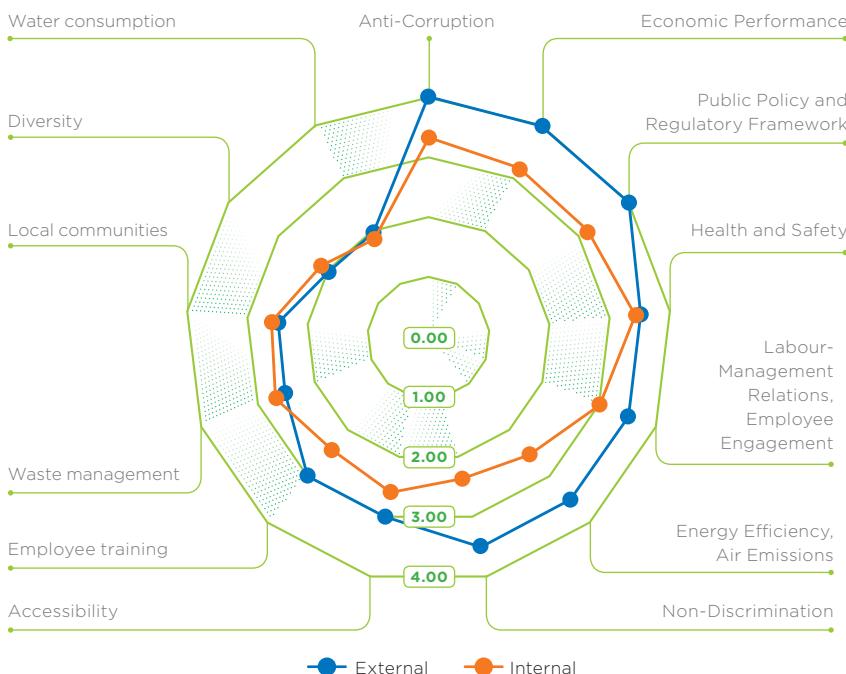
Table: List of material issues

Level of Relevance	Material Issue
High	Anti-Corruption (I&E) Economic Performance (I&E) Energy Efficiency, Air Emissions (I&E) Health and Safety (I&E) Labour-Management Relations, Employee Engagement (I) Non-Discrimination (I&E) Public Policy and Regulatory Framework (I&E)
Medium	Accessibility (E) Diversity (I&E) Employee training (I) Local communities (E) Waste management (I&E) Water consumption (I&E)

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

[GRI 102-46, GRI 102-47]

Diagram: Ranking of material issues by Stakeholders



Accessibility

As a provider of land transport services, accessibility is a critical part of our business focus. We are committed to providing our services equitably to serve all customers – independent of age or ability. To this end, we invest extensively in systems, processes and new technologies including wheelchair-accessible and low-floor buses. We are also committed to making our workplace accessible to our employees. For example, ramps and lift access as well as wheelchair-accessible restrooms are available at a number of our buildings both locally and overseas.

Anti-Corruption

Business and ethical integrity are pillars of our corporate psyche. The ComfortDelGro Group does not tolerate corruption in any part of its business. Our fight against corruption is guided by the following principles:

- The ComfortDelGro Group shall not participate in or endorse any corrupt practices.
- Representatives of the Group shall not offer customers, potential customers, suppliers, consultants, governments, agencies of governments, or any representative of such entities, any rewards or benefits in violation of applicable laws or established business practices stricter than applicable laws, in order to obtain or retain business or to gain any other improper advantage.
- Our employees shall not accept payments, gifts or other kinds of reimbursement from a third party that could affect or appear

- to affect their objectivity in their business decisions.
- We believe in full transparency and according equal treatment to all existing and potential suppliers.



Diversity and Non-Discrimination

ComfortDelGro embraces diversity. We believe in creating an inclusive environment where our employees treat each other equally, honestly and with respect. We want to nurture a culture where diverse perspectives can help drive our Group forward.

We strive to provide a fair and supportive work environment for all our employees, regardless of their age, sex, marital status, sexual orientation, disability, race, colour, nationality, ethnic or national origin, religion, or affiliation to any political party or trade union. We aim to employ people who reflect the diverse nature of society and we value each of our employees for the contribution they make, both individually, and as part of the Group.

Our policy applies to recruitment and selection, terms and conditions of employment including pay, promotion, training, transfer, references and every other aspect of employment.

Economic Performance

ComfortDelGro believes in creating long-term economic value for our Shareholders as well as the key Stakeholders by adopting responsible business practices and growing the business in a sustainable manner. Details of the Group's economic performance for 2017 can be found in our Annual Report 2017.

Employee Training

ComfortDelGro invests continually in its employees to develop their skills and talent. We ensure that employees understand their responsibilities and are given access to necessary training to equip them to do their jobs better.



Environmental Impacts: Energy Use and Air Emissions, Water Consumption and Waste Management

The ComfortDelGro Group is committed to managing and minimising the impact of our business operations on the environment, including our supply chain. Our commitment to the environment is steadfast. Whether it is the vehicles we run or the buildings we operate in, we are committed to ensuring that our Green Quotient is kept high.

We endeavour to continue to improve the management of our environment impacts by reducing resource usage and minimising waste. We are firmly committed to investing in new, more environmentally friendly vehicles, so as to reduce our emissions footprint.



Health & Safety

As a land transport Group, managing the health and safety of our customers, our employees and the public is not just a priority, it is a necessity. With over 42,500 vehicles plying the roads in seven countries, we have in place stringent checks, systems and processes to ensure that health and safety is never compromised. Safety requirements are incorporated in tender documents for relevant products and services. We have also invested heavily in training and re-training courses, and run safety awareness and training programmes to instill a safety and security conscious culture in employees at all levels. This safety focus continues to be strongly reflected in the Group's policies, procedures and training.

Labour-Management Relations, Employee Engagement

Our people are undoubtedly our most valuable asset. Without them, we would not be where we are today. Indeed, we strongly subscribe to the view that a happy and motivated workforce will ultimately translate into happy and satisfied customers. In the long run, this can only result in growth for the organisation.

To this end, we provide equal opportunities to our staff, invest in comprehensive training to develop them to their maximum potential and engage them actively in what we do. Significantly, as an employer, we ensure that all terms and conditions of employment, along with policies and procedures, comply with relevant regulations.



Local Communities

ComfortDelGro is committed to community contribution in all the regions we operate in. We actively reach out in various areas including education, welfare, disaster relief and health. Community engagement forms an important part of our business not only because it breeds trust and familiarity, but because it gives a human face to the business. We also find that our employees tend to be happier when they feel that they have made a difference in the lives of others.

Public Policy and Regulatory Framework

ComfortDelGro engages with Governments at many different levels to help shape public policy and regulations that support the land transport sector. We also work closely with Regulators, Association Partners and Unions on issues which affect our business and our Stakeholders.

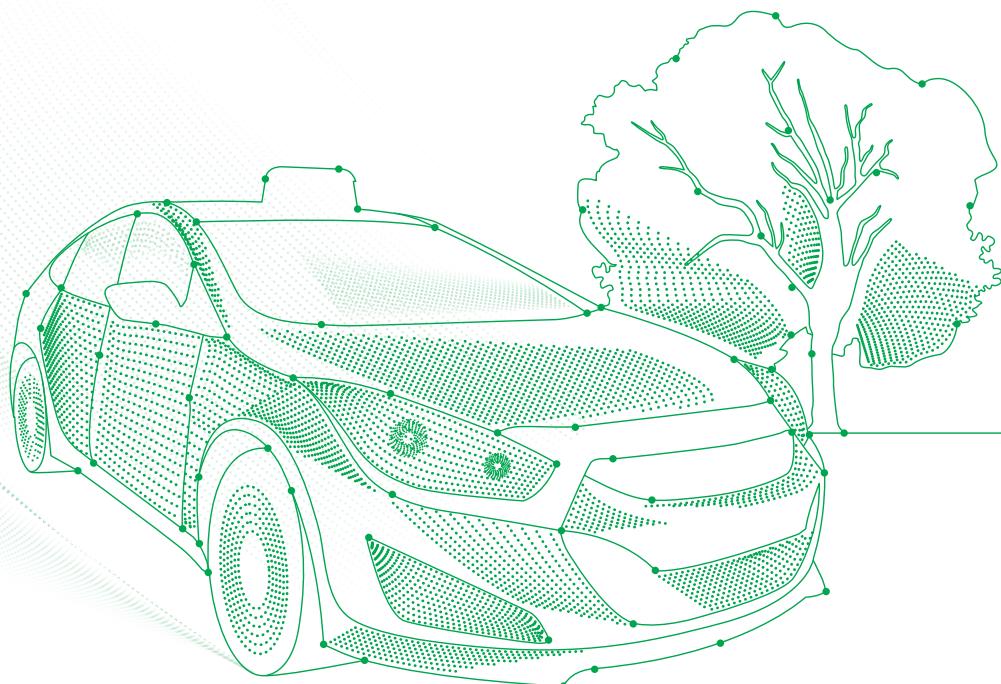
While most of the material issues are relevant to all our Business Units, issues like Public Policy, Accessibility and Local Communities are most relevant for our bus and train businesses. Environmental material issues are of highest significance for our bus, train and taxi businesses.

THE GREEN STATEMENT

The ComfortDelGro Group of Companies aims to minimise the impact of its activities on the environment by ensuring continuous improvement in environmental performance whilst bearing in mind prevailing technical and operational constraints. The Group is also committed to complying with all statutory and regulatory requirements.

Our overall goal in environmental management is to minimise the harmful effects of our operations across Singapore, the United Kingdom, Ireland, China, Australia, Vietnam and Malaysia on the environment. By striving to reduce the environmental footprint of each passenger journey, ComfortDelGro can contribute to reductions in air pollution from road transport and carbon dioxide emissions. A complete elimination of harmful emissions is, however, not possible and we will explore how best we can offset any negative impact we have on the environment.

We endeavour to continue to improve the management of our environmental impacts by reducing resource usage and minimising waste. We will continue to make ongoing investments in new vehicles so as to reduce our emissions profile and we will continue to support research into alternative fuels.



ENVIRONMENT

ComfortDelGro Taxi rolled out **1,250** Toyota Prius petrol-electric hybrid taxis in 2017

In China, **over 70%** of the fleet are environmentally friendly Compressed Natural Gas vehicles

In London, Metroline added **165** hybrid double deck vehicles to its fleet in 2017

SBS Transit achieved a **100%** passing rate for the Chassis Dynamometer Smoke Test in 2017

The ComfortDelGro Group is committed to minimising the environmental impact of its operations. In fact, the very nature of a large part of our business is to try to steer communities away from the use of private cars. Indeed, studies have found that public transport, on average, consumes 3.4 times less energy per passenger kilometre than automobiles. This ratio is even more favourable during rush hour.

As we reinforce our commitment to the environment, we have set a short-term target of reducing carbon emissions by 1 to 3% over the next one to three years.

We endeavour to continue to improve the management of our environmental impact by reducing resource usage and minimising waste. We are firmly committed to investing in new, more environmentally friendly vehicles, so as to reduce our emissions footprint.

We effectively manage energy efficiency, air emissions, waste and water consumption. Our environmental policy has been implemented for close to a decade under the supervision of our Green Committee, involving Senior Management and all relevant Business Units/Central Functions. ComfortDelGro compiles the necessary data and reviews its performance regularly, deciding on and implementing improvement measures.

Our longer term environmental goals are:

- To improve our emissions profile per passenger journey and per passenger kilometre;
- To reduce waste and to increase the proportion of waste reused/recycled;
- To improve the environmental management standards across the Group;
- To continue to encourage and promote the use of public transport so as to ensure a modal shift away from car use;
- To continue to support initiatives on research and trial the use of alternative fuels;
- To continuously work at inculcating and strengthening the Green Culture amongst the staff.

To achieve this, we will:

- Identify, assess and actively manage all material aspects of our environmental impact;
- Continually improve the environmental performance and minimise impact through resource and energy management and pollution prevention;

- Manage our carbon footprint and energy consumption through the use of technology, process improvements, energy optimisation and other efficiency measures; and
- Adopt plans and measures throughout our operations and infrastructure to mitigate the longer term risks of climate change.

These goals and strategies are clearly outlined and displayed in all our offices to motivate our staff.



Vehicle Emissions Profile

ComfortDelGro has always been among the first adopters of the Government's Green Policies in deploying suitable vehicles for service in support of the environment. All over the world, we are converting our fleets to higher standards, with hybrids and electric vehicles. In all, Green vehicles make up slightly more than half of our over 42,500-strong vehicles worldwide.

For the year ended 31 December 2017, our major bus, taxi and rail businesses in Singapore, Australia and the UK registered carbon emissions of about 1,301,688 metric tonnes¹. ComfortDelGro targets to reduce the emissions in 2018 by 13,016 tonnes or the equivalent of close to 3,000 passengers cars' emissions in a year². We will be including emissions data from China for the next reporting cycle.

Table 1: Greenhouse Gas emissions

CO ₂ equivalent (tonnes)	2017
ComfortDelGro ³	1,301,688
SBS Transit	528,874
VICOM	2,555

Our London operations are leading the charge in the zero emissions race. From 2018, new ComCab taxis in London must be zero emission capable. There will be no more new diesel taxis and private hire cars, which are licensed for the first time in 2018, must be hybrids or have Euro 6-standard engines. And by 2020, all new private hire cabs must be capable of running solely on battery power.

¹ Corresponding figures for 2016 not available. Comparative data will be provided from 2018 onwards.

² A typical passenger vehicle emits about 4.7 metric tons of carbon dioxide per year.

³ Greenhouse Gas emissions data is from Singapore, including SBS Transit and VICOM, as well as Australia and the UK.

In Singapore, ComfortDelGro Taxi, which is Singapore's largest taxi operator with 13,340 vehicles, targets to convert at least half of its fleet to Euro 6 and above by 2020. In 2017, we have increased the number of Euro 5 Hyundai i-40 taxis from 7,050 to 8,108. The Toyota Prius hybrid taxi which runs on both electricity and petrol, and added to the fleet in 2016, also increased from 201 to 1,250 in 2017.

These environmentally friendly taxis serve alongside the Euro 6 Mercedes Benz E220 BlueTEC LimoCabs. The 150 limousines come with Adblue tanks that help reduce harmful emissions by transforming 90% of the nitrogen oxide into environmentally friendly gases such as water and nitrogen. They also emit only 124g of carbon per kilometre compared to 129g/km for the Euro 5 and 132g/km for the older Euro 4 models.

The carbon emissions from the newer fleet with better emissions, are shown below:

- Euro 4 Hyundai Sonata - 184g/km
- Euro 5 Hyundai i-40 - 159g/km
- Toyota Prius - 97g/km

As at December 2017, our taxi fleet in Singapore comprised 27.5% Euro 4 taxis, 61.2% Euro 5 taxis, 1.8% Euro 6 taxis, and 9.4% hybrid taxis.

From 1 September 2017, petrol vehicles in Singapore need to meet the Euro 6 emission standards, up from Euro 4 previously, whereas from 1 January 2018, diesel vehicles will need to meet the Euro 6 emission standards, up from Euro 5 currently. Together with the changes, the National Environment Agency (NEA) also introduced the Vehicular Emissions Scheme (VES) with effect from 1 January 2018 to replace the current Carbon Emissions-Based Vehicle Scheme (CEVS) for all new cars, taxis and newly imported used cars registered from 1 January 2018 to 31 December 2019.

The VES rebate surcharge for a car or taxi will be determined by its worst-performing pollutant and car buyers will be encouraged to choose models that have lower emissions across all criteria - so as to further improve ambient air quality and, in turn, public health.

In line with this, our listed subsidiary, VICOM has added Euro 6 and JPN 2009 into its scope of emission tests.

It also helps to demonstrate the importance of regular vehicle inspections to road users and our Regulators globally which in turn helps to ensure that vehicles comply with the fuel emission standards.

In China, we invest in dual-fuelled taxis that run on both Compressed Natural Gas (CNG) and petrol. Over 70% of the fleet in China are environmentally friendly CNG vehicles. Nanjing ComfortDelGro Dajian Taxi operates a total of 679 CNG driven taxis while Chengdu ComfortDelGro Taxi operates a total of 488 CNG driven taxis. Nanning Comfort Transportation converted 283 taxis from single energy to dual energy cars in January 2017 and replaced 130 single energy cars with dual energy cars in June 2017. By using dual energy vehicles, it helps drivers manage their fuel costs and also help cut down on harmful emissions.

In a project supported by the Beijing Municipal Government, Beijing Jin Jian Taxi Services replaced the auto three-way catalytic converters in all its taxis to minimise the emissions footprint. The converter will be replaced with new ones every two years as part of preventive maintenance initiative.

As a member of Australia's Roads and Traffic Authority Clean Fleet Programme, ComfortDelGro Corporation Australia (CDC) is committed to providing fleet maintenance that meets regulatory requirements. In 2017, CDC added another 27 Euro 5 and one Euro 6 Environmentally Efficient Vehicles to its fleet, making half of its entire fleet environmentally friendly vehicles.

Our global bus fleet is also at the forefront of Green technology.

In Singapore, 76% of SBS Transit's fleet or 2,462 buses was Euro 5-compliant in 2017, up from 2,288 buses in 2016. The average age of its fleet was six years. SBS Transit, our listed subsidiary, operated a total of 208 bus routes in 2017, up from 202 in 2016, while mileage of the buses was reduced to 191 million km in 2017, from 241 million km in 2016⁴.

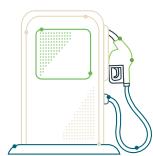
In London, Metroline added 165 hybrid double deck vehicles in 2017, keeping in line with its philosophy to maintain a young, environmentally friendly fleet. Hybrid buses make up more than 20% of its fleet of 1,900 buses. After launching the world's first all electric, zero emission double deck bus service in London last year, Metroline added another 23 single deck all electric models to serve Route 46. Aside from this, Metroline is targeting to operate its entire fleet on Euro 6 or better by 2020.

We do not just buy Green vehicles, we also work hand in hand with our vehicle manufacturers and fuel suppliers in the field of Green Engineering, providing them with valuable feedback with

⁴ Mileage in 2017 dropped although the total number of bus routes operated increased. This is because the number of bus routes in operation are taken as at 31 December while the mileage clocked is based on cumulative total for the year. In the course of 2016, we operated 59 more routes but they were not included in the number of bus services reported at the end of the year given that we were no longer running them then. Their mileage, however, was still recorded while they were in operation during the year.

regard to the engineering performance of prototype vehicles and fuel technologies.

In Australia, CDC in Melbourne conducted a hybrid bus trial in September 2017. The bus is able to yield fuel savings of 30% compared to a regular diesel Volvo B7 bus operating the same routes.



Energy Efficiency

Being in the land transport business, energy efficiency ranks high on our priority list. This is especially important given the amount of time our vehicles spend on the road. Most of our taxis, for example, run practically non-stop as the bulk of them operate on dual shifts.

In all, our operations consumed about 1,470,195 GJ of fuel in 2017.

With advancements in vehicular technology, ComfortDelGro Taxi has been deploying taxis with smaller engine capacities, without compromising on performance. The two-litre Euro 4 Hyundai Sonata taxi has, for instance, been replaced by the 1.7-litre Euro 5 Hyundai i-40 model.

Better fuel efficiency was also achieved through initiatives like EcoDrive in the UK and Scania Optimise in Australia, where drivers are trained on how to maximise fuel efficiency. In the Optimise system, the driving performance of drivers is tracked and weekly reports are provided to show them how they have performed in reducing emissions and fuel consumption.

Table 2: Electricity consumption

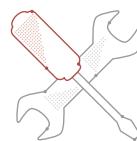
Electricity Consumption (kWh)	2016	2017
ComfortDelGro ⁵	380,095,012	401,904,408
SBS Transit	346,570,732	366,492,66
VICOM	5,587,718	5,388,303

It is estimated that drivers in the UK reduce average fuel consumption by as much as 15% a year and cut carbon dioxide emissions by more than half a tonne if they adopt the driving patterns as recommended by the trainers. These include proper acceleration and braking techniques, as well as other Green tips such as switching the engine off when stationary, filling up to three-quarter tank and de-cluttering the vehicle to lighten the load.

The bulk of our electricity consumption comes from our train operations. To reduce electricity consumption, energy-efficient lightings such as Light Emitting Diode (LED) lighting and fluorescent light fittings are used within our train stations while natural light is employed at station entrances. The escalators in the new stations are also installed with energy saving features. When there is no one using the escalator, speed is reduced. The air conditioning system has also been installed with carbon dioxide sensors to regulate the outdoor air supply to the stations. As a result, energy consumption is reduced.

Another energy saving feature adopted is the use of solar panels in Downtown Line's (DTL) Gali Batu Depot. These panels are able to generate about 1,150 MWh of energy per year, which is used to offset the power consumption of the depot.

Our Green efforts are extended to the design of our trains too. The new generation trains on the DTL feature a range of environmentally friendly innovations. The use of the efficient regenerative brakes means that every time the train stops, it recovers the kinetic energy and converts it for use in other areas. This also means less wear and tear on the mechanical brakes. The excess energy can be utilised by an accelerating train nearby or channelled back to the power distribution network for other uses. This helps DTL to shave off close to 2% of its energy consumption a year which is enough to power 370 Housing & Development Board five-room flats a year.



Rigorous Maintenance

The saying goes that prevention is better than cure. This is certainly true for vehicles and machinery. Indeed, vehicles that are operating at less than optimal level tend to emit more harmful emissions. This is why we have a rigorous maintenance regime in place.

ComfortDelGro taxis in Singapore are checked once a month, while the buses are checked once every 45 to 60 days. Rental cars, on the other hand, undergo six-monthly preventive maintenance checks. As part of regulatory requirement, vehicles that are at least three years old are inspected at VICOM to ensure they meet safety standards for roadworthiness.

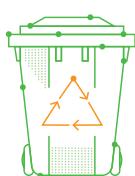
In Vietnam, taxis are also serviced every 5,000km which is about once every month, while in China, companies like Jilin ComfortDelGro Taxi conducts inspection on its taxis to ensure they do not pose health and safety hazards while they are on the roads.

⁵ Includes Singapore, Australia, China and the UK.

Preventive maintenance for single deck buses is carried out every 30,000km which is about once every four months. Double deck buses are put on an even tighter schedule because of their usage and weight. It docks at every 15,000km, or about once every eight to 10 weeks.

In between preventive maintenance checks, buses also have to go through safety checks on all safety-related components like the brakes, exhaust and steering.

Under the Land Transport Authority regulations, all buses must go for a half-yearly Roadworthiness Certification conducted by authorised inspection centres. This inspection involves checking the steering, oil leakage, suspension system, corrosion, brakes and smoke emission. The bodywork of buses is also checked for passenger safety and the buses put through a Chassis Dynamometer Smoke Test. SBS Transit achieved a 100% pass rate for 2017.



Waste Management

We have in place measures to manage waste. For example, ComfortDelGro Engineering has an automated Central Oil Management and Dispensing System, where technicians only need to disengage the hose and the system will do the rest. There is no mess, no spillage and no wastage. Better yet, the system eliminates the need for bottles and drums which were previously needed to store these fluids.

All waste from across our Business Units in Singapore is collected by companies licensed by the NEA. This ensures that all hazardous items are responsibly disposed.

In 2017, our business generated 7,979 tonnes of waste materials (Table 3), which includes batteries, engine oil, tyres, metal, drums, papers and cartons. SBS Transit generated 814 tonnes, and VICOM generated 16 tonnes.

Recycling bins are placed at strategic locations in our offices to encourage staff to recycle. Recycling

⁶ Includes Singapore, Australia, China and the UK.

⁷ 2016 waste figures is restated from 15,844 to 4,759. The restatement is due to data entry error.

⁸ Only includes paper consumption in Singapore and UK operations.

⁹ Only includes recycling of paper and carton boxes in Singapore.

¹⁰ Includes Singapore, Australia, China and the UK.

Table 3: Waste disposal⁶

Waste (tonnes)	2016	2017
Non-hazardous waste not recycled	1,935	2,162
Hazardous waste ⁷	4,759	4,207
Waste sent for recycling	726	1,610
Total	7,420	7,979

days are also organised where employees are encouraged to bring paper, plastic and cans from their homes for “deposit” into the bins.

The Group’s paper consumption increased from 36,895 reams in 2016 to 38,992 reams in 2017⁸, whereas a total of 70,505kg of paper and cartons was collected for recycling in Singapore in 2017 – a decrease from 101,580kg in 2016⁹.



Water

The most significant use of water in the Group pertains to the washing of vehicles. About 98% of water consumed by the Group in 2017 is from municipal water supplies. About 1% is from rainwater and less than 1% from groundwater.

Table 4: Water consumption

Water Consumption (m ³)	2016	2017
ComfortDelGro ¹⁰	2,482,239	3,511,731
SBS Transit	817,968	885,886
VICOM	41,132	41,921

Water consumption in Singapore increased from 973,837 litres in 2016 to 1,038,365 litres in 2017.



Supporting Community Initiatives

On Eco Action Day which falls on 5 June 2017, staff at ComfortDelGro were encouraged to green their workstations by planting free saplings in their unused containers. Close to 1,000 saplings of Fittonia, Philodendron Gold and the money plant were snapped up on that day.

VICOM and SETSCO also supported "Eco Action Day Recycling Campaign" by promoting to reuse, reduce and recycle limited resources. About 4,500 sets of used newspaper were donated to Willing Hearts for their food preparation.

In 2017, CDC in Victoria extended its sustainability profile through a bus-led sustainability project to green the Werribee River Parklands in the West of Melbourne. The event was jointly funded by CDC, Volgren (bus body builders) and CMV (Volvo bus dealer).

Nanjing ComfortDelGro Daijian Taxi continued with its cultivation of 500 trees that were planted in 2012, in order to reduce the environment footprint of each passenger's journey.

Besides organising various Green events throughout the year, ComfortDelGro also actively encourages staff to use water and electricity responsibly. Tips on how to save water, electricity and other resources – not just in the office but at home too – are regularly communicated to staff, either through emails or through notice board posters.

Label recertification in 2018. VICOM and SETSCO were also recertified the Eco Office Label in 2016.

The Building and Construction Authority (BCA) awarded the DTL the BCA Green Mark Gold^{PLUS} certification in October 2017, the highest tier achieved for a rail to-date, for its environmentally friendly features.

Having met both the technical competence requirements and management system requirements, VICOM successfully recertified itself in accordance to the International Standard ISO/IEC 17025:2005 in July 2017 by the Singapore Accreditation Council (SAC).

In June 2017, SETSCO was awarded the certificate of accreditation by the SAC to ISO/IEC 17021-1:2015 Conformity assessment, a requirement for bodies providing audit and certification of management systems.

With this accreditation, SETSCO is able to offer a wide range of certification services to companies which seek compliances to the requirements of:

- ISO 9001 : Quality Management System
- ISO 14001: Environmental Management System
- ISO 18001: Occupational Safety & Health Management System
- ISO 50001 : Energy Management System



External Recognition

ComfortDelGro first received the Eco Office Label from the Singapore Environment Council (SEC) in December 2009. We were recertified in 2012 and then again from 23 October 2015. Each certification lasts for three years from the date of certification. ComfortDelGro will be going for the Eco Office

HEALTH & SAFETY

The health and safety of our customers, employees, relevant Stakeholders and the public is of critical importance to us as a Group. With more than 42,500 vehicles plying the roads in seven countries, we have in place stringent checks, systems and processes to ensure that health and safety is never compromised. We have also invested heavily in training and re-training, and run awareness and training programmes to instil and reinforce a safety and security conscious culture in employees at all levels. This focus continues to be strongly reflected in the Group's policies, procedures and training.

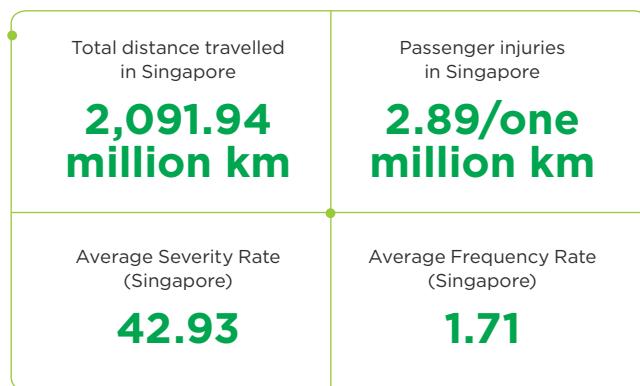


Table 1: Health and Safety statistics of Singapore, the UK and Australia

	Singapore		United Kingdom		Australia	
Year	2016	2017	2016	2017	2016	2017
Total Mileage ('mil)(km)	2,514.51	2,091.94	93.50	112.37	74.55	113.60
Passenger Injuries¹	555	610	1,203	991	253	332
Vehicle Collisions	2,200	601	4,862	3,986	2,330	4,586
Average Severity Rate²	24.96	42.93	8.23	43.45	227.87	317.67
Average Frequency Rate³	1.87	1.71	9.77	1.02	30.01	34.22

Year in Review

Road and passenger safety has, and will continue to be, a key area of focus for the Group.

Since 2016, our health and safety statistics cover our businesses in the United Kingdom (UK) and Australia, in addition to Singapore.

There had been no incidents of non-compliance with regulation and voluntary codes concerning the health and safety impacts of products and services during their life cycle.

Singapore⁴

For 2017, the Group's vehicles in Singapore made trips totalling 2,091.94 million kilometres⁵. The bulk of this was made by our taxis (close to 90%). Public scheduled buses accounted for about 9% of total distance travelled.

Accidents resulting in 610 injury cases were recorded, 608 of which were from SBS Transit. This translated into 2.89 passenger injuries per one million kilometres travelled in Singapore, or 0.02 injuries per one thousand journeys. There were unfortunately four passenger fatalities. In terms of vehicle collisions, we averaged 0.29 collisions for every one million kilometres with a total of 601 collisions⁶, out of which 138 were from SBS Transit.

To reduce such accidents, SBS Transit increased its efforts in safety training and re-training, including amending the Pedestrian Drills and Junction Drills to minimise occurrences. It had also, in 2017, installed more buses with Mobileye, a smart camera that is able to detect, analyse and monitor road conditions while the vehicle is moving and provide real-time audio-visual warning via a display unit to the driver. For more information on Mobileye, refer to page 22.

¹ Passenger injuries data excludes taxi passenger injuries for Singapore businesses. For overseas operations, passenger injuries and vehicle collision data are reported for company-owned vehicles that are driven by employees only.

² Accident Severity Rate refers to the number of man-days lost to workplace accidents per million man-hours worked.

³ Accident Frequency Rate refers to the number of workplace accidents per million man-hours worked.

⁴ All Singapore businesses, including SBS Transit and VICOM.

⁵ Includes mileage clocked by scheduled and unscheduled buses, trains, learner driver and car rental vehicles as well as taxis.

⁶ Includes accidents that involved our scheduled and unscheduled buses, learner driver vehicles, as well as taxi accidents that were within the Land Transport Authority's Quality of Service (QoS) accident criteria. Excludes non-traffic accidents on board scheduled buses.

The Group recorded zero workplace fatalities in Singapore. A total of 62 non-fatal workplace injuries⁷, resulting in 1,553 lost days⁸ in 2017, was also recorded. Of the 62 cases, a majority involved male employees. A very small proportion of incidents involved contract workers. Injuries sustained such as cuts were at the eyes, hands and legs. Analysing the data, we see that workplace non-fatal injuries were mainly due to:

- Slips, Trips and Falls (53%);
- Work-related Traffic⁹ (16%); and
- Others (16%)

Table 2: Incident types in Singapore

Incident Types	No. of Cases
Slips, Trips and Falls	33
Work-related Traffic	10
Others	10
Caught between Objects	4
Injured By or Struck Against Moving or Stationary Objects	2
Assaults	2
Struck by Moving Vehicle	1
Total	62

Passenger injury rate per million km



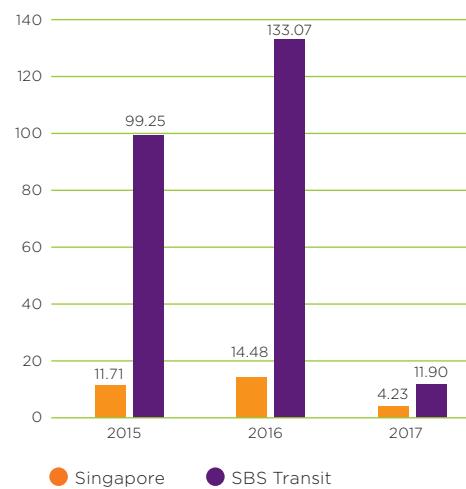
Passenger injury rate per thousand journeys



Vehicle collision rate per million km



Vehicle collision rate per million journeys

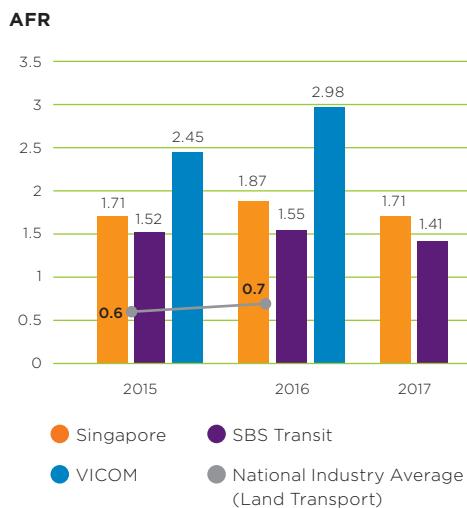
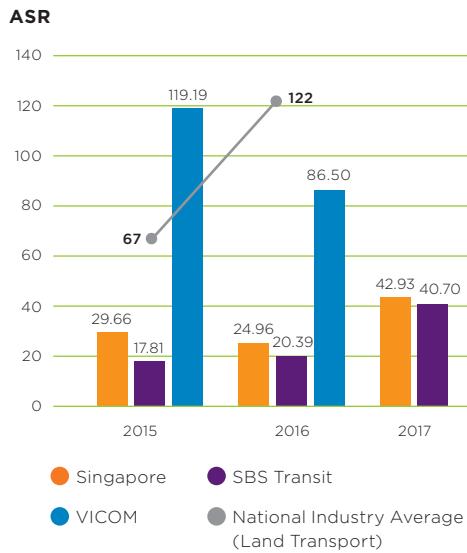


⁷ Does not include injuries of our taxi hirers, who are not employees of the Group.

⁸ Lost days are defined as days that could not be worked as a result of a worker or workers who are unable to perform the usual work because of an occupational accident or disease.

⁹ A work-related traffic accident, as defined by the Singapore Ministry of Manpower, is any unintended event that causes bodily injury to a vocational driver or rider while he or she is driving any vehicle in the course of work.

The Accident Severity Rate (ASR) of 42.93 for 2017 was higher than the 2016 figure of 24.96 but far lower than the 2016 National Industry Average of 122.0¹⁰. On the other hand, the Accident Frequency Rate (AFR) of 1.71 was lower than the previous year of 1.87 but higher than the 2016 National Industry Average of 0.70¹⁰. We will continue to work towards reducing the ASR in 2018.



United Kingdom¹¹

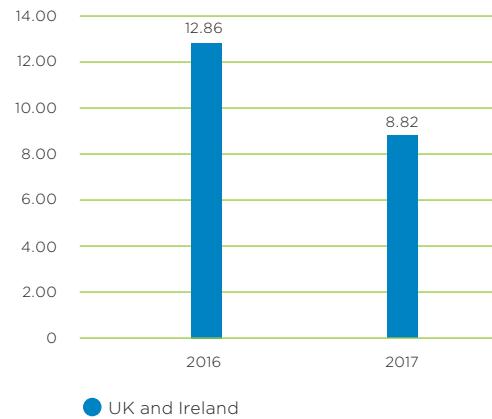
In the UK, Metroline adopted One Vision 2020, a corporate transport safety strategy that seeks to effectively tackle, reduce and eradicate its liability incidents by 2020. As of end September 2017, Metroline had successfully reduced personal injury incidents and collisions by 22.8%.

Our vehicles travelled a total of 112.37 million kilometres, of which Metroline buses account for a total of 110.2 million kilometres in 2017¹². There were 991 recorded injury cases in our scheduled bus business during the year, translating into 8.82 passenger injuries per one million kilometres travelled.

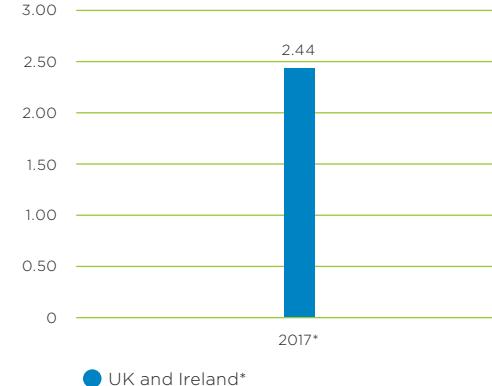
In terms of vehicle collisions, we averaged 35.47 collisions for every one million kilometres with a total of 3,986 collisions.

As for workplace injuries, our businesses in the UK recorded zero fatalities. However, a total of 15 workplace injury cases – involving more males than female employees – were registered, resulting in 637 lost days in 2017. These were due to slips, trips and falls, fall from height and road traffic collisions. Injuries included cuts and burns, broken ankles, shoulder and musculoskeletal injuries. Compared to 2016, the ASR was higher at 43.45, while the AFR was lower at 1.02. We will work towards reducing the ASR.

Passenger injury rate per million km



Passenger injury rate per million journeys



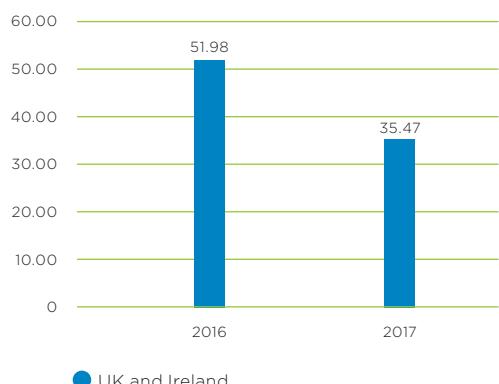
* Data only available from 2017.

¹⁰ Source: Singapore Yearbook of Manpower Statistics 2017 by the Ministry of Manpower. Figures for 2017 are not available as at date of report preparation.

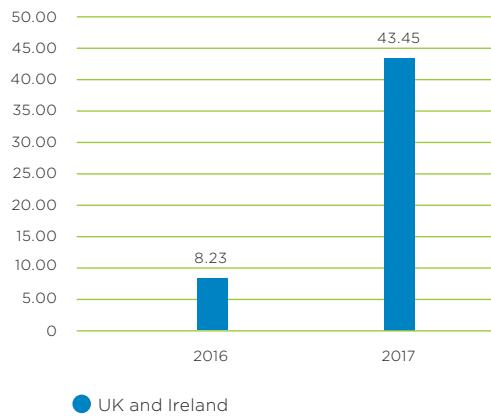
¹¹ Passenger injuries and vehicle collision data are reported for buses only.

¹² Ridership data is taken from the Transport for London (TfL) for the period from 1 April 2016 to 31 March 2017. All routes that Metroline operates on behalf of TfL were included except school routes.

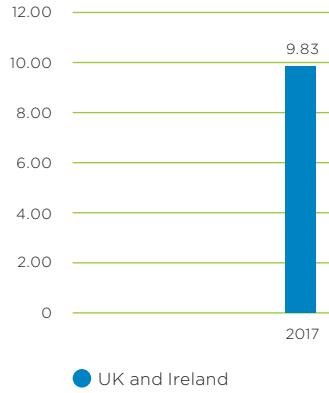
Vehicle collision rate per million km



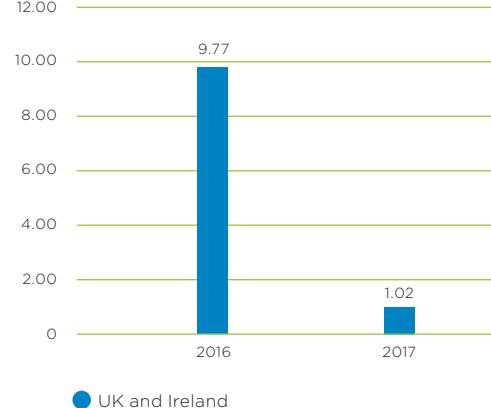
ASR



Vehicle collision rate per million journeys*



AFR



*Figure for the number of journeys was annualised from nine-month data for one Business Unit. Data only available from 2017.

Australia¹³

In Australia, ComfortDelGro Corporation Australia (CDC) buses travelled a total of 113.6 million kilometres in 2017. A total of 332 injury cases were recorded during the year, translating into 2.92 passenger injuries per one million kilometres travelled, or 109.3 injuries per one million journeys. In terms of vehicle collisions, CDC averaged 40.37 collisions for every one million kilometres with a total of 4,586 collisions.

As for workplace injuries, we recorded 204 cases due mainly to slips, trips and falls. Injuries sustained, including musculoskeletal injuries, specifically strains and sprains of backs, upper arms and legs, as well as general lacerations and contusions, resulted in 1,894 lost days in 2017. About 85% of the injured are male employees. We will continue to work towards reducing both the ASR, which was 317.67¹⁴ and the AFR, which was 34.22 in 2017.

Passenger injury rate per million km



¹³ Does not include passenger injury of our taxi business as taxi drivers are not employees of the Group.

¹⁴ Both the ASR and AFR for Australia are higher than the rest of the Group because of the way workplace accidents/injuries are defined nationally. For instance, workers who complain of backaches at work would be included in the final tally.

Passenger injury rate per million journeys*



*2016 passenger injury rate per million journeys was restated from 10.34 to 87.16. The restatement is due to a calculation error.

AFR



Vehicle collision rate per million km



Vehicle collision rate per million journeys



ASR



Workplace Safety & Health Committees



One of the ways in which the Group manages its health and safety issues is through its Workplace Safety & Health (WSH) Committees. (Annex A)

Singapore

In Singapore, all our Business Units have dedicated WSH Committees. This decentralised approach is more practical in terms of engaging and intensifying staff engagement at the Business Unit level. It also instils in them a sense of ownership over health and safety issues that arise from day-to-day operations.

Senior Management is involved actively in the Committees. For example, VICOM's WSH Committee, which comprises 12 members, including a representative from each of its seven inspection centres, is chaired by a Management representative.

Similarly, ComfortDelGro Engineering's 10-member WSH Committee is led by Management, which meets once every month to review health and safety issues. Several staff were trained and appointed Safety Captains in 2017 to assist the WSH Officer in ensuring safety measures are complied with. To-date, 87 Safety Captains have been appointed. In addition to its WSH Committee, ComfortDelGro Engineering has a Company Emergency Response Team (CERT), comprising seven staff since October 2016.

SBS Transit has a Safety Steering Committee chaired by its Chief Executive Officer (CEO) with Senior Management staff from its bus and rail businesses participating as members. The Committee is instrumental in promoting health and safety within the Company, looking at new policies and strategies to this end. SBS Transit's rail business has two Senior Management Safety Committees for North East Line (NEL) and Downtown Line (DTL) in addition to the three separate WSH Committees for NEL, DTL and its Sengkang-Punggol Light Rail Transit (SPLRT) systems. The bus business also holds its WSH Committee meetings at the depots every month.

ComfortDelGro Driving Centre has an Accident Review Committee which was formed to evaluate and assess accidents, as well as develop learning points before providing counsel for preventive measures. The Committee has a high participation rate from its Management and staff. Findings from the review are shared during monthly dialogue sessions with staff and new instructors before they are deployed on the ground.

In the case of ComfortDelGro Rent-A-Car, it has a Risk Management and Risk Assessment team in place of a WSH Committee.

United Kingdom

In the UK, Metroline's WSH Committees are decentralised. These garage-based WSH Committees include both Management and staff representatives of each garage functions as well as contractors. They meet at least every quarter and are responsible for all local health and safety issues.

Likewise, Scottish Citylink Coaches has a WSH Committee that meets every quarter and is chaired by its Operations Director. Its WSH Committee promotes safe systems of work as well as highlights any health and safety concerns to Senior Management. It is also responsible for ensuring that the Health and Safety notice board, which displays a copy of the latest WSH Committee minutes, is maintained.

CityFleet Networks in London has both a centralised Risk Management Committee and CERT, which meet every six months. These meetings are attended by Senior Management as well as up to five staff.

Australia

Each of the depots in CDC has a Workplace Health & Safety (WHS) Committee comprising Management and staff representatives from Drivers Groups, Mechanics/Workshops, Administration and Planning & Scheduling. These teams meet every quarter – sometimes even monthly – and are in charge of distributing WHS messages to their various workgroups and supporting the businesses work health safety agenda.

In both New South Wales (NSW) and Victoria, a Management representative attends all meetings and draws together common themes for action by Senior Management. Where necessary, issues are escalated to the Board. In addition, the WHS Committee representatives attend recurring forums to discuss company-wide issues. Depots with a "SPaRCQ Committee" are also organised regularly to discuss safety and other related issues.

In February 2017, a General Manager-Safety & Risk was jointly appointed by CDC to review and streamline all safety, risk and workers' compensation across the broader business. He is in charge of creating and implementing Business Continuity Plans for both operations in NSW and Victoria.

Swan Taxis' existing Occupational Safety and Health (OSH) policy is managed by its OSH officer, who reports directly to the CEO. The officer is responsible for

carrying out OSH activities, including promoting health and safety messages at the workplace. The Company formed an OSH Committee in 2017. In addition to this, Swan Taxis has both a three-member Incident Response Group and an eight-member Crisis Management Group, headed by the CEO, who meets them when required.

China

In West China, Business Units such as Chengdu ComfortDelGro Taxi and ComfortDelGro Rent-A-Car (Chengdu) have WSH Committees comprising between three and five members. These WSH Committees chair monthly safety meetings that are attended by Management staff as well as drivers.

As for Business Units that do not have such Committees, Management takes the lead in conducting health and safety briefings as well as organising regular emergency exercises to ensure its staff are responsive at all times. For example, Chengdu ComfortDelGro Qing Yang Driving School conducts health and safety meetings that are attended by department managers and supervisors so as to raise their awareness towards safety issues and to work together to minimise risks. Health and safety messages are also regularly disseminated to staff, especially driving instructors and safety officers.

In Guangzhou, in place of a WSH Committee is a nine-member Safety Production Committee, which meets once a quarter. It manages matters related to occupational diseases, hazards and emergency responses. Management staff is equally involved in these meetings.

Our taxi companies in Shenyang, China, also have qualified safety supervisors who head the Safety Departments. The Operations Manager fronts the CERT.

Vietnam

In Ho Chi Minh City, Vietnam Taxi has fire fighting teams as regulatory requirements. It also formed a Labour Safety Committee in 2017, comprising four members led by a Management representative. The Committee meets once every six months.



Emergency Preparedness

To respond appropriately to potential emergency situations, all our Business Units regularly assess health and safety risks related to their operations and take adequate precautionary measures.

For example, ComfortDelGro Driving Centre, which builds its entire business model on safe and responsible driving, conducts mandatory safety briefings for all learners. It also continued to send its driving instructors for first aid training, which is certified once every two years. Over 40 driving instructors underwent first aid training to equip them with the necessary skills should accidents happen while practical training is being conducted.

During the year, SETSCO also trained its first aid assistants to ensure they are equally ready should designated first-aiders be unavailable. Various company-wide emergency drills simulating gas leaks and fires were also conducted to improve the awareness and emergency response of all staff.

In view of the flammable materials that are stored at Bukit Batok, one of its branches, VICOM formed a CERT there and staff are given Personal Protective Equipment (PPE). During the year, table top exercises and fire drills were conducted to familiarise CERT members.

To ensure staff are familiar with emergency procedures, SBS Transit conducted four bus disruption exercises involving bus depots and interchanges, and three rail service disruption exercises involving the Bus Group and Passenger Service teams in 2017. It also conducted three security exercises at the depots to test the response plans during the discovery of suspicious items.

In China, Guangzhou Xin Tian Wei Transportation Development's Tianhe Bus Station carried out fire drills to test its staff's knowledge of the evacuation process.

CDC in Sydney and Melbourne held "toolbox" talks that focussed on safe work practices in light of suspicious packages left on buses.

All public buses in Singapore, Australia and the UK are equipped with call out buttons that allow our bus drivers to speak to the Operations Control Centre when there are emergencies. Similarly, our taxis in Singapore, Western Australia, China and the UK come with distress buttons that taxi drivers can activate whenever they require emergency help. These distress buttons when activated allow our call centre agents to listen in and to activate emergency assistance, if needed.



Training, Protective Equipment & Preventive Measures

ComfortDelGro constantly puts a high emphasis on training to safeguard and improve safety standards, both at the workplace and for our passengers. We also ensure that all staff are adequately protected with the proper protective gear depending on their vocation.

At SBS Transit, all new Bus Captains (BCs) undergoing basic training are schooled in safe and defensive driving. Training is intensive and spans between 31 and 46 days, including five days at the Singapore Bus Academy where they obtain the Omnibus Driver's Vocational Licence. Besides theory lessons, new BCs undergo practical training and have to successfully pass the Class 4A driving test stringently administered by the Traffic Police before they are qualified to drive a bus. Upon completion of their training, BCs are then paired with Service Mentors, who would accompany them on their trips and share with them practical safety.

Experienced BCs are also sent for regular refresher training courses aimed at enhancing their safe driving skills. BCs are also regularly briefed and reminded to observe safe driving habits through case studies which involve actual accidents. Pedestrian Drills, Junction

Drills and Bus Stop Drills are continually drummed into them to inculcate the importance of road safety. Random spot checks are conducted to ensure BCs religiously comply with these safety drills.

Metroline trialled two of its hybrid buses that operated in London's Oxford Street with light and audible awareness equipment to dissuade vulnerable road users and pedestrians from stepping into the path of the buses. The trial, which received the full support of the Royal National Institute for the Blind, saw a reduction in pedestrian injury incidents near the buses, and garnered positive feedback from all Stakeholders, including bus drivers, who found their journeys becoming less stressful as a result. More hybrid buses will be equipped with the same equipment as part of academic research.

On 1 October 2017, Metroline implemented a Voluntary Safe Driving Reward Scheme at Potters Bar Bus Garage to incentivise bus drivers who reduce blameworthy damage of accidents that occur on public roads and in the garage.

In NSW, CDC communicates customer service and safety messages to its bus drivers at its depots using diamond-shaped signs. These were first developed and launched by Hillsbus in 2013, but can now be seen at depots of Hunter Valley Buses, Blue Mountains Transit and Qcity Transit in Queanbeyan. Bus marshals are also put through rear door loading safety training to ensure they are able to assist passengers safely.

In Victoria, CDC installed security screens on its buses to protect bus drivers from unruly passengers. It also introduced on-board voice announcements to eliminate the need for bus drivers to ask passengers for fares, and thereby the risks of them being verbally and physically assaulted by passengers.

In our global taxi operations, stringent screening of new taxi drivers, including going through their past safety records, is conducted before any agreement is inked. New taxi drivers have to go through an induction briefing, comprising basic service training and a module on defensive driving.

To incentivise taxi drivers to maintain an accident-free record, ComfortDelGro Taxi rewards its taxi drivers with No Claim Bonuses. Taxi drivers who maintain accident-free records for four consecutive years would not have to pay their share of repairs should they unfortunately meet with one thereafter. Drivers who are deemed to be accident-prone are sent for defensive driving courses at ComfortDelGro Driving Centre. Upon completion of the defensive driving course, taxi drivers' accident records are monitored for the next six months. Those involved in yet another accident within the six-month period would have their service contracts revoked.

In China, safety meetings are an integral part of monthly meetings and dialogue sessions that our taxi companies in Shenyang and Chengdu have with their taxi drivers. Training is provided to taxi drivers prior to them being on the roads. Taxi drivers with accident-free records are rewarded with both quarterly and annual incentives, while accident-prone taxi drivers are given remedial training before they are back on the roads.

Our driving schools are also strong advocates where safety is concerned.

ComfortDelGro Driving Centre has in place a Circuit Observation Programme. The Chief Instructors monitor circuit training sessions and look out for lapses in the coaching methodology, safety and quality. Actions are taken thereafter to correct any lapses. The Centre also works closely with the Traffic Police to alter test routes that are deemed too dangerous for learners.

In Chengdu, Chengdu ComfortDelGro Qing Yang Driving School conducts health and safety meetings that are attended by Managers and Supervisors to raise their awareness towards safety issues and to work together to minimise risks. Health and safety messages are regularly disseminated to staff, especially driving instructors and safety officers. Its car rental unit, ComfortDelGro Rent-A-Car (Chengdu), conducts bi-monthly safety discussion and holds safety meetings twice a month in Chengdu and Nanba.

SBS Transit's bus and rail engineering staff are trained and qualified to perform their various jobs in accordance with the Work at Height regulations, which came into effect in May 2014. Similarly, SETSCO staff, who have to work at heights above three metres, are also put through safety courses conducted by accredited training providers as well as safety orientation and site familiarisation courses organised by clients in the construction, shipyard, marine and oil/petrochemical sectors.

Other courses such as risk management and first aid are also conducted for staff both in-house and through accredited training providers. In 2017, to drive safety awareness across all staff and beef up emergency response skills of the first responders within the Company, SETSCO launched the "Safety Is MY Responsibility" campaign, which included training its CERT on emergency stretcher management and new emergency rescue techniques. The CERT as well as fire wardens also received training on walkie-talkie call-sign etiquette for better communication during an emergency situation.

SETSCO employees, who are exposed to prolonged noise at volumes above 85 decibels, may be at risk of noise-induced deafness, while those in charge of radiographic testing could risk radiation over-exposure. To tackle the former, ear plugs or mufflers are issued to employees and breaks in between jobs are planned for. These employees are also sent for annual medical check-ups, which include hearing tests. In the case of radiographic testing, licensed staff are required to wear a thermo luminescent dosimeter badge, which is submitted to the National Environment Agency every month, to ensure they are not overly exposed to radiation. Similarly, these employees are sent for annual medical check-ups to ensure they are given a clean bill of health.

VICOM vehicle inspectors, who have to perform visual inspection and operate test equipment as part of their daily routine, undergo the Technical Knowledge Evaluation examination to ensure that they are kept abreast of the latest advancements in vehicle technology

as well as inspection rules and regulations. A Safety Demerit Points System is in place to ensure that they comply with safety rules. They are also provided with PPE such as boots, ear-plugs, eye-wears and gloves.

Recognising that both vehicle inspectors and motorists could face the risk of slips, trips and falls, as well as accidents at its inspection centres, VICOM installed safety enhancement features, including railings, flexible bollards, convex mirrors, reflective tapes for better visibility, as well as anti-slip plates and surfaces to prevent slips. This is in addition to the barriers and warning signs that are already in place. Walkways for motorists are also painted to clearly demarcate them from inspection areas.

ComfortDelGro Engineering displays banners at all its workshops as well as diesel and petrol kiosks to remind taxi drivers to comply with safety at all times.



Preventive Maintenance Checks & Vehicle Inspection

Our vehicle fleets in Singapore undergo regular preventive maintenance checks.

ComfortDelGro taxis are checked once a month, while buses are checked once every 45 to 60 days. Rental cars undergo six-monthly preventive maintenance checks as part of road safety measures. As part of regulatory requirement, vehicles that are at least three years old are inspected at our vehicle inspection and testing Business Unit, VICOM, to ensure they meet safety standards for road-worthiness, while taxis are inspected half-yearly.

In the UK, our London buses go through inspections as well, while our inter- and intra-City coaches are inspected every 28 days by subcontractors in line with the requirements laid by the Department of Transport. Taxi drivers under our radio circuit networks conduct daily basic checks of their taxis and have them serviced every 6,000 to 8,000 miles to ensure their roadworthiness.

Taxis in the UK have to pass a rigorous check every year to qualify for a licence plate, which is displayed on the back and inside of the taxi. Six months later, these taxis undergo a test by the Ministry of Transport, which will last to the end of the year where the licence-plate qualifying process starts over again. This test will determine the licensed taxi is roadworthy and maintained at a high standard. Enforcement units conduct random spot checks on the road or visit taxi drivers at home to inspect the taxis. Taxis that do not meet regulatory requirements are issued "stop notes". This means the taxi driver cannot work until the stop note is lifted.

Our Australian buses are maintained once a month in accordance with manufacturers' recommendations. Buses in NSW are inspected twice a year, while buses in Victoria are inspected once a year. As for taxis, the State Government's Department of Transport requires all taxis to

undergo an annual inspection as part of the licensing agreement.

In Vietnam, taxis are also serviced at every 5,000 kilometres, which is around once every month, while in China, taxi companies like Jilin ComfortDelGro Taxi conducts inspection on its taxis to ensure they do not pose safety hazards while they are on the roads.



Technology

At ComfortDelGro, we are always finding new ways to leverage on technology to improve the way we do things. Safety is no exception.

SBS Transit, a forerunner in this area, puts its BCs through a mandatory “Driving Skills Enhancement Programme” to obtain an objective assessment of their driving competency with areas identified for improvement. This is done using technology based on the Vigil Vanguard system, which comprises motion sensors, cameras and mapping software. The BCs’ driving behaviour is closely reviewed through Vigil’s video recording used to help them improve on their areas of weaknesses. Accident-prone taxi drivers are also sent for defensive driving courses conducted by ComfortDelGro Driving Centre, which uses the same Vigil Vanguard system.

SBS Transit continued to install its buses with Mobileye, a smart camera that is able to detect, analyse and monitor road conditions while the vehicle is moving and provide real-time audio-visual warning via a display unit to the driver. In 2017, 812 buses were installed with Mobileye. More than 1,000 buses will be installed with the same device in 2018. CDC also followed in the footsteps of SBS Transit by installing Mobileye in more than 1,000 of their buses in NSW and Victoria.

SBS Transit also tapped on the Hazard Awareness Training and Test system (HATT), an interactive video-based system that trains BCs to identify both potential and developing hazards. These videos are based on actual roads that BCs would be familiar with. Besides equipping them with the skill set to identify hazards, they are also taught how to prevent accidents by taking appropriate defensive measures. With the ability to identify and take corrective actions, BCs are better equipped to provide a safer journey for their commuters. Metroline did something similar. It filmed the bus routes that its probationary bus drivers practise on, and added animation to the footage to help them identify risk areas. ComfortDelGro Taxi had, in 2017, adopted the HATT system for its new taxi drivers who were involved in accidents.

GoRoute is the other video-based system that enables SBS Transit BCs to learn their service routes and safety drills in a classroom setting. The videos are based on actual road conditions of their respective service routes, including indications of special zones such as the school zone and black spot areas. With better knowledge of their service routes, our BCs can focus more on driving safely.

Our scheduled buses also come with speed limit devices that prevent them from accelerating beyond 60kmh. Similarly, the Mobile Data Terminal (MDT) in our taxis come with speed alerts that automatically prompt our taxi drivers to slow down when they have exceeded the speed limit.

To better manage and control visitors’ entry into its premises, SBS Transit, which rolled out an online electronic visitor management system at its bus depots in April 2016, also rolled out the same system at both NEL and DTL depots in 2017. Work is in progress to roll out the same system at its NEL and DTL stations by March 2018.

As for surveillance on board our vehicles, nearly all our public transport service vehicles in Singapore have CCTVs or in-vehicle cameras¹⁵. In the UK, all Metroline buses are equipped with CCTVs. Down Under, all Swan taxis have in-vehicle cameras, while all public transport service of CDC are equipped with this capability.

Table 3: Vehicles and stations with CCTVs or in-vehicle cameras in Singapore, the UK and Australia

Country	Percentage
Singapore	99%
United Kingdom	95%
Australia	100%



Community Engagement

While the importance of safe driving cannot be emphasised enough, passengers and other road users also have a role to play in ensuring that roads remain safe.

In Singapore, the Group, through ComfortDelGro Driving Centre, SBS Transit and VICOM, engaged the community through several road safety talks during the year.

To create safety awareness amongst road users, ComfortDelGro Driving Centre collaborated with the Traffic Police to conduct 560 hours worth of road safety education at the Road Safety Park. It also conducted road safety talks to over 11,420 Primary and Secondary school students at the schools. Similarly, SBS Transit, conducted 88 school assembly talks and visits to our bus and train premises and reached out to some 32,164 students.

With the opening of DTL3, SBS Transit conducted 14 community engagement sessions where some 1,700 individuals, including Members of Parliament, grassroots leaders, residents and students living along the DTL3 corridor, as well as social influencers, had the chance to visit the stations and participate in train evacuation exercises. The sessions also included briefings on safety features when entering the fare

¹⁵ Includes only public transport services (bus and rail), taxis as well as learner driver vehicles.

gates and trains as well as travelling on escalators.

VICOM holds regular talks for both local and international delegates, imparting knowledge on the best practices used in keeping Singapore's roads greener and safer. In 2017, such talks were held with delegates from various countries including Azerbaijan, Bangladesh, Brunei, Djibouti and Vietnam.

For SBS Transit, commuter safety is further enhanced through the use of priority seats reserved for elderly passengers, physically-disabled, or mothers-to-be. Passengers are also reminded to observe safe travelling habits through prominently displayed safety posters and messages on board buses, trains and stations. These include holding onto handrails and stanchion poles, and not running around on board buses and trains.

CDC buses in Sydney and Melbourne have similar priority seats reserved for those who are mobility-challenged. To reduce slips, trips and falls on board their buses in Sydney and Melbourne, CDC carried out a "Please Hold On" campaign to educate passengers on the need to hold on to the handrails or hand grabs.



Recognition

A number of our Business Units in Singapore has obtained the Occupational Health and Safety Assessment Series (OHSAS) 18001:2007 and bizSAFE certifications. These include ComfortDelGro Bus, ComfortDelGro Engineering, Moove Media, SBS Transit's NEL, VICOM as well as SETSCO.

Four ComfortDelGro taxi drivers and two SBS Transit BCs were awarded in the "Safe Driver" and "Most Improved Driver" categories for their good driving record and safe driving behaviour at the Singapore Road Safety Awards 2017 in October.

ComfortDelGro Bus also received the Road Safety Award for Companies with Bus Fleet by the Singapore Road Safety Council.

In the UK, Metroline bus driver, Mr Stan Davern, from Holloway Garage was also crowned the Company's Transport Safety Champion for keeping his record accident-free for 38 years.

Annex A: Workplace Safety & Health committees across the Group

Country	Business Unit	Workplace Safety & Health Committee or Similar	Company Emergency Response Team or Similar	Risk Management Committee	Other Safety-related Committees	Nil
Singapore	All Business Units with the exception of: ComfortDelGro Driving Centre ComfortDelGro Rent-A-Car SBS Transit	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	
Australia	CDC in NSW CDC in Victoria Swan Taxis	✓ ✓ ✓	✓ ✓ ✓		✓ ✓ ✓	
China	East China North China South China West China		✓ ✓		✓ ✓ ✓	✓
United Kingdom & Ireland	CityFleet Networks ComfortDelGro Irish Citylink Metroline Scottish CityLink Coaches	✓ ✓ ✓	✓ ✓	✓ ✓		✓
Vietnam	Vinataxi				✓	
Malaysia	CityLimo Leasing					✓

SUPPLY CHAIN

Our Suppliers

Our suppliers are our partners. Without the goods and services they provide, we would not be able to run our businesses. Working closely with them, we explore ways to increase efficiency and productivity through the procurement of supplies and services which help improve our processes and grow our business. We are committed to treating our suppliers with respect. We pay our bills on time, every time and are transparent in all our contracts and negotiations.

Our Purchases

Energy and direct material & services used for the operation and maintenance of our fleets form majority of our purchases.

Percentage of value of purchases by type

	2016	2017
Energy (Eg., Electricity, Diesel)	44%	54%
Direct Material & Services (Eg., Automotive parts, Consumables, Vehicle Maintenance Services)	30%	33%
Assets (Eg., Vehicles, IT Hardware, Workshop equipment)	18%	1%
Indirect Material & Services (Eg., Facility Management, IT, operating supplies)	8%	12%

About 90% of our spend is with 34 suppliers, of which 30 of them have worked with us for more than five years. We have long-term contracts of three years or more with 174 suppliers.

Equal Opportunity

We believe in full transparency and according equal treatment to all existing/would-be suppliers. Our team constantly conducts market insight exercises and encourages participation from industry players. In 2017, at least 100 companies participated in our tenders for the first time.

Businesses have an equal opportunity to submit their bids for any contract through our sourcing platform which has built-in functions to safeguard the confidentiality of submitted bids.

Specifications are written to allow bidders the freedom to best meet the requirements of the tender and to foster supplier interest and encourage innovation.

Supplier Selection

We select our suppliers based on multiple criteria, including but not limited to the supplier's technical capabilities, service quality, supply assurance,

environmental responsibility, safety records, financial stability and cost competitiveness. A structured decision matrix approach is used with assigned weightage that reflects the relative importance of each selection criterion.

Suppliers are also given a "Supplier Ethics Policy" (refer to pages 26 to 27) which clearly articulates what is required of them in terms of fair practice, ethical conduct, as well as social and environmental responsibility. We will avoid dealing with Suppliers who are unable to comply with our policy.

All recommendations for award are approved in accordance to the financial authority limits delegated by the ComfortDelGro Board.

Risks Identification and Mitigation

Fraud and Corruption Risk

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

Objective of the "Procurement Fraud Prevention & Detection" Workshop

Delivered by Management Development Institute of Singapore (MDIS)

- Gain a thorough understanding of the vulnerability of the procurement function to fraudulent activities
- Understand consequences of procurement fraud to prepare for adverse circumstances
- Explore different kinds of procurement fraud and how they can occur
- Recognise the red flags of procurement fraud
- Learn about effective deterrent, preventive and detective measures to help reduce the occurrence of procurement fraud
- Find out about the four-step process to proactive procurement fraud prevention

About 75% of the contracts by value are established through competitive sourcing exercises, including 51% through public tenders. The rest of the contracts are established with Suppliers who are sole source, or incumbents with whom we leveraged existing contract volumes.



Supply Risk

For key purchase categories, the award strategy often includes multiple suppliers from different geographical locations. Where multiple suppliers are not feasible due to various reasons, the Business Continuity Plan of the sole supplier is scrutinised and assessed.

Legal Risk

More than 95% of our contracts with suppliers apply one of our four Standard Terms & Conditions. These contracts contain insurance and limitations of liability clauses. Where Suppliers' contracts are used, we engage our lawyers to vet through the terms to ensure that they are fair and reasonable.

Price Risk

Where product prices are driven by the volatile commodity prices, an indexed formula is used. This allows our Treasury Department to mitigate cost fluctuation through hedging.

Environmental, Health and Safety Risk

Depending on the nature of purchases, safety rules detailing Environmental, Health and Safety requirements are included in tender documents. Suppliers are required to undertake to comply with the rules. For complex projects, suppliers are required to complete a risk assessment before commencing work.

Supplier Performance Management

We ensure that our suppliers' performance meets the expectations defined in the contract and against market norms through our Supplier Performance Management exercise. Our key suppliers undergo regular appraisals to ensure costs are kept in check, service standards are kept high and risks are mitigated. The ultimate intent is to identify potential issues and their root causes so that they can be resolved as quickly as possible.

In 2017, 22 strategic suppliers* across eight key categories were assessed on five pillars: Procurement, Quality, Logistics, Technology and Supply Security.

Overview of the Scoring System



Procurement (30%)

Assessment by Procurement



Quality (25%)

Assessment by Contract Owner



Logistics (25%)

Assessment by Supplies & Logistics



Technology (10%)

Assessment by Contract Owner



Supply Security (10%)

Assessment by Finance and Supplier

We highlighted areas of strengths and weaknesses to the suppliers and followed up with action plans to improve on areas where they did not fare as well. Five suppliers scored very well and have been put on our preferred suppliers list for future contracts.

Our Plans for 2018

- Embed Supplier Ethics Policy in all tender documents.
- Launch Tender Portal for Suppliers to self-register and provide us with information about their company, experience, track records and compliance to international standards. This system enables us to review these aspects of the suppliers and to facilitate us in our tender evaluation.

* Data available for Singapore only.

SUPPLIER ETHICS POLICY

ComfortDelGro Group Procurement Policies & Procedure Manual

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

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

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

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

1. Compliance with Laws and Regulations

1.1 Abidance with the Law

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

1.2 Use of Fair Business Practices

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

2. Ethics and Conflict of Interest

2.1 Anti-Corruption Stance

Suppliers must conduct their business with integrity, transparency and honesty. ComfortDelGro does not condone any corrupt practices such as bribery, extortion

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

2.2 Anti-Fraud Stance

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

2.3 Gifts and Entertainment

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

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

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

2.4 Conflicts of Interest

Suppliers should seek to avoid any conflicts of interest that may adversely influence their business relationship with ComfortDelGro.

Suppliers must disclose all actual, potential or perceived conflicts of interest situations and/or relationships promptly to ComfortDelGro.

3. Workplace Health, Safety and Quality

3.1 Healthy and Safe Working Environment

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

3.2 Safety

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

3.3 Quality

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

4. Corporate Social and Environmental Responsibility

4.1 Corporate Social Responsibility

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

4.2 Environmental Responsibility

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

5. Non-Discriminatory & Ethical Employment

5.1 Non-Discriminatory Employment

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

5.2 Ethical Employment

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

6. Use of Information

6.1 Insider Trading

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

6.2 Proprietary Information

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

7. Ethical Concerns

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

ComfortDelGro Alert Line

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

Group Human Resource Officer

DID +65 6383 7083

Email ghro@comfortdelgro.com

Group Internal Audit Officer

DID +65 6383 7010

Email giao@comfortdelgro.com

In addition, Suppliers can also have direct access to

Managing Director/Group CEO

DID +65 6383 7110

Email gceo@comfortdelgro.com

OUR STAKEHOLDERS AND PARTNERS

ComfortDelGro is guided by the principle of creating sustainable value for its Stakeholders – be they Customers, Shareholders, Employees, Partners or Regulators. [GRI 102-40]

Key Stakeholders are identified as part of the Risk Management process, based on the extent in which they can affect or are affected by the operations of the Group. [GRI 102-42]

Given the significant roles they play, ComfortDelGro reaches out actively to key Stakeholders through various channels.



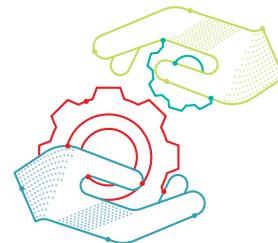
Customers

Good customer service is a fundamental aspect of our business. In fostering a customer-centric culture, a “customer first” mindset permeates through the Group and a robust customer engagement process is adopted.

To this end, employees are equipped with the necessary skills and knowledge to provide customers with a best-in-class experience. Courses that are conducted include technical training courses like “Scania Optimise Programme” and “Automated Equipment Safety Training” as well as service-centric training like “Ice training for Frontline Workers” and “Service Standard and Etiquette Training”.

Frontline staff in all our businesses actively engage customers through various means including outreach programmes where potential and existing customers are invited to visit our operations once every few months. We also reach out to our customers through information counters, hotlines, as well as monthly Meet-the-Managers rail sessions, and quarterly Commuter Chat sessions for bus commuters. These chat sessions allow SBS Transit to meet and engage commuters right where they are and hear directly from them about our services.

Customers are encouraged to send us their feedback through customer questionnaires, online feedback forms or via our fully-manned service hotlines. Other than product and service enquiries, the key areas of concern amongst customers are safety, accessibility and the overall service experience.



Shareholders

We are committed to disseminating accurate and pertinent information to the marketplace in a timely manner as part of good Corporate Governance.

Our Investor Relations (IR) programme balances regular, effective and fair communications with Shareholders and the investment community with commercial sensitivities. The IR team works closely with Senior Management to proactively carry out this engagement programme and addresses questions on strategic, financial, operational, as well as environmental, social and governance issues.

During the year, the IR team met more than 330 groups of investors, analysts and equity sales personnel over 180 meetings. The team also addressed queries from investors through emails, telephone calls and the online enquiry form.

Besides face-to-face office meetings and conference calls, we also participated in six investor conferences and non-deal road shows in Singapore, Kuala Lumpur and Hong Kong. These platforms provide direct access to a wide cross-section of existing and new investors from around the world.

We organised face-to-face briefings for the media and sell-side analysts for the full-year results and conducted dial-in conference calls with sell-side analysts for the other quarterly results. Two post-results luncheons were organised where we met fund managers based in Singapore after the full-year FY2016 results and the first half results for FY2017.

ComfortDelGro attracts active research coverage from sell-side analysts and the stock is now covered by 16 local and international research houses. More than 180 reports on the Company and the industry were published during the year. The IR team has regular interactions with the analysts to ensure a thorough understanding of our business models and strategies, operations and financial performance, as well as growth opportunities.

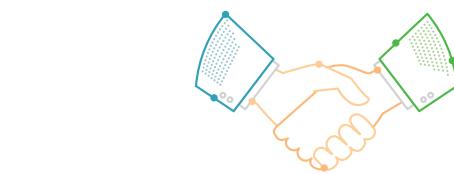
Shareholders have the opportunity to interact with the Board and Senior Management at our Annual



General Meeting. Voting is by way of electronic polling for greater transparency in the voting process and the detailed results are announced immediately at the Meeting and subsequently released to the Singapore Exchange (SGX).

All material announcements are posted in the IR section of the corporate website to ensure equal and timely access to information.

At the 18th Securities Investors Association Singapore (SIAS) Investors' Choice Awards 2017 held on 19 September 2017, both SBS Transit and VICOM won the Transparency Award – Small and Mid Cap category.



Partners and Suppliers

We work closely with our partners and suppliers to ensure the smooth delivery of our services. We recognise our dependency on the timely delivery of key parts and components and the quality of our subcontractors. This is a key risk which we have identified and which we manage diligently. We also have in place detailed Risk Management contingency plans where needed. More information can be found on pages 41 to 44.

As a responsible corporate citizen, we also strongly believe in ensuring compliance in all our operations and businesses. We do not condone any corrupt practices or anti-competitive behaviour. We have a strict procurement policy which, among other things, conducts supplier assessment to ensure there is no adverse impact on society. Among other things, suppliers are required to have strict environmental policies, adopt fair employment practices, have clear health and safety policies, and adhere to strict anti-corruption policies.

More information can be found on pages 24 to 27.



Employees

With a global workforce of close to 22,000, employee engagement is a critical aspect of our human resource management. Talent management and succession planning rank high on ComfortDelGro's priority list.

Through regular employee engagement programmes including seminars, training courses, quarterly newsletters and weekly dialogue sessions, we are able to encourage critical thinking and innovation, build team spirit and groom the next generation of leaders.

Managers are empowered and encouraged to hold regular feedback sessions with their subordinates. The annual appraisal performance session serves as a platform for employees to discuss their work performance and map out their career progression. Common issues raised by employees include training and remuneration.

More information can be found on pages 30 to 37.



Regulators

ComfortDelGro is firmly committed to complying with all legal and regulatory requirements.

As the provision of public land transport services is highly regulated, the Group, through our various Business Units, holds regular weekly dialogue sessions with the various Regulators including the Land Transport Authority, the SGX, the National Environment Agency and the Ministry of Manpower.

A range of topics are discussed at such meetings, including unfolding trends, new technologies, safety, competition, environmental and accessibility issues.

Where Regulators seek consultation in reviewing existing and emerging policies, we are responsive and strive to provide constructive feedback. [GRI 102-43, GRI 102-44]

OUR PEOPLE

Our people are undoubtedly our most valued asset. They are at the heart of our success. Without them, we would not be where we are today. Indeed, we strongly subscribe to the view that a happy and engaged workforce will ultimately translate into providing a higher standard of service for our customers. In the long run, this can only result in growth for the organisation.

To this end, we provide equal opportunities to our staff, invest in comprehensive training to develop them to their maximum potential and engage them actively in what we do. Significantly, as an employer, we ensure that all terms and conditions of employment, along

with policies and procedures, comply with relevant regulations.

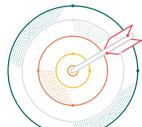
Our people are guided by a common Vision which is "To be the world's land transport operator of choice." Our Vision, Mission, Strategies and Core Values are prominently displayed in our lobby at our Headquarters in Singapore to constantly guide our employees on what we stand for from the moment they step through our doors - literally. Posters are also placed around the offices, in the lifts and in publications to serve as constant reminders of our corporate aspiration and how we must never sway from our core values of honesty, integrity and ethics.

OUR STRATEGIES FOR SUCCESS



Look Beyond the Horizon

- Innovate and be receptive to new ideas and opportunities
- Solve problems in a prompt and effective manner
- Anticipate and embrace change



Do the Right Things – Right

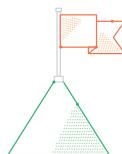
- Never take our eyes off the ball
- Deploy people and assets for value enhancement
- Admit and learn from mistakes



Grow our Talent Base

- Set the performance bar above industry norms
- Give credit where credit is due
- Reward equitably

OUR CORE VALUES



Results Orientation

We will

- Set challenging goals
- Focus on results
- Identify and solve problems
- Have a sense of urgency and ownership



Integrity and Ethics

We will

- Conduct our affairs in a manner consistent with the highest ethical and professional standards
- Engage in fair and honest business practices
- Show respect for each other, our customers, business partners, suppliers, shareholders, the authorities and the communities we operate in
- Communicate in a factual, honest and prompt manner
- Be open and transparent in our dealings
- Exhibit strong environmental stewardship



Commitment

We will

- Anticipate our customers' needs and constantly upgrade ourselves to provide them with outstanding service
- Foster an environment of trust by engaging the communities we serve
- Reward our shareholders by delivering steady and sustainable results through growth in our businesses
- Care for our staff by providing a challenging environment with ample opportunities for growth and development. Build on staff capabilities through effective recruitment, training and career planning so as to develop their full potential. Promote teamwork, initiative and creativity.
- Stay committed to the authorities by complying with regulatory requirements

Diversity and Equal Opportunities

In 2017, the ComfortDelGro Group employed 21,918 employees, representing a decrease of 0.6% over the previous year.

At the Board level, two out of the nine Board Directors or 22% are women. In 2016, we had one female director.

In our businesses, which are traditionally male-dominated, 86% of our employees are male. However, the number of female employees has been on the rise. For the year, the number of female staff increased by 46 or 1.5% compared to the year before. This is partly thanks to recruitment initiatives to encourage female employees and the shift in cultural norms and gender paradigms.

With land transport being an essential means for the majority of people to get around, our business is generally not affected by seasonal demand. Hence, in 2017, 94% of our staff held full-time positions while slightly more than 91% were employed on permanent contracts.

Operating in seven countries, our workforce varied in size according to our business needs. In Singapore, which is our Headquarters, we had a staff strength of 12,623. This compared to 5,762 in the United Kingdom (UK), 2,376 in Australia, 958 in China, 141 in Vietnam, 41 in Malaysia and just 17 in Ireland.

As a global group, we have a broad mix of nationalities among our staff, with Singaporeans accounting for the majority at 30%. The other nationalities include Malaysians (21%), British (17%), Australians (11%), and Chinese (8%). We also have a small representation of other nationalities accounting for about 13% in all. This includes the Irish, Vietnamese, Polish, Romanians, Indians and Pakistanis.

In spite of our diverse nationalities, we have an all-inclusive work culture, where people of different age groups, ethnicities and genders work together in harmony. At ComfortDelGro, we believe that diversity in the workplace is fundamental to growth and professional development. It benefits not just the individual, but the corporation as well, exposing the individual to different ideas, skills, views and attitudes. A diversified workforce - whether in terms of gender, race or nationality - also means we access the widest talent pools.

With diversity, we have a policy of non-discrimination, offering equal opportunities for our employees to grow. In this regard, we are guided by strict human rights and labour practices. In all that we do, we abide by the basic tenet of respecting, protecting and fulfilling human rights and fundamental freedoms. We ensure that employees are selected based on merit and competency.

We implement our guiding principles in a non-discriminatory manner, paying particular attention to the rights and needs of, as well as the challenges faced by individuals, individuals within our Group who may be at heightened risk of becoming vulnerable or marginalised. We believe that regardless of age, sex, marital status, sexual orientation, disability, race, colour, nationality, ethnic or national origin, religion,

or affiliation to any political party or trade union, all our staff should be treated equitably and given fair opportunities to grow and develop in accordance to their levels of competence.

We believe that with a fair, supportive and inclusive workplace, our people will be able to perform to their full potential. In Singapore, we have pledged our commitment to adhere to fair employment practices and are a member of the Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP), a national agency that is helmed by the Singapore National Employers Federation and the National Trades Union Congress. We adhere to the five key principles of fair employment practices - recruiting and selecting employees on the basis of merit, treating them fairly and with respect, providing them with equal opportunities for training and development, rewarding them based on their ability, performance, and contribution and abiding by labour laws and the Tripartite Guidelines.

In employee recruitment, our advertisements do not state age, race, gender or religion as preferences or requirements. At interviews, applicants are not required to state their race, religion and marital status as they are assessed on competency and suitability.

As an equal opportunity employer, we also do not discriminate against any employee on the basis of age. Our people are as young as under 30 and with some as matured as over 70, working together and learning from each other. While we value the young for the spark and ingenuity they bring to the workplace, older workers are, and continue to be, a valued part of our workforce. They tend to be mature, reliable and bring a wealth of experience with them.

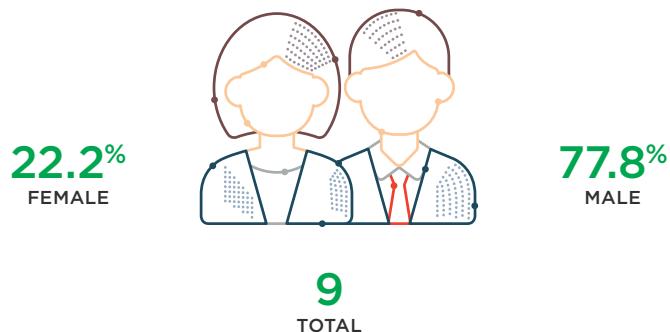
In 2017, one in every two of our employees was between 30 and 50 years old. Those over 50 years old made up 36% of our global workforce while the under 30s close to 13%. This age profile is not significantly different from that of 2016.

At the workplace, we strongly subscribe to zero tolerance for discrimination. Employees who feel discriminated against can lodge a report to the Management, Union or the Authorities in charge of employment matters in the different countries that we operate in. For instance, SBS Transit, which has more than 10,000 employees, has an established grievance procedure, which is outlined in its employees' agreement handbook that staff can refer to in lodging a complaint.

In 2017, there were three reports of discrimination filed - two against the UK's Metroline and one against ComfortDelGro Corporation Australia (CDC) in New South Wales (NSW), Australia. For Metroline, a staff alleged that he was discriminated against because of his disability while another reported that he was dismissed due to discrimination. In both cases, the Employment Tribunal found the reports without grounds and concluded them in our favour. For CDC in NSW, the staff reported that he was bullied and harassed by colleagues at the workplace.

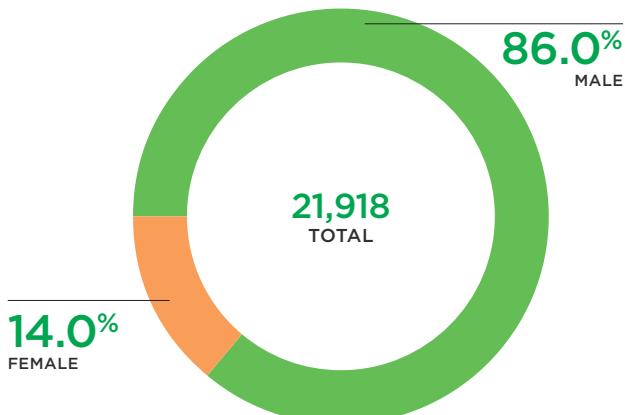
OUR PEOPLE

ComfortDelGro Corporation's Board of Directors by gender



SBS Transit	20% FEMALE	80% MALE	10 TOTAL
VICOM	22.2% FEMALE	77.8% MALE	9 TOTAL

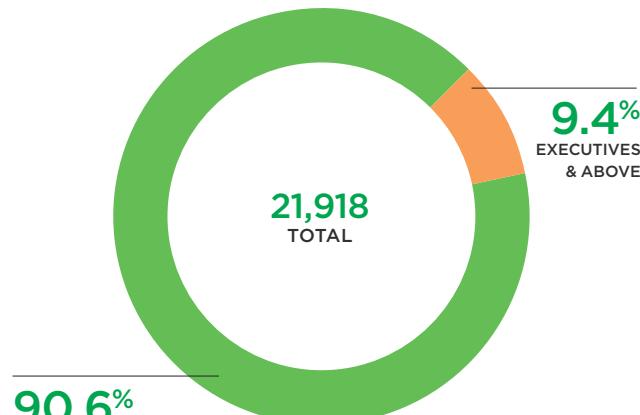
Employees by gender



SBS TRANSIT	10.1% FEMALE	89.9% MALE	10,239 TOTAL
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VICOM	24.9% FEMALE	75.1% MALE	855 TOTAL
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Employees by category

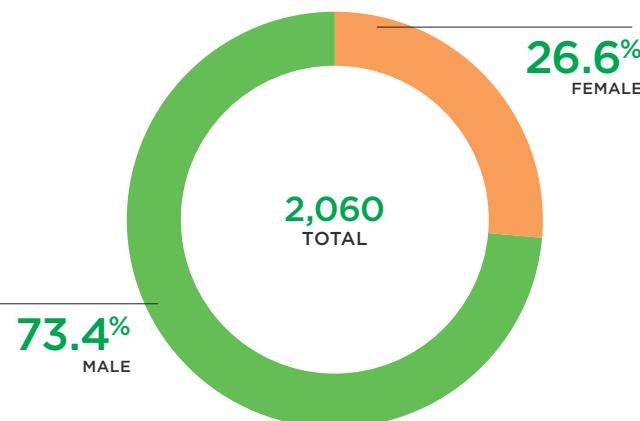


SBS TRANSIT	8.7% EXECUTIVES & ABOVE	91.3% NON-EXECUTIVES	10,239 TOTAL
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VICOM	48.5% EXECUTIVES & ABOVE	51.5% NON-EXECUTIVES	855 TOTAL
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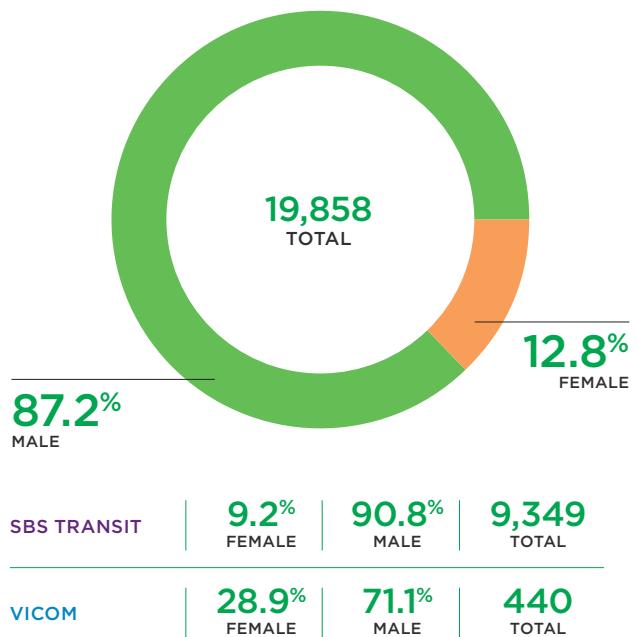
AT A GLANCE

Executives and above by gender



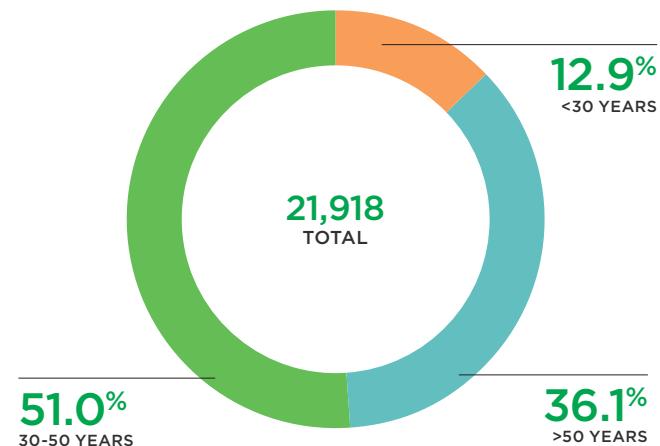
SBS TRANSIT	20.2% FEMALE	79.8% MALE	890 TOTAL
VICOM	20.7% FEMALE	79.3% MALE	415 TOTAL

Non-executives by gender



SBS TRANSIT	9.2% FEMALE	90.8% MALE	9,349 TOTAL
VICOM	28.9% FEMALE	71.1% MALE	440 TOTAL

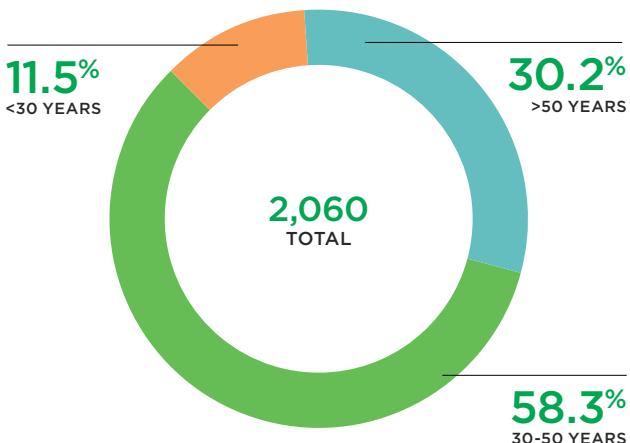
Employees by age



SBS TRANSIT	14.2% <30 YRS	48.7% 30-50 YRS	37.1% >50 YRS	10,239 TOTAL
VICOM	25.5% <30 YRS	55.6% 30-50 YRS	18.9% >50 YRS	855 TOTAL

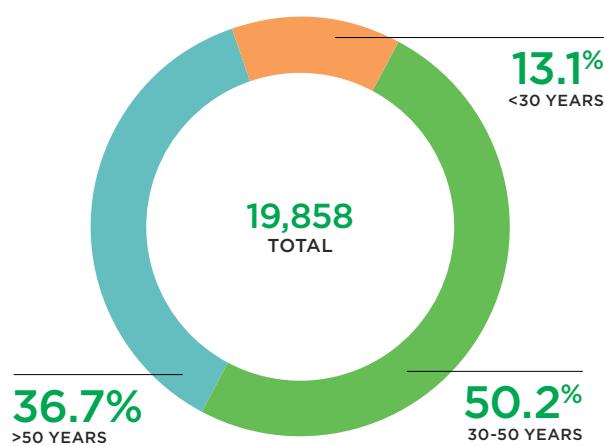
OUR PEOPLE

Executives by age



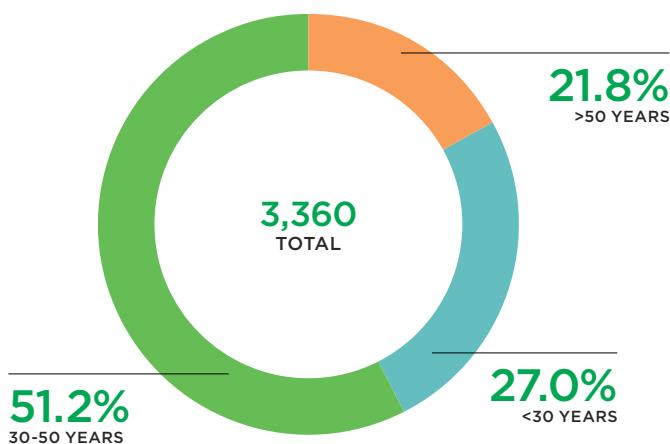
SBS TRANSIT	11.5% <30 YRS	56.7% 30-50 YRS
	31.8% >50 YRS	890 TOTAL
VICOM	17.6% <30 YRS	64.8% 30-50 YRS
	17.6% >50 YRS	415 TOTAL

Non-executives by age



SBS TRANSIT	14.5% <30 YRS	47.9% 30-50 YRS
	37.6% >50 YRS	9,349 TOTAL
VICOM	33.0% <30 YRS	46.8% 30-50 YRS
	20.2% >50 YRS	440 TOTAL

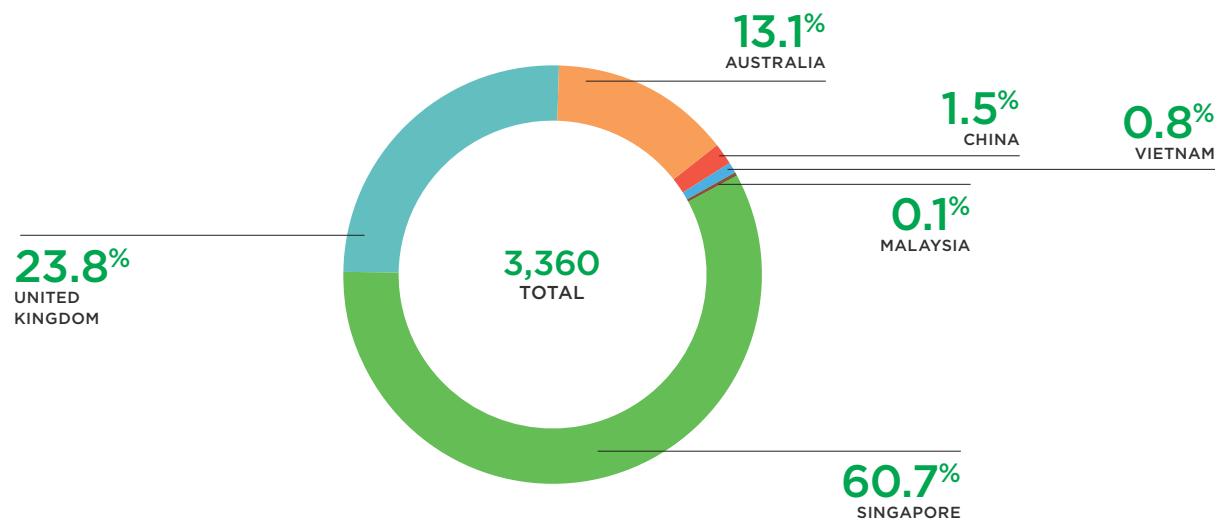
New hires by age



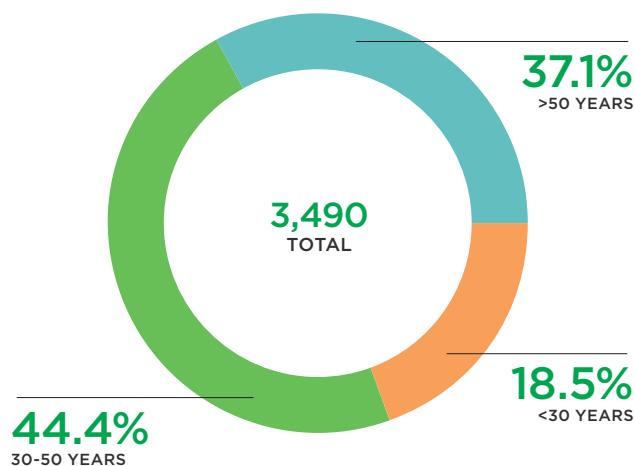
SBS TRANSIT	27.6% <30 YRS	47.0% 30-50 YRS
	25.4% >50 YRS	1,707 TOTAL
VICOM	53.1% <30 YRS	45.6% 30-50 YRS
	1.3% >50 YRS	147 TOTAL

AT A GLANCE

New hires by countries



Staff turnover by age



SBS TRANSIT	13.8%	36.9%
	49.3%	1,275
VICOM	49.6%	43.2%
	7.2%	139

TOTAL

An independent investigation conducted by the Company could not substantiate his allegation while The Fair Work Commission, an industrial relations tribunal, and SafeWork, a government agency that develops policies relating to workplace health and safety and compensation, concluded that no action was necessary against the Company. The decision by the Anti-discrimination Board is still pending.

Growth and Development

To sustain our business needs, we continue to recruit staff to cater to expansion in operations as well as fill vacancies due to attrition.

In 2017, we recruited 3,360 new employees with 61% of them for our Singapore businesses. These new staff comprised 15% of our total workforce and with 86% being male employees.

For the same period, 3,490 staff or close to 16% left the Company. Of this, close to 47% were due to staff reaching their retirement age or being subject to disciplinary proceedings. Those who left our employment voluntarily formed 8% of our staff strength.

Our absenteeism rate for 2017 was 2%.

As a Group we believe that our people are at the heart of our success. Be it new or experienced employees, we invest continually in them to develop their skills and talent. We ensure that they understand their responsibilities and are given access to necessary training to equip them to do their jobs better.

For non-executive staff, training is structured to cater to operational needs where the subjects cover technical aspects, regulatory, safety and soft skills. These include Class 4 and 5 driving, defensive driving, preventive maintenance, report writing and customer service training. For instance, in China's Guangzhou Xin Tian Wei Transportation Development staff attended "Automated Equipment Safety Training" and "Service Standards and Etiquette" classes.

Besides this, our employees participate in training organised by the industry or Regulator. Metroline supports "Hello London", an interactive customer experience training for bus drivers across London, in partnership with Transport for London. In Singapore, our Bus Captains (BCs) at SBS Transit also attend foundational training at the Singapore Bus Academy, which was set up as part of the national manpower plan for the bus sector.

Executive staff attend training sessions which are aimed at enhancing their functional knowledge as well as skills in finance, decision-making, leadership and people management. They also attend training to implement regulatory and key management programmes such as Occupational Health and Safety, Business Continuity Planning and Enterprise Risk Management. For instance, executives in CDC in Victoria (VIC) attended a "Managing Through Change" training programme while those in SBS Transit attended a course on "The Five Levels of Leadership and the 360 Degree Leader".

We also sponsored employees' training in specialised areas. For example, SBS Transit paid for a part-time 2½-year diploma programme in rail engineering for 21 employees, up from 16 in 2016.

In 2017, our employees across the Group averaged slightly more than 28 hours of training. Male employees clocked in 30 hours of training while female employees attended 19 hours of training on average.

Our executive level staff received on average 31 hours of training with male executives attending 36 hours and female executives 16 hours. Non-executive level staff averaged 27 hours of training with males attending 28 hours and females 19 hours.

Employees are also encouraged to attain professional certification or be members of professional bodies to keep abreast of industry developments and enhance their professional competency. For instance, in 2017, Metroline's Engineering Director, Mr Ian Foster, was elected to the General Council of the Institute of Road Transport Engineers. At SBS Transit, its rail engineers are encouraged to be certified as Chartered Engineers.

As part of staff development, all employees receive performance and career development reviews at least once a year. We practise an open system in our employee appraisals where the supervisor conducts a one-to-one review with the staff based on his/her performance. Employees are assessed based on their competency and contributions while executive level staff are also measured on the achievement of their key performance tasks and targets.

As part of our rigorous process to ensure a steady pipeline of quality Management staff, our high-performing staff are subject to a Promotion Board to assess their general management, people and leadership attributes. Besides the psychometric tools used for recruitment, senior Business Unit (BU) Heads and Group Officers are also actively involved in the assessment and recruitment of high potentials.

We also have in place various programmes and processes that focus on key areas, including building management bench strength, talent management, succession planning, performance management and compensation and benefits.

We believe that our holistic approach in managing and engaging our talent will result in a more sustainable pipeline of future leaders who are committed, dedicated and able to achieve greater performance. Their enhanced development will give them the necessary organisational perspectives and adept leadership abilities to deal with the increasingly complex and competitive business environment.

Employee Engagement

We believe that engaged employees are motivated to do better. For this reason, ComfortDelGro actively engages its employees through various platforms and avenues.

At the start of every year, at our Corporate Headquarters, our Chairman and Managing Director/ Group Chief Executive Officer (MD/Group CEO) meet Senior Management at a breakfast meeting where they lay out the challenges that are expected in the months ahead. Action plans and strategies are also discussed at this annual meeting which is also attended by the Heads of the overseas Business Units, where possible.

Our MD/Group CEO personally meet up with employees as part of the broader staff engagement efforts. In 2017, engagement sessions were held with specialist staff, employees from the Business Units and Union representatives. This allowed Management to better understand the workplace challenges, identify areas for improvement and also appreciate the contributions of our employees.

On a regular basis, briefing sessions are organised by Management to share information and align business goals and objectives with employees. New hires attend an induction programme to orientate them to our culture, values and businesses.

At the operational level, employees attend meetings and briefings on a regular basis. These are complemented by workshops, seminars and conferences. The frequency varies depending on the need. For instance, technicians at the various workshops operated by ComfortDelGro Engineering in Singapore attend a daily “toolbox” session conducted by their supervisors to be updated on the work schedules of the day. At Vietnam Taxi, monthly coffee talks are conducted by Management to hear employees share about their concerns and offer suggestions for improvements.

On information related to human resource matters such as terms and conditions of employment, policies and benefits, these are available in the Employee Handbook which is given to all staff on their first day of work. They are also available on the Group’s corporate intranet.

Besides dialogues and sharing of information, we also believe in recognising staff for their contributions. Long Service Awards are presented to staff in recognition of their faithful years of service to the Company. For example, our bus and taxi Business Units in Australia hand out awards to staff who have served for between five and 35 years. Apart from this, employees who provide quality service to customers receive recognition for their good efforts. Internal awards included the Employee of the Month and CEO commendation awards which are held either on a quarterly or annual basis by the different Business Units. At China’s Nanjing ComfortDelGro Dajian Taxi, 80 cabbies even went on an incentive trip to Hainan Island in recognition of their good service.

Our employees also receive prestigious external awards for their outstanding contributions. In 2017, Metroline’s Ms Tracey Palmer was crowned the Accessibility Champion at the London Bus Awards for her active contributions in promoting accessibility.

Other awards received include the National Kindness Award - Transport Gold where more than 220 ComfortDelGro staff in Singapore were recognised by the Senior Minister of State for Transport at the awards ceremony.

On a global level, ComfortDelGro also recognises employees who go beyond their call of duty to carry out their jobs. It has been conferring the annual PASSION! Award on deserving employees since 2008 with past winners coming from the UK, Australia, China and Singapore. The winner is flown into Singapore for the presentation of the award and also given a S\$5,000

cash prize with an all expenses paid trip to Singapore or one of the other six countries we operate in – depending on where the winner hails from. In 2017, Mr Liaodi, an Operations Manager from China’s Nanning Comfort Transportation was the winner. Driven by passion in his job, he had rushed down to repair a taxi that had stalled at 3am during a major festive week.

More than just work, we also seek to create a positive environment for our people where they can have fun and de-stress. Monthly birthday celebrations, Christmas parties, annual Dinner and Dance, department lunches, movie screenings and excursions to places of interest are some of the activities organised. These activities also serve to foster friendships and closer ties among colleagues and facilitate better working relationships. In Victoria, CDC staff bring a dish of cultural significance at its “Taste of Harmony” lunch and share its cultural background to promote diversity and foster closer ties.

We believe that having healthy employees is important to our productivity. Hence, we actively promote a healthy lifestyle through activities such as bowling competitions, cross-country runs, yoga, Zumba, brisk walking and jogging sessions. At the Jilin City International Marathon in 2017, the CEO of our North China Business Unit encouraged and together with 50 of the taxi staff participated in the marathon. In NSW, CDC offers discounted gym membership to its staff while SBS Transit sets up gyms in several of its bus depots.

Labour-Management Relations

ComfortDelGro believes in developing and sustaining a harmonious tripartite labour-management relationship. In fact, labour relations is a key function of daily life in the organisation. About 80% of our staff across our business signed new Collective Agreements.

In Singapore, bargainable employees are represented by the National Transport Workers’ Union (NTWU) which is affiliated to the National Trades Union Congress (NTUC) – a national confederation of trade unions. Executives can also opt to join the Union which can make limited representations on their behalf.

Working hand-in-hand in the spirit of mutual respect and trust, Management and Union constantly collaborate to improve the welfare and well-being of employees. To ensure that communication channels are always kept open, employees are elected and appointed as Union representatives by Union members to provide the crucial link between Management and Union.

In 2017, our Singapore businesses signed a new Collective Agreement with the Union, which is renewed once every three years. When there are major changes to working conditions that may affect the well-being of employees due to operational requirements, the changes to be effected are always first discussed with the Union. It is only when an agreement or a consensus is reached that the changes are announced for implementation. A reasonable time frame of between one and three months’ notice is typically given to the affected staff and are communicated officially in writing through letters, circulars or emails. Briefing sessions are organised to communicate the changes where needed.

REACHING OUT

At ComfortDelGro, community engagement is not just a catchphrase. It is an integral part of our moral fabric – closely intertwined with everything that we do.

Our guiding principle is simple: Pursue benefits for both the business and the society concurrently. This two-pronged approach involves us finding ways to develop our business whilst creating a sustainable environment. In all that we do, we are constantly looking at ways in which we can help the communities we operate in to grow – in tandem with our businesses.

We believe that business should not just be governed by the mind – but the heart and soul as well.

In our business, moving people between destinations is central to everything we do. We are continually looking at new and better ways to do this – and to find ways to reach out to an even wider range of commuters.

The nature of our business involves community engagement in most of our operations. Nearly all of our operations have implemented local community engagement or development programmes.

But even as we deliver services to the communities, we are also mindful of any potential negative environmental or safety impact that may result from the roll-out of our operations, particularly from our bus and taxi businesses. To this end, we have, and continue to take, preventive measures including investing in environmentally friendly and technologically advanced vehicles as well as stepping up safety checks and training. We also reach out to the communities such as schools by conducting safety talks.



Accessibility

As a provider of land transport services, accessibility is a critical part of our operational focus. We are committed to providing our services equitably to serve all customers – independent of age or ability.

To this end, we operate wheelchair-friendly buses that are capable of transporting persons-in-wheelchairs (PIWs) safely and comfortably.

In Singapore, the United Kingdom (UK) and Australia, drivers of our wheelchair-friendly bus services are trained to deploy the ramps in the correct way and assist the passengers.

In Singapore and London, all our public scheduled bus services are wheelchair accessible. In Australia, two-thirds of the bus services operated by ComfortDelGro Corporation Australia (CDC) in New South Wales (NSW) and Victoria are wheelchair-friendly.

Our UK subsidiary, Metroline, which had signed The Royal National Institute of Blind People's accessibility charter in 2015, continued to hold events at its Cricklewood and Holloway Garages to help its bus drivers become more aware and sympathetic towards vision-impaired passengers. Bus drivers at these events put on "glasses" that reduce visibility so that they better understand the challenges that the visually-impaired passengers face when they commute by bus. Metroline's Ms Tracey Palmer was crowned the Accessibility Champion at the London Bus Awards for her active contributions in promoting accessibility.

Apart from our buses, our taxis also cater to people with disabilities.

In Singapore, ComfortDelGro Taxi cabbies are trained to assist PIWs in the correct way. Since 1999, the Company has been giving the disabled subsidised rides under the Handicare Cab Scheme. In 2017, ComfortDelGro Taxi subsidised close to S\$10,000 worth of booking fees for 1,770 trips. To-date, we have subsidised a total of 67,611 trips worth close to S\$400,000. From 1 June 2017, the Company also waived the current booking fee up to three times a day for all guide dog handlers.

CabbyCare Charity Group (CabbyCare), our taxi business' cabby volunteer group, sponsored taxi vouchers to various individuals and organisations such as the Singapore Association of the Visually Handicapped as well as made over 130 free trips for the Children's Cancer Foundation's Wishlink Foundation, the Singapore General Hospital's Amputees Support Group, the Kidney Dialysis Foundation and St Hilda's Community Services Centre.

In 2017, Swan Taxis, which operates "Easy Access", a service dedicated to passengers who are wheelchair users, provided lifting fee subsidies to taxi drivers, amounting to an estimated A\$432,000 (S\$450,576). It also channelled close to A\$15,300 (S\$15,960) that was raised during its annual Charity Car Wash towards Guide Dogs WA, an organisation that seeks to improve the mobility of people living with blindness and vision impairment.

In the UK, Computer Cab operates the Taxicard service, which is a scheme that provides subsidised travel to London residents with serious mobility or sight impairments, enabling them to use licensed taxis at a subsidised rate.

In China, Nanjing ComfortDelGro Dajian Taxi and Suzhou Comfort

Taxi gave the disabled free rides on Disability Day. Nanjing ComfortDelGro Dajian Taxi, Shanghai City Qi Ai Taxi Services and Chengdu ComfortDelGro Qing Yang Driving School also contributed RMB455,000 (S\$93,139) to the Employment Fund for the Handicapped.

As the only driving school approved by the Authorities to train disabled students since 2010, Chengdu ComfortDelGro Qing Yang Driving School trained 84 such students in 2017, bringing the total to 560 to-date. Our driving centre in Singapore, waived the membership fee of private driving instructors who train handicapped learner drivers.



Local Communities

ComfortDelGro is committed to community contribution in all geographies that we operate in and actively reach out to them through education, welfare, disaster relief and health.

In 2017, the Group became one of 45 companies to be named a Champion of Good, an inaugural award that recognises large and small companies that have implemented sustainable and impactful corporate giving initiatives.

During the year, we continued to care for the poor, the elderly and the sick, donating over S\$1 million to various charities and welfare organisations.



Serving the Elderly Poor and Supporting the Needy

In Singapore, the Group continued to contribute to NTUC Eldercare,

which provides social day care services to the elderly poor. To-date, we have contributed a total of S\$1.73 million to this cause.

We also continued to reach out to the seniors from Lions Befrienders Service Association (Singapore) (Lions Befrienders) through the Home Improvement Programme (HIP). Through the HIP Fund, we have been able to help improve the living conditions of the elderly poor by purchasing new electrical appliances as well as replacing old furniture with new ones. In 2017, over S\$73,700 was used to purchase these items.

ComfortDelGro staff also brought the Lions Befrienders seniors out on numerous excursions during the year, including visits to the River Safari and Christmas Wonderland at the Gardens by the Bay. For all these activities, Moove Media contributed goodie bags for the seniors and volunteers.

In November 2017, ComfortDelGro Rent-A-Car delivered boxes consisting of basic necessities, including rice, oil, canned food, cereal, and porridge to 60 Lions Befrienders seniors. VICOM also celebrated Chinese New Year with seniors from Thye Hwa Kwan@Indus Moral and brought groceries for seniors from the Thong Keng Seniors Activity Centre.

Moove Media's subsidiary, GobblerCo, continued to empower the needy by helping them become their own "bosses" through its "Towkay" programme that was launched in September 2016. In 2017, GobblerCo successfully trained five more towkays, bringing the total to eight.

Apart from its Towkay programme, GobblerCo runs Project ROSE (an acronym for rice, oil, sugar and essentials) that helps needy single-parent families. These basic necessities are packed with other food items such as biscuits, canned food, beverages as well as personal care items like toothpaste to form "ROSE packs". The costs of these packs are heavily subsidised by GobblerCo and purchased by corporate

The Group has donated over

S\$1 million

to various charities and welfare organisations in 2017

To-date, ComfortDelGro Taxi has made

**67,611
subsidised trips**

for Handicaps Welfare Association

partners and the public at a price range between S\$10 and S\$30 before they are delivered to low-income, single-parent families through voluntary welfare organisations like Montfort Care, Project Goodwill Aid and HCSA Dayspring every month. Since the inception of Project ROSE in July 2017, GobblerCo has delivered 465 packages to 120 families, translating to over S\$10,000 worth of groceries.

Other Business Units in Singapore such as ComfortDelGro Taxi participated in several outreach events in support of various charities. For example, about 10 staff and taxi drivers took 57 hours to transform an old 7 metres by 2.5 metres wall into a mural to brighten up Lee Ah Mooi Old Age Home.

To support needy families residing in the South East District, over 50 staff participated in the 3M Step Up Challenge and clocked 56,229 steps in exchange for 113 household items, while about 80 staff walked 375 kilometres to raise 3,750 bowls of white and brown rice for them.

CabbyCare, continued to deliver meals, bread and library books to the needy for free. In all, our taxi drivers made over 3,970 trips, valued at S\$297,825 in foregone fares.

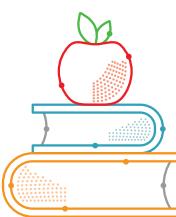
SBS Transit continued to offer free travel on the North East Line to the elderly residents of the Kwong Wai Shiu Hospital when they went on their excursions. The Group's engineering arm, ComfortDelGro

Engineering, continued to provide maintenance services at subsidised rates to 11 charitable organisations under the National Council of Social Services.

In the UK, following the tragic fire at the Grenfell Tower apartment block in London, near where Metroline operates, which resulted in an estimated 80 deaths, Metroline donated £5,000 (S\$8,992) to support the families affected by the fire.

In Melbourne, CDC staff collected toys as well as cash through its Christmas Appeal programme in support of the Brotherhood of St Laurence, a community organisation that works to prevent and alleviate poverty across Australia.

In China, Nanning Comfort Transportation distributed oil and rice to the needy elderly during the Spring Festival, while Vietnam Taxi (Vinataxi) continued to sponsor the Lawrence S. Ting Charity Walk that supports the poor and needy in Districts 7, 8, Bình Chánh and Nhà Bè in Ho Chi Minh City.



Engaging the Young

Apart from the elderly poor, children are very much on our minds too.

CDC in Melbourne is a prime example of a Business Unit that actively engages the youths. In 2017, it pledged A\$10,000 (S\$10,430) towards providing 10 students from Melbourne's West with stored value or MYKI cards worth A\$1,000 (S\$1,043) each for travel on buses, trains and trams in Victoria. It also sponsored 33 sports scholarships to culturally and linguistically diverse

(CALD) kids via various sporting clubs that serves the North of Geelong, regional Victoria.

To clamp down on vandalism on its buses, CDC also collaborated with the Western Bulldogs' popular Youth Leadership Programme to conduct five "Graffiti Removal Workshops" for close to 100 youths. During these three-hour sessions, youths aged between 14 and 16 smeared and removed graffiti from a bus so that they could better understand how painstaking and costly the entire cleaning process was.

In China, Nanjing ComfortDelGro Dajian Taxi and Suzhou Comfort Taxi continued to provide free taxi trips to needy students during the country's National Education Entrance Examination.

In Vietnam, Vinataxi sponsored VND 100 million (S\$5,891) towards the ninth Phu My Hung Children's Day event, which provided 8,000 children in Ho Chi Minh City with a day of fun, food and games.



Caring for the Sick

Our businesses are also firm supporters of non-profit organisations that look after the sick and the terminally-ill.

In Singapore, ComfortDelGro Taxi and CabbyCare participated in the Children's Cancer Foundation's (CCF) Hair for Hope for the fourth year. As it was CCF's 25th Anniversary, a record 250 taxi drivers volunteered to have their heads shaved. A total of S\$50,000 was donated to CCF by both ComfortDelGro Taxi and CabbyCare, bringing the contribution to S\$140,000 since CabbyCare started participating in Hair for Hope in 2014.

In another activity - Hands to Hearts event - organised by ActiveSG, 43 ComfortDelGro Taxi staff and taxi drivers sewed pillow cases to raise funds in support of Alzheimer patients.

Besides setting aside S\$2,400-worth of taxi vouchers for Star PALS, a palliative home care service for children and youth with life-threatening or life-limiting conditions, VICOM also reached out to the public through Star PALS donation boxes placed in its seven inspection centres. VICOM staff also brought about 40 Star PALS children and their parents to a laser tag game at Home Team Bukit Batok.

Elsewhere, our businesses continued their support towards various cancer research efforts in cash and in kind. CityFleet Networks also made donations to Breast Cancer Now and McMillian Cancer, while ComfortDelGro Irish Citylink staff sold daffodils on Daffodil Day to raise funds for the Irish Cancer Society.

In NSW, CDC's Christmas buses continued in its efforts to raise funds for The Children's Hospital at Westmead. The Christmas buses, which plied the Region 4 bus network from November 2017 to end of January 2018, raised A\$1,700 (S\$1,773). CDC also donated to the ACT Eden Monaro Cancer Support Group, Dainere's Rainbow Brain Tumor Research Fund, and provided bus services to CanTeen, a non-profit organisation that helps young people deal with the challenges that cancer brings.

Swan Taxis donated A\$8,480 (S\$8,845) towards Cure Brain Cancer Foundation; Breast Cancer Care, and the Princess Margaret Hospital Foundation that supports children undergoing life-threatening treatments.

OUR APPROACH TO SUSTAINABILITY



ComfortDelGro is committed to safeguarding the interests of our Stakeholders for sustainable growth, at the highest governance level. The Board has reviewed and approved the material issues, and has delegated the management and monitoring to Senior Management.

Environmental, Social and Governance (ESG) matters as determined by our Stakeholders and deemed to be material to value creation are integrated into our balanced scorecard, which is used to set objectives, drive behaviours, measure performance and determine remuneration.

We hold ourselves to high standards of corporate governance and business and ethical conduct. Our governance policies and practices are in line with the principles and guidelines set out in the Code of Corporate Governance issued by the Monetary Authority of Singapore on 2 May 2012.

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

Environmental and social issues rank high on our priority list which is why we have incorporated such considerations into our decision making processes. For example, we are sensitive to the levels of emissions of our vehicles and weigh this against costs when renewing our fleets. Safety considerations are also included in the performance assessments of our operations while our Group-wide Green Committee lead on improvements in environmental issues. Our risk-based approach is aligned to the precautionary principle. We are a proud signatory to the United Nations Global Compact (UNGC).

We are equally committed to respecting the privacy of every individual and adhering to relevant legislation such as the Personal Data Protection Act 2012, Singapore ("PDPA"). We have put in place adequate and robust Information Technology (IT) security systems and operating processes to ensure data security. The security measures are constantly updated to meet the ever-changing threat levels. Staff are also reminded of the need to adhere to the PDPA and to be mindful of our customers' privacy.

Risk Management

Risk management is an important and integral part of the ComfortDelGro Group's strategic planning and decision making process. The Group's Risk Management Framework provides a systematic process for the Business Units to identify and review the nature and complexity of the risks involved in their business operations and to prioritise resources to manage them. The Group is committed to enhance shareholder value through growth that is sustainable and profitable and taking measured and well-considered risks to achieve it.

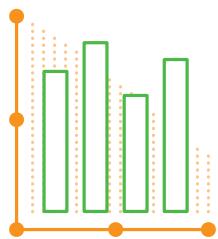
The Group's approach to risk management is underpinned by several key principles:

- The risk management process is a continuous, iterative and developing one, as the Group's businesses and their operating environments are dynamic. Risk identification and assessment and risk management practices are reviewed and updated regularly to manage risks proactively.
- We promote and inculcate risk awareness among all our employees by embedding risk management processes into day-to-day business operations and setting an appropriate tone at the top. Regular exercises, continuous education and training, as well as communications through various forums on risk management are carried out to sustain a risk-informed and risk-aware culture in the Group.
- Ownership of and accountability for the risk management process is clearly defined and assigned to the Business Units, Departments and individuals. Managers at each level have intimate knowledge of their businesses and assume ownership of risk management, with stewardship retained at Senior Management.

The Management Risk Committee (MRC) works closely with the Business Units to ensure that risk management is taken seriously and the Risk Management Framework is properly rolled out across the whole Group. Members of the MRC are drawn from Senior Management staff from the major Business Units and key business functions. Key risks for the Group are identified and presented to the Audit and Risk Committee (ARC) and the Board annually.

The different Business Units have different risk profiles and they have different programmes to manage the risks. The risk management programmes are

regularly tested and stressed to ensure that they remain relevant and meet changing business requirements. Some of the key risks faced by the Group, the relevant mitigating factors and how they are managed are set out below.



Financial Risks

The Group has established internal control systems to safeguard its assets and regularly reviews the effectiveness of these controls to improve and fortify financial discipline. All policies and procedures on financial matters, including approval limits and authority, are clearly defined in the Group's Financial Procedures Manual.

Financial Authority Limits

Comprehensive and specific financial authority limits are put in place for capital expenditure, operating expenses, treasury matters, direct investments, revenue tender participation and disposal and write-off of assets. These authority limits are delegated based on the organisational hierarchy from the Board down to the Managing Director/Group Chief Executive Officer (MD/Group CEO) and the Heads of Business Units/Departments, with the Board retaining the ultimate authority. Any expenditure exceeding the highest authority limit is referred to the Board for approval. To ensure that the Group's assets continue to be managed prudently, the Board periodically reviews the mandate that it delegates to Management.

Budgetary Control

A robust and challenging Annual Budget is prepared and approved by the Board prior to the commencement of each new financial year. Material variations between actual and budgeted performance are reviewed on a monthly basis and explanations provided. Specific approvals are required for unbudgeted expenditures exceeding a relevant threshold. The capital expenditure budget is approved in principle by the Board as part of the Annual Budget. Each capital expenditure is subjected to rigorous justification and review before it is incurred in accordance with the Group's financial authority limits. Tight control on manpower is exercised through headcount budgets.

Financial Risk Management

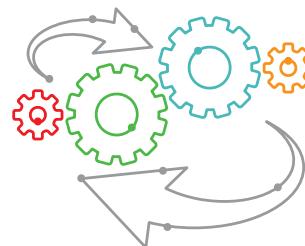
The Group recognises that prudent management of financial risks is an important aspect in the creation of shareholder value. The main areas of financial risks faced by the Group are foreign exchange/currency

risk, interest rate risk, credit/counter-party risk, liquidity risk and fuel and electricity price risk. It is the Group's policy not to participate in financial derivative instruments, except for use as hedging instruments, where appropriate. Sensitivity analysis and reviews of the Group's exposure to financial risks under changing market conditions are carried out regularly.

A detailed description of the financial risks and how the Group manages them are set out in the Notes to the Financial Statements on pages 80 to 167 in the ComfortDelGro Annual Report 2017.

Economic cycle

Changes in economic conditions in the countries that the Group operates in may impact the businesses in terms of customer demand and the cost of providing the services. We manage these risks by continuously scanning and monitoring political and economic issues. We monitor demand trends and operating margins closely. Expenses are managed in the light of revenue patterns and changing market conditions and to drive improvements in cost structures. Where possible, revenue risks are mitigated by diversifying revenue streams to non-fare sources.



Operational Risks

Operational risks may arise from failures in internal controls, operational processes or the supporting systems. The Group has put in place operating manuals, standard operating procedures, authority guidelines and a regular reporting framework to manage these risks.

Safety

Managing the safety and security of our customers, our staff and the public is the cornerstone of the Group's safety and security plan. We run safety awareness and training programmes to instil a safety and security conscious culture in employees at all levels. Safety audits are conducted regularly as part of the review and management process to ensure that safety standards are maintained. The Group works closely with the relevant Authorities to ensure that the security of our bus and train services and facilities are not compromised. Drills and exercises are conducted regularly, both internally and together with external agencies. Fence intrusion detection systems and other security features are installed at operating facilities and security guards deployed to patrol the facilities. Members of the public are encouraged to look out for suspicious objects or persons.

Environmental

The Group is committed to being a socially responsible organisation through minimising the impact our business activities have on the environment. Our operations, accidents and natural events can cause pollution or other environmental risks. To limit these risks, we engage in active environmental risk management, ensuring that we target the problems that could arise and implement preventive measures. We comply with all relevant regulations in the countries that we operate in. Ways in which the Group works to protect the environment can be found on pages 9 to 13 of this Report.



Human Resource

The Group's ability to develop and grow the business internationally depends on the quality of its employees and it continues to invest in building up a resource pool to support this growth. We have in place various programmes and processes that focus on several key areas, including talent management and building management bench strength, succession planning, performance management, compensation and benefits, training and development, employee conduct and supervision, as well as occupational health and safety. We ensure that employees are selected based on merit, they understand their responsibilities and are given access to necessary training. At all times, a positive, constructive and productive working climate based on strong tripartite relations is fostered. All terms and conditions of employment, along with policies and procedures, comply with the relevant regulations.

Property and Liability

The Group's exposure to property damage, business interruption and other liability risks is constantly monitored and reviewed with the Group's in-house insurance broking subsidiary. Together with external risk management consultants, we ensure sufficiency of insurance coverage and maintain an optimal balance between risks that are retained internally and risks that are placed out with underwriters.

Business Continuity

We have put in place Business Continuity Plans (BCPs) to mitigate the risks of disruption and catastrophic loss to our operations, people, information database and other assets. The BCPs include identification and planning of alternate recovery centres, operational procedures to maintain communication, measures to ensure continuity of critical business functions and recovery of information database. We update and test the BCPs regularly. Drills and emergency response exercises are conducted to familiarise employees with the various incident management plans. The BCPs enhance the Group's operational readiness and resilience to potential business disruptions.

Information Technology Risks

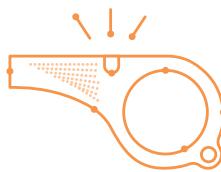
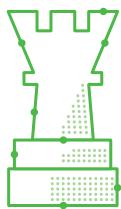
Information technology system failures are key risks for the Group since almost all the businesses rely heavily on information technology. This can take the form of a major system failure which can result in disruption of the business, loss of data or a security breach of our information technology systems. Information security means protecting information and information systems from unauthorised access, use, disclosure, disruption, modification or destruction. The Group's information technology security management framework complies with current industry standards. We have put in place various controls and data recovery measures to mitigate the risks, including the use of intrusion prevention systems, multi-level firewalls, server protection, software code hardening and data loss prevention controls to manage Internet security and cyber threats. Penetration tests are carried out regularly to test the systems and identify potential security vulnerabilities and allow us to improve the security hardening of our websites. Information security policies and procedures, including education for all staff, are reviewed and enhanced regularly.



Compliance Risks

The Group keeps abreast and complies with all laws and regulations governing the conduct of business in the countries that it operates in. The businesses within the Group operate in regulated environment in different countries. These regulations include pricing, service standards, licences to operate and transport policies, which are stipulated by the relevant regulatory Authorities. We work closely with the regulatory Authorities in the respective countries as part of our risk management process to keep abreast of developments and policies that may affect our businesses and the competitive landscape. We manage our operations well and effectively to ensure that standards are met, thereby reducing significantly the risk of licences being withdrawn.

OUR APPROACH TO SUSTAINABILITY



Strategic Risks

We evaluate each new investment proposal to ensure that it is in line with the Group's strategy and investment objective and it can meet the relevant hurdle rates of return. This assessment includes macro and project specific risks analysis covering feasibility study, due diligence, financial modelling and sensitivity analysis of key investment assumptions and variables. To ensure that the rate of return on any new investment or business opportunity commensurate with the risk exposure taken, the new investment opportunity is evaluated in terms of (a) profitability; (b) return on investment; (c) pay back period; (d) cash flow generation; (e) potential for internal and external growth; and (f) investment climate and political stability of the country. The investment proposal has to be approved according to the financial authority limits approved by the Board.



Audit Process

The Internal and External Auditors conduct reviews in accordance with their audit plans. In the course of their audits, the Internal and External Auditors highlight to the ARC and Management areas where there are material deficiencies and weaknesses or the occurrence of significant risk events and propose mitigating measures and treatment plans. Non-compliance and recommendations for improvements are reported to the ARC, which reviews the effectiveness of the actions taken to mitigate the risks. The recommendations are followed up as part of the Group's continuous review of the system of internal controls.

Code of Business Conduct and Whistle Blowing Policy

The Group has adopted a Code of Business Conduct which sets out the principles and policies upon which our businesses are conducted, as well as implemented a Whistle Blowing Policy to provide a mechanism for employees to raise concerns, through well-defined and accessible confidential disclosure channels about possible improprieties in financial reporting or other improper business conduct including potential corruption or human rights infringements. Employees are given a Company handbook detailing how they can go about raising their concerns. Incidents can also be reported through a direct link to the MD/Group CEO, the Group Human Resource Officer or the Group Internal Audit Officer on the Group's Intranet. All cases are investigated and dealt with promptly and thoroughly.

In 2017, there was no incident of corruption reported. ComfortDelGro has no political affiliations nor did it make any political contributions in 2017.



Opinion of the Board

Risk management is an important and integral part of ComfortDelGro's strategic planning and decision-making process. Key risks are identified and presented to the Board annually. Ownership of the risk management process is clearly defined and cascaded to the executive and functional level, with stewardship retained at Senior Management. Action plans that are necessary to manage the risks are in place and closely monitored. The adequacy of the risk governance, risk policy and internal controls in place is also assessed as part of the process. Based on these reviews, the Board is of the view, with the concurrence of the ARC, that there are adequate and effective internal controls in place within the Group to address its financial, operational, compliance and information technology risks.

GRI CONTENT INDEX

GRI Standard Number	Disclosure Number		Chapter	Page Number		
General Disclosures						
Organisation Profile						
GRI 102 : General Disclosures 2016	102-1	Name of the organisation	About this Report	1		
	102-2	Activities, brands, products, and services	Annual Report, Operations Review	AR 29-46		
	102-3	Location of Headquarters	Back cover	Back cover		
	102-4	Location of operations	Annual Report, Global Footprint	AR 2-3		
	102-5	Ownership and legal form	ComfortDelGro Corporation Limited as well as its subsidiaries SBS Transit Ltd and VICOM Ltd are listed at the Singapore Stock Exchange.			
	102-6	Markets served	Annual Report, Operations Review	AR 29-46		
	102-7	Scale of the organisation	Annual Report, Global Footprint Annual Report, Group Financial Highlights	AR 2-3 AR 11-13		
	102-8	Information on employees and other workers	Our People No significant number of different employment contracts, of non-permanent employees or of supervised workers. No significant variations in employment numbers.	31, 34-35		
	102-9	Supply chain	Supply Chain	24		
	102-10	Significant changes to the organisation and its supply chain	Annual Report, Operations Review	AR 29-46		
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	102-42 Identifying and selecting Stakeholders	Our Stakeholders and Partners	28
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	102-44 Key topics and concerns raised	Our Stakeholders and Partners	28-29
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GRI 102 : General Disclosures 2016	102-45 Entities included in the consolidated financial statements	Annual Report, Directories About this Report	AR 74-77 1
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	102-47 List of material topics	Materiality	6-7
	102-48 Restatements of information	Safety	18
	102-49 Changes in reporting	About this Report	1
	102-50 Reporting period	About this Report	1
	102-51 Date of most recent report	March 2017	
	102-52 Reporting cycle	About this Report	1
	102-53 Contact point for questions regarding the report	About this Report	1
	102-54 Claims of reporting in accordance with the GRI Standards	About this Report	1
	102-55 GRI content index	GRI Content Index	45-50
	102-56 External assurance	About this Report	1
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	103-2 The management approach and its components	Annual Report, Chairman's Statement Annual Report, Operations Review	AR 4-10 AR 29-46
	103-3 Evaluation of the management approach	Annual Report, Chairman's Statement	AR 4-10
GRI 201 : Economic Performance 2016	201-1 Direct economic value generated and distributed	Annual Report, Group Financial Highlights Reaching Out	AR 11-13 38-40

GRI Standard Number	Disclosure Number		Chapter	Page Number
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	103-2	The management approach and its components	Materiality Our Stakeholders and Partners Our Approach to Sustainability Supply Chain	6-7 29 44 24, 26
	103-3	Evaluation of the management approach	Our Approach to Sustainability	44
GRI 205 : Anti-Corruption 2016	205-1	Operations assessed for risks related to corruption	Materiality Our Stakeholders and Partners Supply Chain	6-7 29 24, 26
GRI 205 : Anti-Corruption 2016	205-3	Confirmed incidents of corruption and actions taken	Our Approach to Sustainability	44
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GRI 103 : Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Materiality The Green Statement Environment	6-7 8 9-10
	103-2	The management approach and its components	The Green Statement Environment	8 9-11
	103-3	Evaluation of the management approach	The Green Statement Environment	8 9-11
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	103-2	The management approach and its components	Environment	9, 12
	103-3	Evaluation of the management approach	Environment	9, 12
GRI 303 : Water 2016	303-1	Water withdrawal by source	Environment Data includes washing of taxis on ComfortDelGro's premises.	9, 12

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	103-3	Evaluation of the management approach	The Green Statement Environment	8 9-11
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GRI 305 : Emissions 2016	305-2	Energy indirect (Scope 2) GHG emissions	Environment	9-11
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GRI 103 : Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Materiality The Green Statement Environment	6-7 8 9
	103-2	The management approach and its components	The Green Statement Environment Supply Chain	8 9, 12 27
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GRI 306 : Effluents and Waste 2016	306-2	Waste by type and disposal method	Environment	9, 12
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	403-3	Workers with high incidence or high risk of diseases related to their occupation	Health and Safety	15
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	404-3	Percentage of employees receiving regular performance and career development reviews	Our People	30-32
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GRI 103 : Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Materiality Our People	6-7 30-31
	103-2	The management approach and its components	Our People	30-32
	103-3	Evaluation of the management approach	Our People	30-31
GRI 405 : Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	Our People All Board members are of Chinese ethnicity. 78% are above 50 years old, with two members (22%) belonging to the age group 30 to 50 years.	30-37
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GRI 103 : Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Materiality Our People	6-7 30-31
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GRI 406 : Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	Our People	31
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	103-3	Evaluation of the management approach	Environment Health and Safety	9-13 14-18
GRI 416 : Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	All of our operations are regularly assessed for health and safety improvements. Also see chapters Health and Safety and Our Approach to Sustainability.	14-23 42
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Health and Safety	14
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