



## *The Road to a Sustainable Future*

SMRT Corporation Ltd  
Sustainability Report 2016





SMRT Corporation Ltd (SMRT) is Singapore's premier multi-modal land transport provider. Our core businesses are in rail operations, maintenance and engineering as well as in bus, taxi and automotive services.

Complementing these are our integrated businesses in retail, media and marketing, as well as properties and retail management. We are committed to sustainable development and corporate social responsibility.

SMRT was established in 1987 and was listed on the Singapore Exchange in July 2000. As of 31 March 2016, our market capitalisation stood at around \$2.3 billion.

## Contents

3	Business Overview
7	Milestones
9	President and Group CEO's Message
11	Our Strategy
13	Performance Summary
16	Our Approach to Sustainability
20	Our Corporate Governance and Ethics
22	Our Health and Safety
25	Our Environment
32	Our Customers
37	Our People
41	Our Community
45	Our Sustainable Procurement
46	GRI Content Index

## About this Report

SMRT's inaugural Sustainability Report 2016 provides an overview of our approach, priorities and progress in the area of sustainability for the Financial Year 2016 (1 April 2015 to 31 March 2016). Sustainability is integral to our business and as we embark on this journey of sustainability reporting, we also hope to identify and focus on areas of improvement. We intend to produce this report on an annual basis.

With the environment as a key consideration, we have made a conscious decision to not produce physical copies of this report. It is available on our corporate website.

### Scope

The Sustainability Report 2016 addresses our practices, initiatives and impact in Singapore. While we have business interests overseas, the information and data provided in this report relates mainly to our local operations, where we are headquartered. Financial statements of our businesses can be found in our Annual Report 2016.

As the construction of facilities and infrastructure are under the administration of the authorities, it is not within the scope of this report.

### Guidelines

SMRT's Sustainability Report 2016 adopts the reporting framework set out under the Global Reporting Initiatives (GRI) G4 Guidelines. We have prepared this report to meet the GRI G4 – 'Core' level as well as the Sustainability Reporting Framework of the International Association of Public Transport (UITP, from the French: *l'Union Internationale des Transports Publics*). Drawing on these two sets of guidelines, we have been able to produce a balanced report, focusing on our key material issues. The GRI Content Index can be found on page 46.

### Assurance

Our Sustainability Report 2016 has not been externally assured. We aim to seek assurance in the future.

### Feedback

We welcome feedback from our stakeholders on this report or our sustainability journey at [sustainability@smrt.com.sg](mailto:sustainability@smrt.com.sg).

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[G4-3/G4-4](#) / [G4-5/G4-7](#) / [G4-8/G4-17](#) / [G4-28/](#) [G4-29/](#) [G4-30/G4-31](#) / [G4-32/G4-33](#)

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Visit our corporate website for more information at [www.smrt.com.sg](http://www.smrt.com.sg)

Join us on SMRTCorpSG @SMRT\_Singapore SMRT SMRT Corporation Ltd



### Our Vision

Moving People,  
Enhancing Lives

### Our Mission

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

### Our Core Values

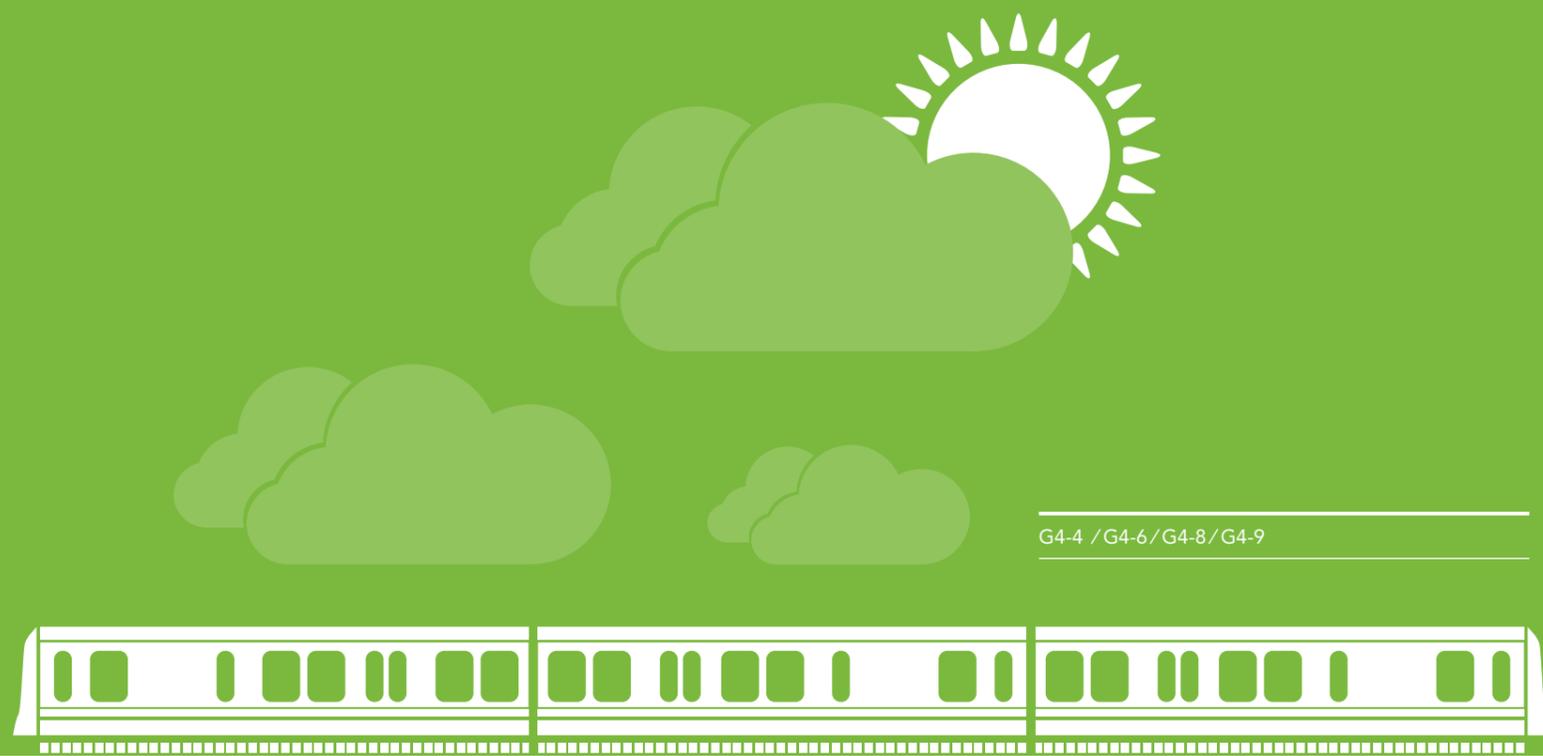
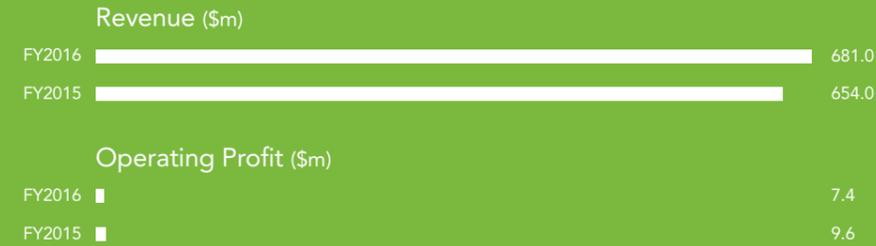
Service Excellence,  
**M**astery, **R**esponsibility  
and **R**espect, **T**eamwork,  
**N**urture and **I**ntegrity.



Rail Operations

**Rail**

- Dominant rail operator in Singapore.
- Operates and maintains the North-South and East-West Lines (NSEWL) and the Circle Line (CCL) with a total route length of 129.8km across 84 stations.
- Operates and maintains the Bukit Panjang Light Rail Transit (BPLRT) system, comprising 7.8km of elevated guideways across 14 stations.
- Average daily ridership of about 2 million passenger trips.



# The Right Balance

## Rail and Non-Rail Operations

Non-Rail Operations

**Buses**

- Manages a fleet of over 1,400 buses, providing 106 bus services connecting the Western and North-Western areas with the rest of Singapore.
- Average daily ridership of about 1 million passenger trips.



**Taxis**

- Third largest taxi operator in Singapore with over 20 years of experience in taxi operations.
- Manages a fleet of more than 3,500 taxis.
- Launched Strides Transportation to provide chauffeured and limousine services and car rental.



**Other Services**

**Automotive Services**

- Market leader in corporate fleet maintenance.
- Engineering arm of SMRT Roads, providing repairs and maintenance services for approximately 5,000 SMRT vehicles and 2,000 corporate and private vehicles.
- Authorised workshop for accident repair for several insurance companies.



**Bus-Plus Services**

- Premium private bus service operator with a fleet of about 80 buses including mini-buses and 12-metre buses.
- Provides 45 bus services to corporate clients such as Singapore General Hospital and Nanyang Polytechnic.
- Offers premium bus services that connect passengers between residential areas and the Central Business District during the morning and evening peak hours on weekdays.



Rail Operations

**Rail Transit-Oriented Rental & Advertising**

- Rental network occupancy of 98%.
- Optimised short-term lease space for higher rental yield.
- Brought smiles to commuters with popular Disney franchises and movies on advertising and retail spaces.
- Celebrated SG50 through engaging advertisements.



Revenue (\$m)		Operating Profit (\$m)	
FY2016	174.6	FY2016	106.1
FY2015	156.6	FY2015	101.5

Note: Revenue and Operating Profit figures comprise Rail and Non-Rail Transit-Oriented Rental & Advertising and Commercial Business

Non-Rail Operations

**Other Transit-Oriented Rental & Advertising**

- Manages retail and advertising spaces within the network of bus interchanges, buses and taxis.

**Commercial Business**

**Properties & Retail Management**

- Leased more than 90% of space at Singapore Sports Hub.

**Media & Marketing**

- Launched WINK+, first-of-its-kind loyalty app for retailers, out-of-home and digital advertisers to integrate their offline and online campaigns with real-time return on investment tracking and analytics.

**Partnerships**

- Enhanced consumer lifestyle offerings and rewards through partnerships with Citibank, Football Association of Singapore, Maybank, The Walt Disney Company (Southeast Asia) and Warner Bros.



**Engineering Services**

**Singapore Rail Engineering**

- Rail engineering solutions provider to mass transit operators locally and internationally.
- Joint ventures with Toshiba to market and supply energy-efficient propulsion systems to mass transit operators globally (excluding Japan), and with Faiveley Transport to provide Maintenance, Repairs and Overhaul (MRO) services for rolling stock components in South East Asia (excluding Thailand).

**SMRT Services**

- Provides transport-related technical services and support capabilities both locally and overseas.
- Joint venture with 2 Getthere Holding B.V. to market, install, operate and maintain their Automated Vehicle systems in Singapore and the Asia-Pacific region.

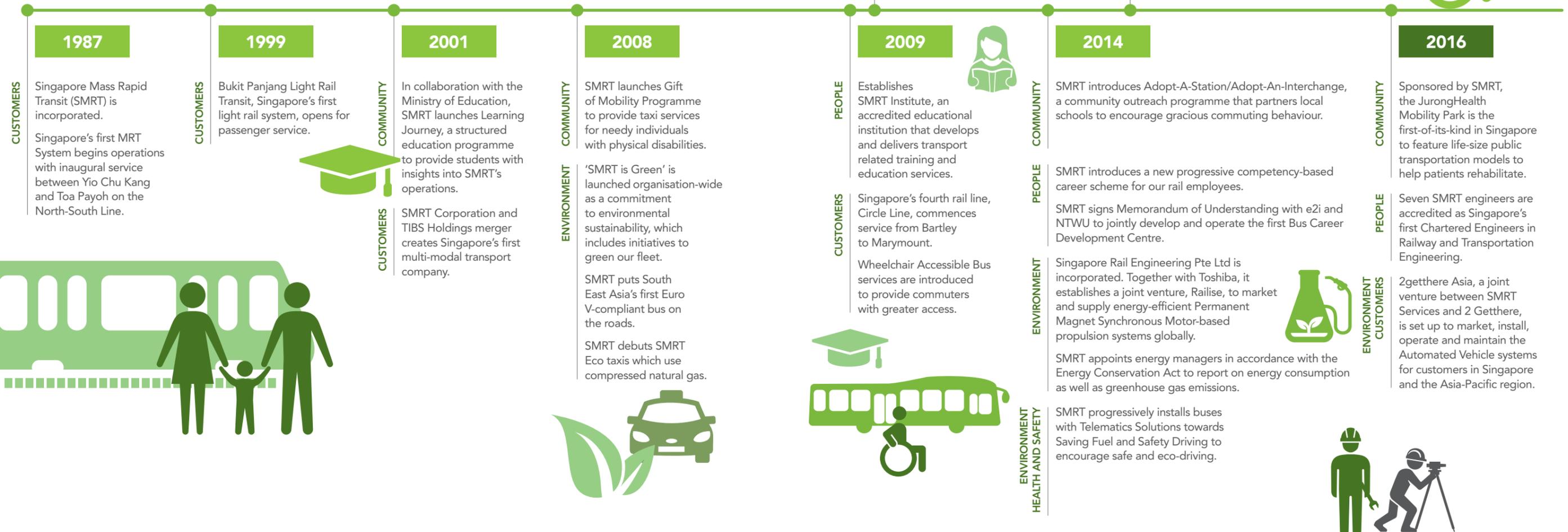
**SMRT International**

- Provides operations and maintenance, engineering consultancy and project management services overseas.



# The Road to a Sustainable Future

Sustainability has been a part of our business since we began operations in 1987.





It is my pleasure to present SMRT's first Sustainability Report. This marks a new chapter in our journey towards a sustainable future. This report demonstrates our commitment to deliver positive impact to our business lines and our stakeholders.

### SMRT's Sustainability DNA

Since 1987, we have played a significant role towards a vision of "Moving People, Enhancing Lives". Over the years, we have been pivotal in the way Singapore lives, works and plays by providing safe, reliable and customer-centric connectivity through our public transport services.

At SMRT, sustainability is intrinsic to our business at both the strategic and operational levels. We have identified 14 material issues that are important to the Group and our stakeholders. We recognise that transparency comes with reporting on such material issues, and we are accountable for the consequences and contributions these issues have on our businesses.

These material issues are taken into account through our 5 strategic thrusts - improving operational performance, enhancing customer experience, strengthening workforce health, nurturing organisational excellence and ensuring sustainable growth. We encourage everyone in our organisation to think and act with SMRT's long-term sustainability and our responsibility to the community in mind.

We are committed to ensuring optimal operational performance and workforce health through the adoption of international standards. Our business units across the Group are certified to ISO 9001, ISO 14001 and OHSAS 18001. These standards

demonstrate our commitment to ensuring product quality, environmental protection, and occupational health and safety. SMRT Trains is certified to ISO 55001 (maturity level 3) for its efforts to institute a life cycle asset management system. We are the second metro in Asia to achieve this standard. It underscores our commitment to ensuring that assets are being appropriately maintained, with risks properly identified and addressed.

As a mark of our emphasis in sustainability, we became a pledge signatory to the International Association of Public Transport (UITP, from the French: *l'Union Internationale des Transports Publics*) Sustainability Charter. As a signatory, we acknowledge the importance of integrating sustainability in the way we work, as it drives long-term strategies and outcomes. Our participation also means that we are part of the conversation to contribute to, as well as learn from, best practices among international public transport operators.

### Understanding Our Stakeholders

As corporate citizens, we recognise that our businesses and actions have an impact on all our stakeholders. These include our employees and customers, as well as the larger public and community.

Our people form the backbone of the organisation and are vital to our collective success. Over the years, we have developed and sustained a professional workforce. In the last financial year, as part of our efforts to deepen competency, we formed key partnerships and developed programmes such as the Bus Captain Career Scheme and Trains Career Scheme for non-executive operations and technical staff. Earlier this year, at the executive

G4-1/G4-2

level, seven SMRT staff became Singapore's pioneer batch of Chartered Engineers in Railway and Transportation Engineering, an accreditation awarded by The Institution of Engineers, Singapore and recognised by the railway industry as an indication of the deep expertise in a specialised field of engineering. We also continued apace with our organisation-wide campaign to inculcate service excellence and a customer-oriented culture within SMRT.

We are renewing our emphasis on workforce health and safety. Safety procedures that we have in place are for the well-being and protection of our employees. We deeply regret that two of our colleagues lost their lives in a tragic accident along the East-West Line this March. A comprehensive Company-wide review is being conducted on all our safety structures, processes and compliance. This is to ensure that safety continues to be accorded the highest attention and priority in our operations and maintenance services. A zero accident policy at the workplace is the conscious target that everyone in SMRT must work towards, as clearly we must do better.

We recognise our responsibility to provide commuters with a world-class transport service that is safe, reliable and customer-centric. At the forefront of our operational performance and customer experience efforts are operational performance standards, key performance indicators and service standards laid down by the authorities to be met across all our train, bus and taxi operations and services. As part of this effort, SMRT is committed to carrying out timely fleet and infrastructure upgrade and renewal programmes, improving customer service touchpoints, and enhancing service recovery measures in the event of a disruption.

SMRT is about people. We reach out actively to the community we serve. In the past few years, we have identified key partners and worked closely with them to realise important projects that can make a positive impact on the community. With the opening of the Bishan-Ang Mo Kio inclusive playground, children with special needs have been able to interact and play with each other. As a primary donor of the inclusive playground, we are proud to be a part of a very positive step towards integrating children with disabilities into society.

On that same note, we have also been working with JurongHealth to set up Singapore's first Mobility Park within the integrated healthcare hub of Ng Teng Fong General Hospital and Jurong Community Hospital. The park features a life-size train car, bus mock-ups and a taxi to replicate real-life conditions. These prepare patients for their discharge and help them regain their confidence in moving and getting around on our public transport system.

### Green Business

The public transport landscape in Singapore continues to evolve to meet the changing needs of commuters and an ageing population. We are committed to leveraging on technology to offer environmentally friendly travel options.

The Company is guided by our *SMRT is Green* environmental sustainability programme. Some of our recent initiatives include partnership with 2 Getthere to bring Automated Vehicles to the Asia-Pacific region and energy saving, emissions-reducing

decisions such as the purchase of Prius Hybrid taxis and energy-efficient Permanent Magnet Synchronous Motor-based propulsion systems in our trains. Our trains also feature regenerative characteristics, as when a train applies its brakes, power is returned to the system via the Third Rail. SMRT's Woodlands and Ang Mo Kio MRT stations were awarded the Building Construction Authority's Green Mark (Gold) Award in recognition of its sustainable design and operational practices.

Adding to these initiatives, we recently reviewed our framework, structures and processes, and established an Environmental Sustainability Committee to oversee energy, water and waste management in the organisation. The Committee will drive efforts to reduce our greenhouse gas emissions as well as to monitor and implement initiatives to manage our water and waste consumption responsibly. By 2018, we target to reduce energy consumption by 10%, and waste and water consumption by 6%. We will also continue to explore renewable energy technology, such as solar energy, and will implement these as deemed feasible from an operational and technological standpoint.

### Governance

It is vital that we conduct our business ethically and responsibly through strong internal controls and by inculcating the right values in our people. We have in place a robust Enterprise Risk Management (ERM) framework to deal with opportunities and uncertainties through timely identification of key risks and implementing of appropriate mitigating measures. SMRT's materiality assessment is mapped against the risks identified within the ERM framework.

As a mark of organisational excellence, our efforts in adopting a high standard of corporate governance and transparency were recognised when we won The Internal Audit Excellence Award during the Securities Investors Association (Singapore) Investors' Choice Award ceremony last year.

### Looking Ahead

We recognise the need to adapt and anticipate changes to the economic, environmental, social and governance sustainability landscape. I hope our first Sustainability Report will leave you with a strong and positive impression of our commitment to sustainability.

We will continue to integrate sustainability as an instinct and habit across the organisation, and as an integral part of every business decision we take. We appreciate having you onboard with us on the journey to a more sustainable future.

Desmond Kuek  
President and Group Chief Executive Officer

# Our 5 Strategic Thrusts

**Improving Operational Performance** 

**Ensuring Sustainable Growth** 

**Enhancing Customer Experience** 

**Entrenching Organisational Excellence** 

**Strengthening Workforce Health** 

Our 5 strategic thrusts guide us in the work that we do and the way we work.

## Our Strategic Priorities

We are in the business of providing safe, reliable and comfortable journeys for everyone who travels with us.

Service delivery is extremely important to us and we continue to explore innovative ways to enhance our operational performance. We invest in our systems and our people to achieve the highest standards.

We embed sustainability in our operational performance by ensuring our employees and commuters are safe and our services are reliable.

Taking a strategic view of sustainability, we are ready to respond to challenges as we move forward.

Sustainable growth is a major consideration in our rail and non-rail businesses.

Our transport businesses operate in an environment that is governed by high regulatory standards, and challenged by heightened operational demands on service, reliability and capacity. We continue to invest and be operationally ready through the acquisition of new operating assets, asset renewal and life cycle upgrades.

We are committed to driving revenue and profit growth on a sustainable basis, supported by an entrepreneurial spirit and an innovative mindset to deliver long-term shareholder value.

## Our Supporting Thrusts

Our common purpose is to build trust and bring on smiles, every day and in everyone who journeys with us.

Serving millions of customers in our network daily, we understand that little things count. Commuter satisfaction is important to us and we are continually improving our approach to service delivery.

We aspire to achieve a new level of customer service by engaging stakeholders such as employees, customers and the community.

We improve customer service by ensuring our workforce is trained, empowered and understands our commitment and values.

Constantly pursuing excellence, we look within to streamline, optimise and improve as we push ourselves to higher levels. We do this through continual learning and adapting to a changing environment while ensuring good governance.

We invest in knowledge management and creation to drive long-term growth and capacity.

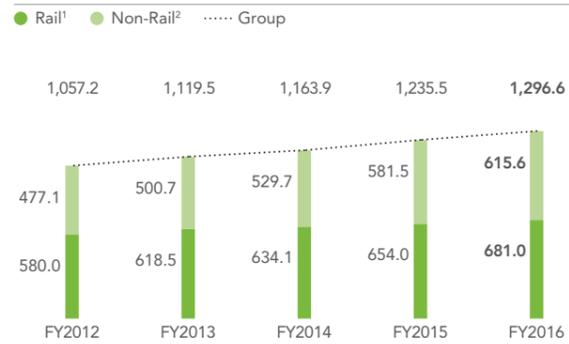
We have in place an Enterprise Risk Management framework to anticipate and mitigate downside risks, while simultaneously positioning the Company to pursue growth opportunities.

We recognise that a strong workforce is important to achieving our business objectives and meeting the needs of our various stakeholders. Workforce health is achieved through a high performance and people-orientated workplace culture. We groom a workforce that is competent, collaborative and continually learning, made up of people who are valued, committed and engaged.

We encourage employees to lead a healthy lifestyle and promote work-life integration. We nurture our employees through training and development, and provide them with a safe working environment.

# Financial Highlights

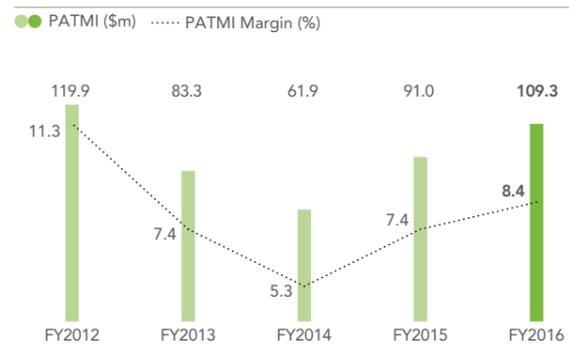
## Revenue (\$m)



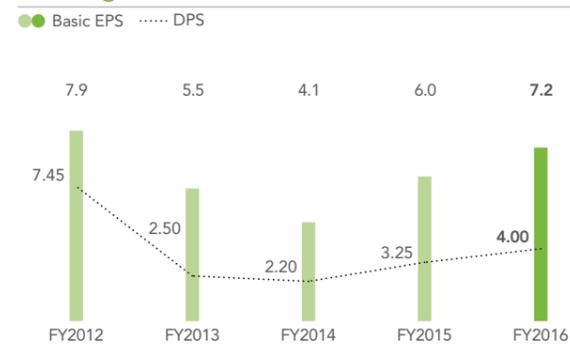
## EBIT<sup>3</sup> (\$m)



## PATMI<sup>4</sup> (\$m)



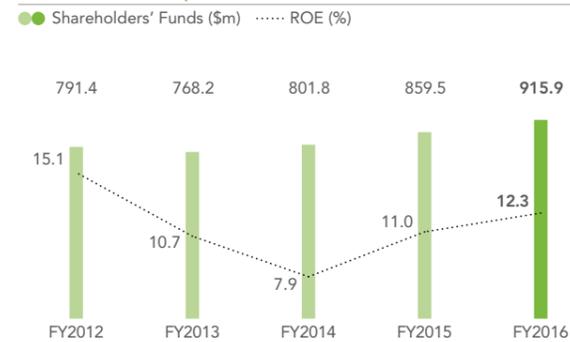
## Earnings and Dividend Per Share (cents)



## Cash and Cash Equivalents (\$m)



## Return on Equity (%)



1. Rail includes Train and LRT.  
 2. Non-Rail includes Bus, Taxi, Rental, Advertising, Engineering Services and Other Services, but excludes Investment Holding and Support Services, elimination, impairment of goodwill and impairment of interest in associate.  
 3. Earnings before Interest and Tax.  
 4. Profit after Tax and Minority Interest.

G4-9

# Non-Financial Highlights

### Health and Safety:

- 1.37 Employee accident frequency rate
- 42.5 Employee accident severity rate
- 23 Commuter injuries

### Environment:

- 436,941 tonnes of CO<sub>2</sub>e
- 1,253,995,912 kWh Energy used
- 1,253,404m<sup>3</sup> Water used
- 391,481 tonnes Waste disposed

### Customers:

- Close to 8,000 Employees trained in service excellence
- Customer satisfaction level<sup>1</sup>:
  - 83% SMRT Trains
  - 88% SMRT Buses
  - 86% SMRT Taxis

1. Based on Nielsen Customer Satisfaction Survey

### People:

- 15% Female employees
- 100% Employees who receive regular performance and career development reviews
- 40 hours Average number of training hours per employee

### Community:

- >\$2.0million Cash and in-kind sponsorship
- 1,925 hours Staff volunteering

### Sustainable Procurement:

- 91.7% Spending on local suppliers

# Awards and Accolades



## Operational Performance

ISO 55001 : 2014  
TÜV SÜD PSB Pte Ltd



## Organisational Excellence

Internal Audit Excellence Award  
SIAS 16<sup>th</sup> Investors' Choice Award 2015  
Securities Investors Association (Singapore)

Achieving Corporate Ethics Mark  
Chartered Institute of Procurement & Supply

Best Government Sector PR Campaign  
The PR Awards 2016  
Marketing Magazine

Best PR Campaign by In-House PR Team  
The PR Awards 2016  
Marketing Magazine

Best PR Campaign – Public Services  
The PR Awards 2016  
Marketing Magazine

Local Hero Brand (Winner)  
Brands Digital Excellence Awards 2016  
Heardable, Inc.



## Customer Experience

Singapore Service Excellence Medallion (Service Professional) 2015  
SPRING Singapore

Singapore Experience Awards (Customer Service – Transport) 2015  
Singapore Tourism Board

National Kindness Award – Transport Gold 2015  
Singapore Kindness Movement, Traffic Police & Land Transport Authority

Excellent Service Awards (EXSA) 2015  
SPRING Singapore



## Workforce Health

Best Engagement & Retention Strategies  
HRM Awards 2016  
Human Resources Magazine (HRM) Asia

Best Reward & Recognition Strategies (Special Recognition)  
HRM Awards 2016  
Human Resources Magazine (HRM) Asia

Excellence in HR Strategic Plan (Gold)  
HR Excellence Awards 2015  
Human Resources magazine

Excellence in Graduate Development (Silver)  
HR Excellence Awards 2015  
Human Resources magazine

Excellence in Mature Workforce Practices (Silver)  
HR Excellence Awards 2015  
Human Resources magazine

Excellence in Talent Management (Bronze)  
HR Excellence Awards 2015  
Human Resources magazine

Leading HR Practices in Strategic HR  
The Singapore HR Awards 2015  
Singapore Human Resources Institute

Leading HR Practices in Performance Management  
The Singapore HR Awards 2015  
Singapore Human Resources Institute

Leading HR Practices in Employee Relations & People Management  
The Singapore HR Awards 2015  
Singapore Human Resources Institute

Leading HR Practices in Lifelong Learning (Special Mention)  
The Singapore HR Awards 2015  
Singapore Human Resources Institute

Leading HR Practices in Compensation & Rewards Management (Special Mention)  
The Singapore HR Awards 2015  
Singapore Human Resources Institute

Leading HR Practices in Workplace Safety & Health (Special Mention)  
The Singapore HR Awards 2015  
Singapore Human Resources Institute

May Day Plaque of Commendation (Gold) 2015  
National Trade Union Congress (NTUC)

May Day Model Partnership Award (Management Category) 2015  
National Trade Union Congress (NTUC)

# Committing to Sustainability Across the Organisation

Our approach to sustainability is based on accountability and transparency. We are open with our stakeholders about our operations and businesses. This includes our sustainable business growth strategy and how we aim to embed sustainability into our core operations.

Striving to integrate sustainability across our organisation is not an easy task, and remains a work in progress. We remain dedicated and are taking progressive steps to achieve our goals.

## Sustainability Commitments

SMRT recently joined the UITP Sustainability Charter as a pledge signatory. As a pledge signatory, we recognise the need to incorporate sustainability throughout our businesses.

To stay abreast of developments in our industry, keep ahead of best practices and trends, and collate feedback on how to improve our business practices, we are members of organisations such as the UITP, Community of Metros and Nova Benchmarking Group, International Bus Benchmarking Group, Global Compact Network Singapore and Securities Investors Association (Singapore).

## Benchmarks of Excellence

We subscribe to internationally recognised standards such as OHSAS 18001 on occupational health and safety management and ISO 14001 on environmental management.

These standards are applied through our Health, Safety & Environmental Management System manual, which covers our system safety, as well as the workplace safety, health and environmental aspects of employees, customers, business partners and the public.

## Materiality

### Materiality Assessment

As part of SMRT's strategic approach to sustainability, a robust materiality assessment was conducted in early 2016. This assessment was in line with the Accountability AA1000 Assurance Standard and GRI's four-step process of identification, prioritisation, validation and review to define material issues.

The extensive materiality assessment process was essential to defining SMRT's economic, environmental, social and governance material issues that influence the decisions of our key stakeholders, and therefore merit inclusion in this report.

### Identification

We began the materiality process by identifying the entire spectrum of material issues that are important to us. An external consultant was appointed to conduct an internal review as well as a review of our peers.

### Prioritisation

The issues were then prioritised, and the critically important ones were classified as Tier 1 issues while those of high importance were classified as Tier 2.

Prioritisation took into account external and internal considerations such as benchmarking with our peers, GRI and UITP expectations, our 5 strategic thrusts, our Group top risks as well as our policies and processes.

### Validation

In order to validate the issues, our consultant sought feedback from internal stakeholders on the materiality assessment. Discussions were held to determine which issues were significant for SMRT's long-term performance, with comments and suggestions taken into consideration.

Once the material issues have been established, a final review meeting involving the CEO and Management, as well as representatives from the Environmental Sustainability Committee, Human Resources, Procurement and all other relevant departments, was held. During this session, a list of 14 material issues was finalised for our Sustainability Report.

### Review

Based on the validation process described above, we aim to conduct a review of these material issues at an appropriate time.

### Results from Materiality Assessment

Of the 14 finalised material issues, seven were classified as Tier 1 issues and the remaining seven as Tier 2.

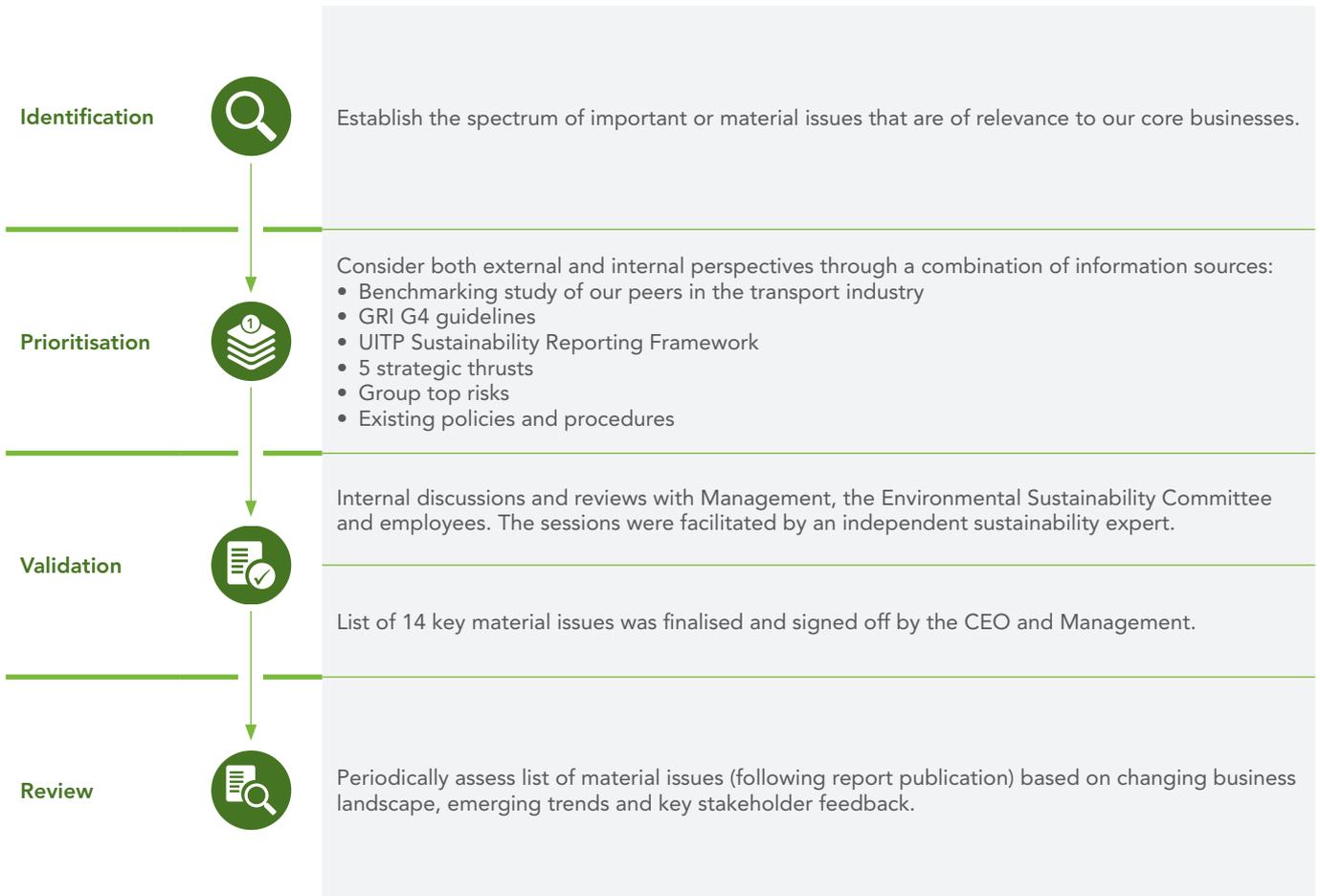
The list of material issues can be found on the following page.

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G4-15/G4-16/G4-18/G4-27

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## Our Approach to Sustainability continued



## Material Issues

Tier 1	Tier 2
Operational Performance and Excellence	Community Investment, Involvement and Development
Anti-corruption / Fair and Ethical Operating Practices	Managing Supply Chain Sustainably
Access to Essential Services	Diversity and Equal Opportunity
Customer Health and Safety	Labour Rights
Occupational Health and Safety (Employees and Contractors)	Employee Development and Training
Environment (Climate Change, Energy Management, Water Management, Waste Management, Noise Management, Sustainable Resource Use, Compliance)	Research and Development/ Innovation for Engineering Capabilities
Customer Satisfaction	Noise

G4-19

In line with GRI requirements, we have mapped out the boundaries of the material issues to determine where the impact lies. All the material issues occur within SMRT, except for access to essential services, which lies outside our boundary.

Operational performance and excellence, customer health and safety, occupational health and safety, environment, customer satisfaction, community investment, involvement and development, managing supply chain sustainably, research and development/ innovation for engineering capabilities as well as noise have direct relevance within and outside SMRT's boundary.

### Commitment to Stakeholders

Our stakeholders are critical to our long-term business. It is essential that we actively engage our stakeholders to understand and look for improved ways to address their economic, environmental, social and governance concerns.

In the coming months, we intend to interact with our key stakeholders to ensure that the material issues are strategically aligned with their expectations.

#### Stakeholder Identification

During the materiality process, we took the opportunity to review our stakeholder groups. These comprised stakeholders who may have an impact on our business, as well as those who are affected by our operations.

The following key stakeholder groups have been identified:



#### Stakeholder Mapping

The stakeholder mapping exercise was facilitated by the external consultant. This was a collaborative process whereby our material issues were mapped against the concerns and impact on the various key stakeholder groups. This was done through a workshop attended by employees from various departments across the organisation.

#### Engagement

We endeavour to engage our key stakeholder groups, communicate with them and solicit feedback on decisions that affect us mutually.

Engagement with our stakeholders takes place in a wide variety of formats as shown in the table on the following page. The stakeholder mapping allowed us to understand the concerns of our stakeholders. We aim to increase our level of engagement with them in the coming years.

We are working on developing a stakeholder strategy that will underpin all of our interactions and engagement activities with our stakeholders.



Shareholders attending our 16<sup>th</sup> Annual General Meeting on 7 July 2015.

### Measuring Our Progress

After defining the material issues for our business in FY2016, we developed sustainability key performance indicators (KPIs) that are relevant to us and in line with the GRI guidelines as well as the UITP Sustainability Reporting Framework.

We have a strong focus on tracking our performance. Our Information Fusion Centre (IFC) department collates and publishes the Group's data on an Enterprise-wide Business Intelligence Platform, accessible to relevant users. Information is collected on a regular basis and analysed.

IFC has begun collecting data and monitoring our sustainability KPIs to help us measure and manage our targets.

### Moving Forward

Our focus will be to drive performance improvements around our key material issues, as these represent our main sustainability risks and opportunities.

Over the next few years, our intention is to be able to fully integrate sustainability in all aspects of our business units. At the same time, we will also be looking at mega trends which may affect us in the future by conducting continuous dialogue with our stakeholders and taking a risk-based approach to our entire value chain.

G4-20/G4-21/G4-24/G4-25

## Our Approach to Sustainability continued



Management addressing shareholders at a Kim Chuan Depot visit co-organised with the Securities Investors Association (Singapore) on 25 June 2015.

Stakeholders	Forms of engagement
<b>Shareholders, Investors and Analysts</b>	<b>Shareholders and Investors</b> <ul style="list-style-type: none"> <li>• One-on-one meetings and conference calls to provide regular updates on Company developments</li> <li>• Dedicated investor relations email to address queries</li> <li>• Train depot site visits</li> <li>• Quarterly financial results briefings</li> <li>• Annual General Meeting</li> </ul>
	<b>Analysts</b> <ul style="list-style-type: none"> <li>• Quarterly financial results briefings</li> <li>• Regular conversations to update on Company developments</li> </ul>
<b>Customers and Community</b>	<b>Customers</b> <ul style="list-style-type: none"> <li>• Social media (Facebook, YouTube, Twitter, LinkedIn)</li> <li>• Feedback handling</li> </ul>
	<b>Community</b> <ul style="list-style-type: none"> <li>• Educational tours and community programmes</li> <li>• Regular volunteering activities and programmes</li> </ul>
<b>Regulators</b>	<ul style="list-style-type: none"> <li>• Regular meetings on statutory requirements and new developments for a wide range of issues ranging from safety to employment</li> </ul>
<b>Business Partners</b>	<ul style="list-style-type: none"> <li>• Ongoing progress meetings</li> </ul>
<b>Employees and Union</b>	<b>Employees</b> <ul style="list-style-type: none"> <li>• Regular townhalls and Senior Management walkabouts</li> <li>• Newsletters and circulars</li> <li>• Biennial staff engagement surveys</li> </ul>
	<b>Union</b> <ul style="list-style-type: none"> <li>• Frequent meetings on upcoming changes in policies and schemes as well as briefings to gather feedback</li> </ul>
<b>Suppliers and Contractors</b>	<ul style="list-style-type: none"> <li>• Biennial Vendor Day to recognise strategic and high-performing suppliers</li> <li>• Ad hoc workshops to exchange procurement ideas and procedures</li> </ul>

# Achieving High Standards

We are committed to maintaining good governance and business integrity in all our business activities. Conducting our businesses responsibly is fundamental to our long-term sustainability.

Our Board of Directors is highly engaged in overseeing the Company’s affairs. The Group’s corporate governance guidelines and practices are regularly reviewed and improved, where necessary, to enhance our corporate governance framework and maintain its relevancy.

Our corporate governance framework adheres to the guidelines of the Code of Corporate Governance 2012.

## Corporate Governance Structure

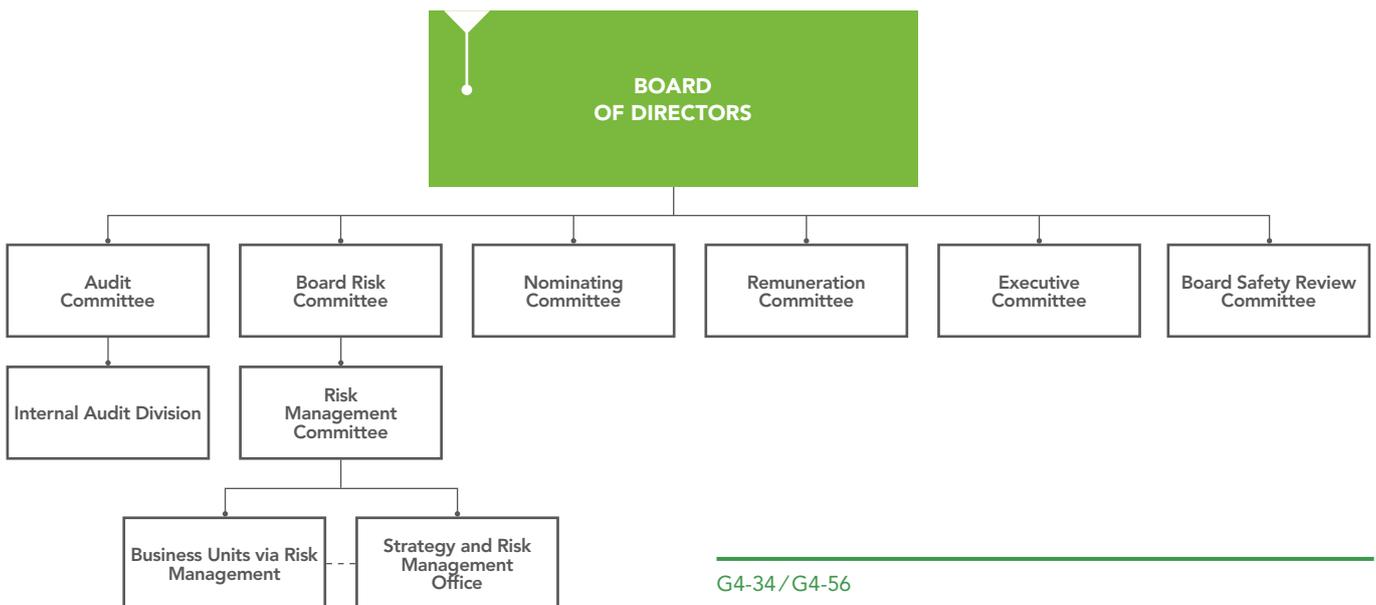
Various Board Committees, namely the Audit Committee, Board Risk Committee, Nominating Committee, Remuneration Committee and Executive Committee, have been established to assist the Board in discharging its responsibilities. Every Board Committee has its own charter which sets out, inter alia, each Board Committee’s terms of reference, composition and responsibilities.

In March 2016, the Company has also established an additional Board Committee, namely the Board Safety Review Committee to review all safety frameworks, processes and procedures within the organisation.

## Ethics and Integrity

Maintaining a workplace culture with strong ethics and integrity is fundamental to good governance.

We maintain a Code of Conduct that prescribes the acceptable and appropriate standards of behaviour expected of all employees. These standards are anchored on our core values of SMRTnI (**S**ervice Excellence, **M**astery, **R**esponsibility and Respect, **T**eamwork, **N**urture and **I**ntegrity), and are meant as a guide for employees in their daily business dealings and personal conduct. The Code of Conduct is communicated to employees through various platforms such as the Company’s intranet and orientation programme.



G4-34 / G4-56

## Conducting Our Business Ethically

### Whistleblowing Channels and Responding to Fraud

We have clearly defined and well-established whistleblowing channels for reporting and investigating any alleged improper conduct, including corruption. All new employees are briefed on our anti-corruption policies and procedures during the Company's orientation programme. This information is also available on the Company's intranet.

Any case of suspected corruption will be reported to the relevant authorities through our internal audit and legal departments, which keep the CEO and Management informed of such incidents.

No incident of corruption was reported in FY2016.

### Conflict of Interest

We conduct an annual exercise for the Declaration of Conflict of Interest and Non-Indebtedness. In this exercise, employees are reminded to avoid any conflict between their own interests and those of the organisation in dealings with suppliers, customers and other third parties, and in the conduct of their personal affairs, including dealings in securities of SMRT and our affiliated organisations.

We also identify positions which have significant influence on procurement and contractual decisions, involvement in financial transactions, and access to sensitive information. Employees in these sensitive positions are subject to a maximum posting duration of three years, annual declaration on Conflict of Interest and Non-Indebtedness, mandatory annual block leave of five working days, and Control Self-Assessment interventions and insolvency checks prior to filling the position and during the review for extension. These checks minimise the risks of collusion and corruption.

### Fraud Detection

As part of the Company's ongoing fraud detection measures, we have stringent internal controls and internal audit procedures which allow line management to monitor high-risk processes for any fraud or irregularities.

### Fair Marketing Communications

At SMRT, we uphold the highest standards of professional values and integrity. We ensure that our employees comply with our Code of Conduct while conducting business on behalf of the Company. For FY2016, we do not have any reported incidents of non-compliance with the Singapore Code of Advertising Practice nor were any legal actions filed against us for anti-competitive behaviour.

## Risk Management

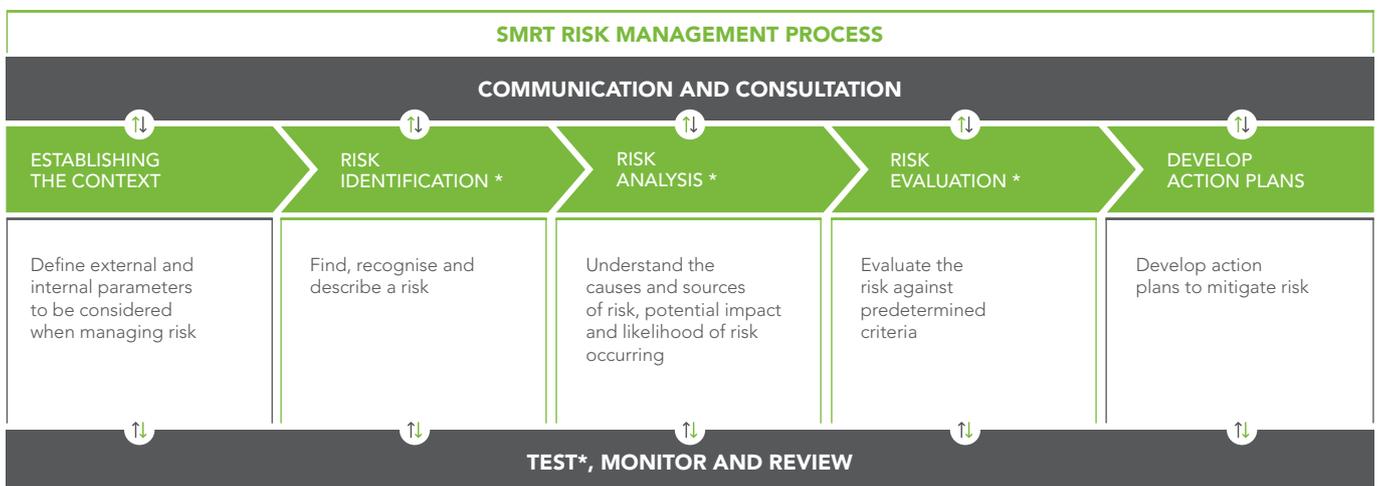
Over the last decade, sustainability trends have gained increasing importance to businesses worldwide. Our approach to identifying applicable trends for the Company and managing associated risks is to evaluate decisions with a view that risk management is integral to, and not separate from, the Company's strategy and business activities.

Many of our key material issues are addressed through our Enterprise Risk Management framework.

Our risk management process is based on the ISO 31000:2009 Risk Management – Principles and Guidelines and enables the Group to deal with business uncertainties by identifying key risks and implementing the appropriate mitigating plans and actions. The diagram below outlines the key steps in our Risk Management Process that are used to identify risks and develop mitigating actions.

Effective risk assessment provides forward-looking insights and greater clarity around the sustainability risks we face. With this insight and perspective, we are better positioned to handle risks and establish effective and economically practical approaches to managing and monitoring the risks that we face. You can learn more about risk management in our Annual Report FY2016.

G4-2/G4-14/G4-SO3/G4-SO4/G4-SO5/G4-SO7/G4-PR7



# Strengthening Our Health and Safety Pillars

The health and safety of our employees and customers are paramount to SMRT. We have a role to play in the delivery of a transport service and lifestyle experience that is safe, reliable and customer-centric. We are committed to applying a proactive health and safety culture across our businesses.

## Our Approach to Managing Health and Safety

### Safety System

Our Safety System, which is closely aligned with our core values, is a framework developed to systematically and methodically manage risks in all work processes. It requires swift investigation of the causal factors of any incident, and promotes a culture of open reporting and organisational learning. The aim is to achieve a safe environment for our employees, customers and business partners.

As part of the System, all employees must adhere to the relevant authorised instructions. They are trained in accordance to their job requirements and are educated on safety awareness before being placed on a job. We have been actively developing a safety culture in the workplace so that our staff place safety first.

### Safety Structure

We have in place a Safety Structure to demonstrate our commitment to occupational health and safety. The governance structure also serves to promote safe workplace behaviour within the organisation.

A Safety Steering Committee, chaired by our CEO, governs the Safety System and drives the safety message across the entire Group. This is emphasised at all levels via the Safety Working Committee as well as at safety forums held at the respective business unit and division levels. Technical Safety Boards in the Trains and Roads business units have been formed to govern any modifications within our transport system to ensure the design integrity of equipment and facilities.

We have also established Workplace Safety and Health Committees (WSHC) in accordance with the Workplace Safety and Health Act. This is in line with our formal agreement with the National Transport Workers' Union to ensure the health and safety of our employees. Members of the WSHC comprise Management and employees.

Additionally, as part of the Singapore Civil Defence Force requirements on fire safety, Fire Safety Managers have been appointed at required locations including all train and bus depots, and MRT stations.

All our employees are represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety issues and programmes.



The SMRT safety system advocates ownership and system discipline, and is an integral part of operations.

### Health and Safety Training

Training and education about health and safety are conducted before we place new employees on the job. Equipping our employees with the relevant vocational knowledge, safety awareness, values systems and leadership skills is essential in our pursuit of a professional and safe working environment.

As part of the Company's orientation programme, we introduce our key safety risks and platforms for incident reporting or safety feedback to our new colleagues. We also conduct mandatory training on basic transit safety rules and operating procedures as well as work and electrical safety for employees from the relevant departments.

At present, our training systems are aligned with OHSAS 18001:2007 and ISO 14001:2004.

### Compliance

Our Safety System is continually reviewed to mitigate against systemic safety risks. It is audited by internal and external auditors

## Our Health and Safety continued



SMRT employee demonstrating crack detection at the annual SMRT Safety, Security and Quality Day 2016.

to confirm the continual effectiveness of the Safety Management System and Environmental Management System in meeting OHSAS 18001:2007 and ISO 14001:2004 standards, respectively. These certifications, as well as the BizSAFE STAR certificate, reflect our ongoing commitment and efforts to reduce risks and to make safety an integral part of our business for the benefit of our employees, partners and commuters.

In FY2016, we paid a fine of \$120,000 for a safety-related incident in 2013.

### Employee Health and Safety

We invest significant efforts to emphasise the importance of health and safety in order to build a sustainable workforce.

#### Health

SMRT encourages all staff to lead a healthy lifestyle. We organise various programmes and initiatives for our employees' health and well-being. Additionally, all employees are covered under the Company's comprehensive medical and insurance scheme.

In collaboration with Dayspring Medical Group, annual complimentary health screenings are organised for our employees. In a recent health awareness event targeted at bus and train captains, blood pressure monitors were installed in our bus depots and train crew rest points to allow employees to conduct their own health assessments and proactively take steps to ensure that they are fit to perform their duties.

We have established a strategic partnership with the Health Promotion Board and Alexandra Health System to introduce a pilot preventive health screening and coaching programme for our bus captains under the Healthy Living Master Plan. This is also extended to our taxi partners. The pilot programme enables them to better understand their health conditions and apply positive health practices.

In 2016, we will set up clinics at two work locations to provide medical consultation and services for our employees. In-house clinics will benefit staff with chronic illnesses as dedicated on-site doctors and nurses will be able to guide them to better control their illnesses and ensure their well-being.

#### Safety

As part of our efforts to inculcate a culture of safety mindfulness, we have initiatives instilling individual accountability in safety matters. On 25 February 2016, close to 1,400 employees attended the SMRT Safety, Security and Quality Day 2016. The event raised safety, security and quality awareness through the sharing of knowledge and experiential learning. We also conduct safety, security and quality forums to update staff on our achievements and progress, as well as to raise awareness on key topics.

We continually review our safety structures, processes and compliance to ensure the well-being and protection of our employees.

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G4-PR2

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**Performance**

In 2015, our accident frequency rate and accident severity rate were 1.37 and 42.5 respectively. The rates have generally been declining over the years due to greater education, supervision and enforcement efforts. We will strive to improve on our performance in the coming years as safety is our top priority.

In March 2016, two trainee employees were hit by an oncoming train. This is the first time a fatality involving our staff has happened on the North-South and East-West Lines (NSEWL). We take full responsibility for the accident and are taking steps to strengthen our safety procedures.

A SMRT Board Safety Review Committee was set up to look into all safety-related matters in SMRT Trains. The committee will comprehensively review all frameworks, structures, processes and procedures, and seek assurance that safety is accorded the highest attention and priority in our train operations and maintenance services. The committee will be chaired by an SMRT Board Member and include independent members.

We recognise the need to improve communication about safety procedures across our business units, and aim to mitigate serious and reportable incidents. In the coming years, we seek to enhance the emphasis on safety procedures as we strive for zero fatalities.

**Customer Health and Safety**

SMRT takes a serious view on any potential risk to the health and safety of our customers. We regularly monitor and review our health and safety procedures to assess their impact and improve on them.

We stepped up efforts to increase safety awareness amongst commuters travelling within our network. We have an educational outreach programme to highlight to participants the safety features in our network. In 2014, we embarked on a network-wide escalator safety campaign. We also play escalator safety announcements frequently to remind commuters to hold on to the handrails when travelling on the escalators.

**Performance**

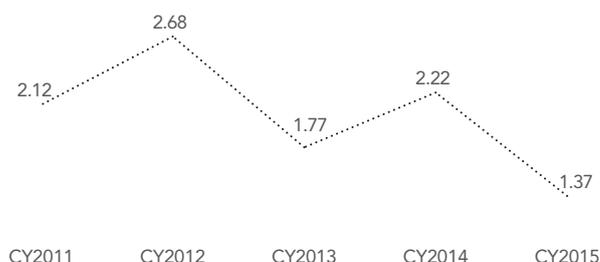
The majority of commuter injuries were due to escalator-related incidents. During the last year, there were zero fatalities among our commuters.

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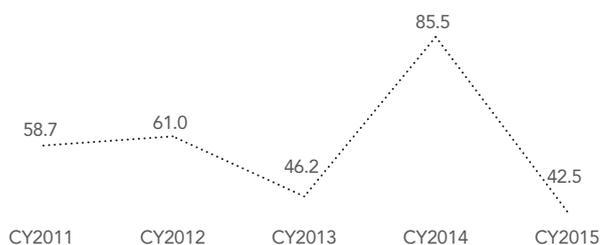
G4-LA6/G4-PR1

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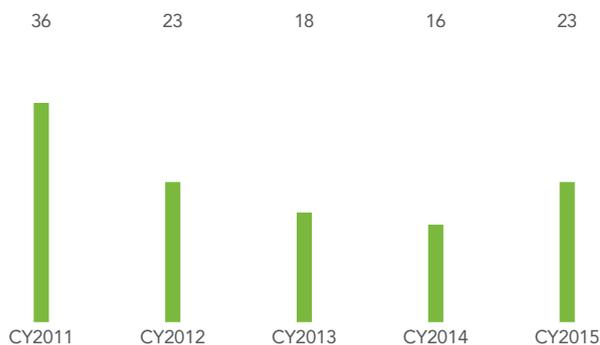
**Employee Accident Frequency Rate<sup>1,2</sup>**



**Employee Accident Severity Rate<sup>1,2</sup>**



**Number of Commuter Injuries<sup>1,3</sup>**



1. Data is in Calendar Year (CY) in accordance with Ministry of Manpower (MOM) regulation.
2. CY2014 data excludes cases classified as "Outlier" and those under the new MOM regulation. CY2015 data excludes cases classified as "Uncontrollable", "Outlier", "Others" and those under the new MOM regulation.
3. Injuries due to equipment malfunction.

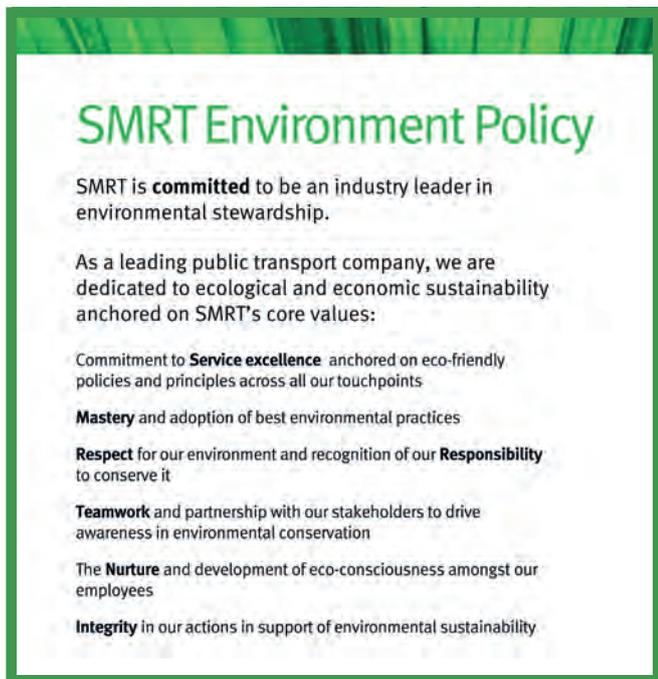
# Protecting Our Environment

As a leading transport company, SMRT is committed to becoming an industry leader in environmental stewardship. We recognise there are limited resources available for use, and the need to operate within these limits. This has led us to set sustainability goals and push for improvements.

Public transport presents an environmentally friendly option for commuters. As an organisation, we set out to crystallise this further.

In 2008, we officially launched "SMRT is Green", a Company-wide initiative to reaffirm our commitment to environmentally sustainable practices. This led us to adopt green practices such as a green fleet renewal strategy in our operations that is strongly supported and aligned with our Environment Policy.

We also have in place our Green Code of Conduct that outlines the expectation of our employees and business partners to demonstrate commitment in complying with environmental regulations as well as our Environment Policy.



## Environmental Sustainability Committee

Over the last few years, we have been implementing and reviewing our environmental programmes and initiatives across our business. We intend to regularly revise these to reflect changes in our internal expectations and the expectations our stakeholders have of us.

In a move to further strengthen our environmental commitment, we have established a strong environmental governance structure. In 2015, we set up an Environmental Sustainability Committee (ESC) to oversee overall environmental sustainability efforts in the organisation. The committee, led by Vincent Tan (Senior Vice President, Corporate Services and Rail Operations), comprises representatives from across the organisation. The ESC is our strategic commitment to sustainable development and encapsulates the four pillars of Energy, Water, Waste management and the overall Green efforts within the organisation.



The ESC's focus is to engender a culture of environmental sustainability across SMRT.

The Energy, Water and Waste sub-committees review and incorporate environmentally sustainable measures into all aspects of operational and maintenance activities occurring in the network. They spearhead environmental efforts in our premises, promote efficient use of resources and fulfil all relevant legislative requirements.



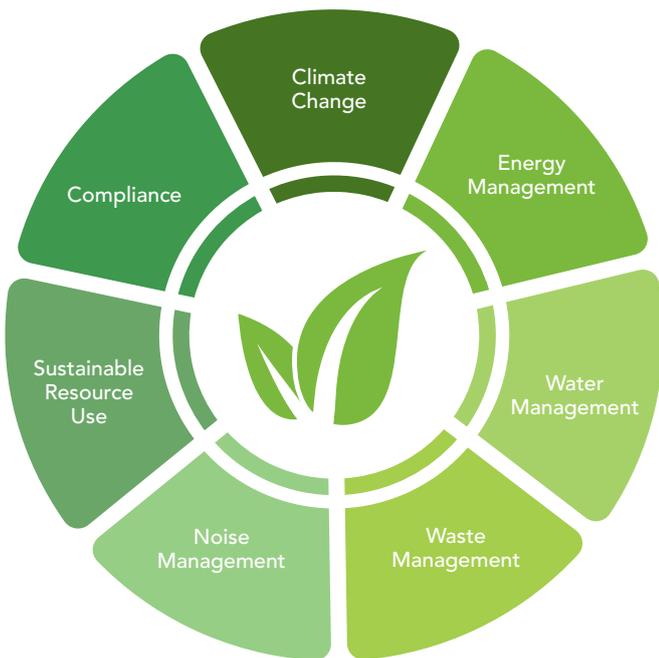
The Green Committee collaborates with the Energy, Water and Waste committees to conceive and implement initiatives to promote environmentally sustainable practices. Internally, this is done through education and awareness programmes. Externally, the Green Committee reaches out to business partners, customers and the relevant authorities to promote green practices and explore possible collaborations as part of our sustainability initiatives.

The ESC targets to reduce energy consumption by 10% over five years from 2013, and water and waste consumption by 6% over three years from 2015.

Over the next few years, we aim to increase the robustness of our environmental sustainability governance, while ensuring operational excellence.

### Our Key Environmental Issues

Through our materiality assessment, we identified the following seven areas to be material to us.



## Climate Change

We are committed to addressing our impact on the environment.

As a public transport provider, we enable a significant reduction in greenhouse gas (GHG) emissions by providing commuters with public transport options. It is our responsibility and priority to mitigate the effects of climate change. We achieve this by managing our carbon emissions.

Our trains, buses and taxis consume energy. As such, we seek to limit our footprint where economically and technically feasible.

### Green Transport

We are always on the lookout for solutions, initiatives and technologies to ensure our fleet of vehicles minimises its impact on the environment.

#### Trains

Our trains employ regenerative braking. As the electric motors slow the train down, electricity is simultaneously generated and returned to the power distribution system via the Third Rail. This, in turn, powers other trains within the network. Regenerative braking recovers wasted energy and converts it for use.

We equipped two trains with the Permanent Magnet Synchronous Motor (PMSM)-based propulsion systems as part of our ongoing train fleet refurbishment. The PMSM-based propulsion systems consistently achieve close to 40% energy savings when compared to the existing system.

We have also programmed to switch off the air conditioning and lighting in our trains that are withdrawn from service and deploy more energy-efficient trains during off-peak hours in an effort to reduce our carbon footprint.



Trains employ regenerative braking to achieve savings on traction energy consumption.

G4-EN7

## Our Environment continued

### Buses

To promote better air quality, SMRT became the first public transport operator in Singapore to introduce Euro V-compliant buses to our fleet in 2008. More than 1,000 Euro V-compliant buses now ply the roads. Euro V-compliant vehicles produce less harmful emissions and make for a greener journey.

We have also equipped our buses with telematics technology which encourages eco-driving through tracking and analysis of driving parameters such as the speed of the bus and how the bus negotiates a corner. This initiative encourages safer and fuel-efficient driving practices.



Environmentally friendly buses contribute to better air quality.

### Taxis

Since 2013, SMRT has introduced more than 1,500 Toyota Prius Hybrid taxis which have excellent fuel efficiency and cleaner emissions. They produce less carbon dioxide emissions and are extremely fuel-efficient due to the intelligent design of the electric motor and petrol powered engine. To date, the Hybrid taxis comprise over 40% of our entire fleet.



Hybrid taxis offer passengers smoother rides that are clean and green.

## National Sustainability Targets

The deployment of green vehicles reflects our ambition to embed sustainable practices in our operations. This ties in strongly with the Sustainable Singapore Blueprint 2015 that promotes the use of green transport. Additionally, as a public transport operator, we play a critical role in the ambitious Blueprint plans to prepare the nation for a 'car-lite' society.

We also support the regulator's commitment in building a sustainable land transport system in Singapore. The Land Transport Authority (LTA) is targeting to achieve a 75% public transport modal share during both the morning and evening peak hours by 2030, and we will play a pivotal role in achieving this target as a transport provider and operator.

We believe in resource conservation, reducing our energy use and enhancing the living environment of the people who use our services.

## Pledging our Commitment

In commemoration of Earth Day 2015, the Green Committee launched a 'Pledge and Be Spotted Going Car/Emission-Free' campaign. The objective was to raise awareness for environmental protection and reduce our carbon footprint. Staff were encouraged to adopt car-free or emission-free modes of travel during that month and over 1,000 staff pledged their support.

## Automated Vehicles

In a collaboration with technology provider 2 Getthere, we have been operating the Personal Rapid Transit system in Masdar City, Abu Dhabi, since 2010. The system provides passengers with an on-demand transport service featuring individual, driverless and autonomous electric pod cars.

With an energy consumption of only 0.087kWh per passenger kilometre, the system is a considerable improvement over conventional transit. In addition, emissions such as carbon dioxide are prevented.



## Energy Management

At SMRT, we employ suitable technology and processes for optimal energy conservation.

We regularly track our energy usage across our transport network, offices and depot as part of our energy management initiatives. In accordance with the Energy Conservation Act, we have appointed energy managers in SMRT. Energy managers are also members of the Energy Committee. Energy managers actively monitor and track our energy consumption as well as GHG emissions.

### Energy Reduction Initiatives

The Energy Committee has targeted to reduce energy consumption by 10% over five years from 2013. Since then, a series of energy saving initiatives – both technical and operational – have been rolled out and are outlined below.

- Employing district cooling at Raffles Place MRT station, which uses cooled water to cool the air, thereby reducing the consumption of electricity
- Replacing chillers in City Hall MRT station with newer models with optimised capacity to achieve higher energy efficiency
- Replacing plasma screens in our stations to Liquid Crystal Display (LCD) or Light Emitting Diode (LED) screens
- Switching off the Rail Travel Information System screens in our stations during non-revenue hours
- Programming High Volume Low Speed fans at selected elevated stations to be switched off one to two hours before the end of revenue service
- Installing motion-sensor lights in washrooms at selected depots
- Putting up energy conservation messages in our commercial spaces

Our energy-efficient vehicles and energy management initiatives of our vehicles also contribute to the reduction in energy consumption. These are covered in the Green Transport section.

We have plans to install highly energy-efficient LED lighting system at selected stations that can potentially lower energy consumption by 50%.

### Renewable Power

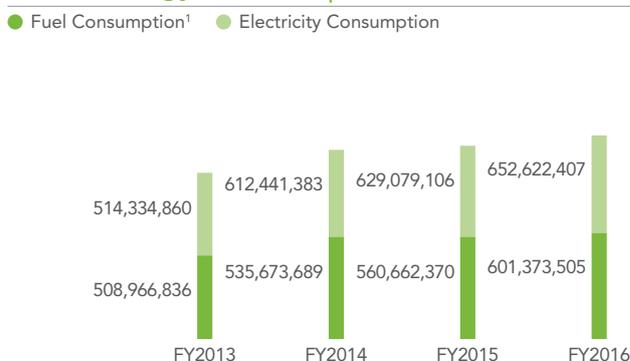
As a pilot project, we are exploring to install a 1MWp solar photovoltaic (PV) system on the rooftop of Bishan Depot. Promising a renewable and cleaner energy source, the solar PV system generates about 0.2% of the total electricity consumption on the North-South and East-West Lines. Should the trial prove successful, we may install the solar PV across our network.

### Performance

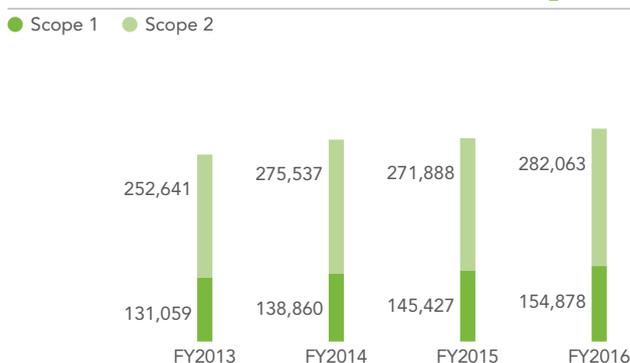
Our energy consumption and GHG emissions have been increasing over the years due to the increase in the number of vehicle trips to better meet the needs of commuters.

In FY2016, our total energy consumption, which includes electricity consumption from our trains and diesel consumption from our buses, was 1,253,995,912kWh. We have not included the fuel used in our taxis as the vehicles are independently operated by our taxi partners.

### Total Energy Consumption (kWh)



### Total GHG Emissions<sup>2</sup> (tonnes of CO<sub>2</sub>e)



1. Fuel conversion factor was based on Carbon Disclosure Project 2014.  
 2. The GHG Protocol defines scope 1 as direct GHG emissions from operations that are owned or controlled by the organisation and scope 2 as the indirect GHG emissions that result from the generation of purchased or acquired electricity, heating, cooling and steam consumed within the organisation.  
 Electricity grid emission factors were based on Singapore Energy Statistics 2015 and fuel conversion was based on Defra conversion factors 2012-2015.



Train washing plant includes a water recycling system.

## Water Management



The sustainable and responsible use of our water resources is a key issue globally. We are aware that water shortages, excessive demand and usage could pose a serious problem.

Issues like climate change will likely worsen the situation. We believe we play an important role in conserving and recycling this precious resource.

As a forward-looking organisation with extensive island-wide operations, conserving our precious water resource is an important goal for us. Hence, water is a key material issue.

At SMRT, water is sourced from the mains supply provided by PUB.

### Water Reduction Initiatives

Our train and bus washing plants have a recycling feature that minimises the use of water. The water used for the final rinse of the vehicles is collected in recycling tanks for pre-washing the next train or bus.

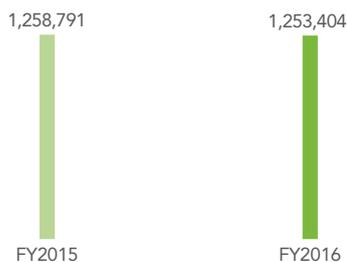
As part of Singapore World Water Day in March 2016, we collaborated with PUB to have water conservation decals at station restrooms. Additionally, stickers were distributed to over 700 shops in our network.

### Performance

Our total water usage in FY2016 was 1,253,404m<sup>3</sup>. There was a reduction of 5,387m<sup>3</sup> over the previous year.

We aim to reduce and recycle the amount of water we use.

## Total Water Consumption (m<sup>3</sup>)



## Waste Management



Our waste management includes the collection, transport, processing, recycling and disposal of waste materials. With an emphasis on prevention, reuse and recycling, we aim to reduce the amount of waste we generate.

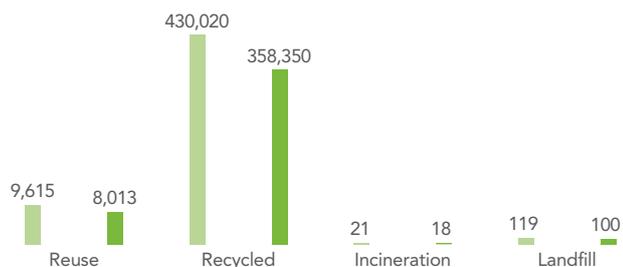
Toxic industrial waste such as waste oil, oil-stained gloves and rags are recycled, incinerated or landfilled, while metal parts are reused. Toxic waste generated from our operations is disposed by a National Environment Agency-approved toxic waste removal company.

Non-hazardous general waste is incinerated or landfilled in line with the regulatory requirements in Singapore.

G4-EN8 / G4-EN9

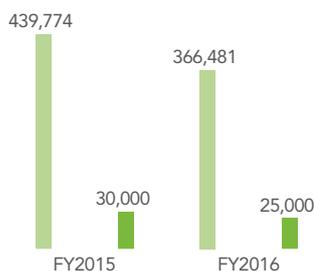
## Hazardous Waste Disposed by Disposal Method (tonnes)

● FY2015 ● FY2016



## Waste Disposed (tonnes)

● Hazardous Waste ● Non-hazardous Waste



### Waste Reduction Initiatives

In 2014, we implemented an electronic approval system, EchoSign, to minimise the need for physical documents. We also recently switched to printers with a function that allows us to select documents to print while deleting those that are no longer required. This reduced the waste generated.

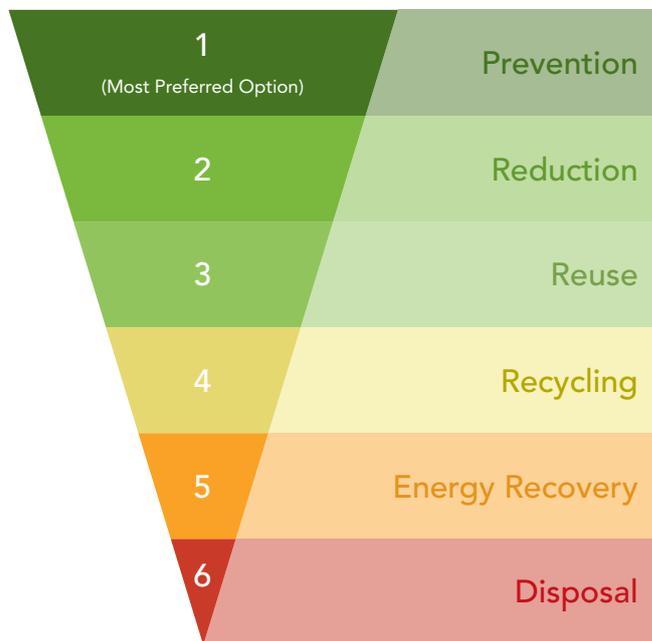
### Waste Water Treatment

Our train and bus washing plants are equipped with water treatment systems for treating the waste water from washings. Before waste water may be discharged, oil and sand particles are filtered out, the pH level of the water is neutralised, and harmful metal-based pollutants are removed.

### Managing Spills

To address spills in the workplace, we have spill containment kits in place. Regular workplace inspections are also conducted to identify any potential spills or areas of concern within the workplace.

No significant spills were recorded in FY2016.



Waste hierarchy structure in managing waste.

### Performance

We have reduced the amount of waste disposed over the past year. The total amount of hazardous and non-hazardous waste disposed fell from 469,774 tonnes in FY2015 to 391,481 tonnes in FY2016.



## Noise Management

We are continually improving and implementing checks to mitigate the effects of noise on the community.

We conduct regular surveillance on noise levels to ensure we keep them to a minimum. We have noise monitoring systems to measure the noise generated by trains at selected locations close to major housing estates and residential areas. The results of this monitoring help us identify locations where the noise levels are close to the guidelines. We prioritise preventive maintenance works at these locations to ensure these guidelines are not breached.

In FY2016, we addressed 303 feedback on noise generated by our train and bus operations. We follow up on every feedback in accordance with our internal procedures. The majority of the feedback received was about track maintenance and sleeper replacement works.

G4-EN23 / G4-EN24 / G4-SO11

## Our Environment continued

### Noise Reduction Initiatives

With the completion of sleeper replacement works on the North-South Line in April 2015, we are currently in the process of replacing the 92,000 timber sleepers on the East-West Line, which were installed in the 1980s, with concrete ones. We take proactive measures to control the noise level from the works by installing sound barriers and protection gauzes around sound-emitting devices like generators. Noise monitoring systems have also been installed to help us monitor and control noise levels as we work.



PMSM-based propulsion systems produce less noise.

In addition to reducing power consumption by close to 40%, the PMSM-based propulsion systems used in our trains is quieter by up to 12 decibels.

Another contributor of track noise is uneven track surface. We use a Rail Grinding Vehicle to grind track surfaces for smoother and less noisy train operations. To do this more efficiently, we have invested in a high-tech automatic track inspection system called Rail Vision that allows for continual monitoring of track conditions, even during train operating hours.

Preventative maintenance, such as wheel profiling where we grind the wheels to maintain an even roundness for each wheel, is also essential to allow the trains to travel smoothly with less noise. Our train wheels are mounted with sound absorbers.

We will continue to implement initiatives that make our operations and maintenance work less disruptive for the community.

### Sustainable Resource Use

We strive to use our resources wisely, and make timely investments in technology and systems that allow us to manage and reuse waste, water, energy and other resources whenever

possible. This not only leads to operational improvements, but also helps us become a more sustainable organisation.

To demonstrate our commitment, we manage and ensure sustainable use of these resources through green certifications.

Our headquarters is Project: Eco-Office certified. This certification recognises our efforts in promoting environmentally friendly work habits. We are currently looking to certify our depots as Eco-Offices.

Woodlands and Ang Mo Kio MRT stations were awarded the Building and Construction Authority (BCA) Green Mark (Gold) Award in 2013 and 2014 respectively. These eco-stations have improved air ventilation, water-efficient washrooms as well as recycling facilities.

Additionally, our retail tenants at Woodlands and Ang Mo Kio Xchanges are Project: Eco-Shop certified. Project: Eco-Shop is our collaboration with the Singapore Environment Council (SEC), and is Singapore's first national eco-certification programme for shop owners. It guides and encourages shop owners to adopt eco-friendly habits and implement green practices in their daily operations. For instance, tenants at these Xchanges use Compact Fluorescent Lightbulbs that last longer and require less energy. We will continue to work with SEC to promote this programme to our other tenants in the retail network, as well as reach out to other shop owners in Singapore.

### Compliance

The management of environmental issues is guided by our Company-wide Health, Safety & Environmental Management System manual. It sets out clear guidelines for each of our significant environmental issues and our management approaches. Our approach is to firstly avoid negative impacts wherever we can, and secondly to mitigate any impact that is unavoidable. In line with ISO 14001:2004, any incidents relating to safety, health and environmental sustainability are reported to the SMRT Inspectorate department and relevant Management as soon as possible.

Our procedures are audited annually by internal and external auditors to confirm the continual effectiveness of our processes in meeting the OHSAS 18001:2007 and ISO 14001:2004 standards, respectively.

SMRT is committed to full compliance with all applicable environmental legal requirements enforced by local governing authorities in Singapore and the overseas markets in which we operate. Our internal teams ensure that all our business operations comply with existing regulatory requirements through constant monitoring and audits.

We have not committed any non-compliance with environmental regulations that resulted in fines or sanctions in the last year.

G4-EN29

# Delivering an Unparalleled Customer Experience

Every day, we make more than three million passenger journeys possible on our trains and buses. Each and every journey is important to us, and we are committed to providing our passengers with the highest level of service.

We believe in delivering a positive customer experience by providing safe and reliable services, fostering a service excellence mindset, improving customer touchpoints, acting responsively, and communicating effectively.

## Providing Outstanding Customer Service

We drive and sustain the Company-wide service excellence efforts to bring about exceptional customer experiences.

### Inculcating a Culture of Service Excellence

We partnered with NTUC Learning Hub and Disney Institute to create a Service Excellence framework which anchors all our employees towards a common purpose and service standard. The result of this partnership was a specially tailored Workforce Skills Qualification service training modules that our employees are scheduled to complete. Close to 8,000 SMRT employees have completed their training.

We have identified 120 Service Excellence Leader Ambassadors (LA) from across all business units. They act as change agents who inspire employees to provide excellent service. They have undergone training workshops, participated in check-in sessions

and have been recognised for their contributions. Over the past year, the LAs had recognised over 400 colleagues who went the extra mile for commuters. We will continue to refine the LA programme to make it more relevant to inculcate service excellence within the organisation.

Our inaugural Customer Experience Innovation (CXI) Conference held on 21 January 2016 marked a significant milestone in our efforts to raise the level of customer experience through innovative means. Almost 500 SMRT employees as well as senior members of the Public Transport Council, LTA, e2i (Employment and Employability Institute), SPRING Singapore and local transport industry experts attended the CXI Conference. The event saw thought leaders in service excellence from various industries come together to share methods of increasing customer engagement and satisfaction. We also showcased the upcoming SMRT Active Route Map Information System (STARiS) 2.0 which enhances the travel experience for commuters travelling on NSEWL trains. It displays detailed station information to help commuters navigate through the station to the street level upon arrival, and points out landmarks in the vicinity of the station. The STARiS 2.0 system will be available on new NSEWL trains that are expected to come into service in 2016.



STARiS 2.0 will enhance the travel experience for commuters travelling on NSEWL trains.



The enhanced SMRT CONNECT mobile application provides robust service-related information.

### Recognising Excellent Service

At SMRT, we celebrate and recognise employees who go the extra mile to deliver good service with our quarterly SMRTnl Service Excellence Campaign. Employees who display exemplary customer service are also presented with the CEO Service Excellence Awards. Between April 2015 and March 2016, over 400 employees were lauded for their excellent service through this campaign.

At the national level, over 1,200 SMRT employees were recognised for their stellar customer service at the Excellent Service Awards (EXSA), National Kindness-Transport Gold Awards (TGA) and Singapore Experience Awards.

Apart from our employees, our taxi partners' ability to deliver exemplary service to taxi passengers is also a key pillar of our business proposition. EXSA and TGA recognised 173 and six of our taxi partners respectively for demonstrating excellent service and going the extra mile.

### Customer Touchpoints

SMRT continues to enhance the commuter experience and touchpoints through the introduction and expansion of service initiatives in our network.

In the virtual space, our social media presence provides timely information to commuters through our Facebook and Twitter accounts. We also enhanced our mobile application, SMRT CONNECT, to provide robust service-related information.

### Trains

At our train stations, we piloted a double queue system aimed at improving the flow of commuters boarding and alighting from trains. We also introduced new LED display panels at platforms across the train network. The LED display panels allow better presentation of the arrival time and destination of the approaching train. Aside from these, we have launched initiatives such as mobile charging points for passengers requiring a quick charge of their devices and a technical defect reporting channel called SNAP-REP (Snap and Report) which allows passengers to give quick comments and share pictures via WhatsApp.

### Buses

Our bus commuters now enjoy high-tech and customer-centric features at the Choa Chu Kang Bus Interchange, Yishun Temporary Bus Interchange and Woodlands Temporary Bus Interchange. These interchanges are equipped with interactive panels that provide next and subsequent bus departure times, route information, fares, maps, a journey planner and a feedback form. Real-time bus departure times are also available through the information panel installed at the queue berths.

### Taxis

One hundred SMRT taxis have each been fitted with an Automatic External Defibrillator (AED) device to improve response time in the event of cardiac emergencies. "AED on Wheels" is a three-year pilot programme to increase the availability of AEDs through public transport. Our taxi partners are certified by the Singapore Heart Foundation after undergoing a four-hour course where they learnt how to use the AED and CPR techniques.

We also enhanced our Mobile Data Terminals in July 2015 to improve the overall booking experience for passengers. One of the new features enables our taxi partners to identify passengers who have made prior bookings with us.

## Service Enhancements

### Trains

New trains are being added progressively to the NSEWL and Circle Line (CCL) as well as the Bukit Panjang Light Rail Transit (BPLRT) to increase the overall passenger capacity. In FY2016, 24 new trains and 19 new train-cars were introduced on the CCL and BPLRT respectively. In FY2017, 45 new trains will be added to the current fleet for the NSEWL. The larger train fleet on the NSEWL will also allow older trains to be removed from service to undergo critical maintenance and a signalling system upgrade.

The re-signalling works are progressing well and expected to be completed on the North-South Line in 2016 and on the East-West Line in 2018. When fully operational, the new signalling system will allow trains on the NSEWL to be spaced 100 seconds apart, from the current 120 seconds. This will shorten the wait for trains and ease congestion at platforms during peak periods.

For faster and more comfortable rides, we intensified the replacement of wooden sleepers with concrete ones and completed replacing all the sleepers on the North-South Line in April 2015, ahead of schedule. Work on the East-West Line commenced in November 2015 and we have made steady progress.

On the NSEWL, we are also replacing about 200km of Third Rail, which powers the trains, to better cope with more trains and the new systems on which they run. The works are expected to be completed in 2017.

Concurrent with this effort, we began the upgrading of our power substations in early 2015. We have also been in discussion with the authorities to improve the overall design of the NSEWL's power network in view of the new signalling system and increased loading as a result of more trains running.

In our effort to provide safer and more reliable journeys, we have also embarked on progressive upgrades of our first and second generation train fleets, which have been in service for more than 20 years. The upgrading programme of our second generation fleet of 19 Siemens C651 trains by Singapore Rail Engineering has commenced and is expected to be completed in 2018. The upgraded Siemens C651 trains will have new or refurbished train sub-systems, such as air-conditioning, electrical doors, brakes and more efficient propulsion systems.

### Buses

Four new services – 301, 805, 983 and 979 – were added to better connect residents in the western and northern parts of Singapore, bringing our total number of services to 106.

In the past year, we have grown our fleet. Since May 2015, we have progressively added 190 buses to our existing fleet of over 1,400 buses. Delivery of these buses will be completed by end 2016.

SMRT continues to increase capacity and service through the Bus Service Enhancement Programme (BSEP). BSEP, which was first announced in 2012, introduces more buses to both existing and new routes to enhance service connectivity.

### Taxis

We make every effort to enhance service availability and environmental sustainability. Our commitment to fleet renewal saw the addition of new Toyota Prius Hybrids to what is already Singapore's largest Hybrid taxi fleet.

## Accessibility

As a public transport operator, accessibility is one of our top priorities.

We currently offer travel concessions on our trains and buses to help selected commuter groups, such as senior citizens and persons with disabilities, with transport costs. These concessions are funded by the Government and we are reimbursed the difference between the concession fare charged and the full adult fare.

### Trains

At our train stations, we have established Care Zones for commuters with special needs. These zones allow commuters quick access to Emergency Phones to contact station staff for immediate assistance. We also have priority stickers to identify passengers with needs who would appreciate a seat. Tactile paths for the visually handicapped have also been installed to provide a smoother journey for them.

### Buses

At the newly opened Woodlands Temporary Bus Interchange, a free buggy service is available for commuters who may have difficulty walking and require assistance to get to the bus berths at the extreme ends of the interchange. Pedestrian ramps linking the interchange to Woodlands MRT station were built to improve



Selected MRT stations have designated Care Zones at train platforms.



WAB services cater to the needs of mobility-impaired commuters.

accessibility for commuters in wheelchairs. A Tactile Guidance System, which includes Braille guidance on handrails, helps the visually impaired locate waiting areas.

We introduced more Wheelchair Accessible Bus (WAB) service routes in FY2016, bringing our current total to 59 routes. Currently, 80% of our buses are wheelchair accessible, and this is in line with the Transport Masterplan target for all buses to be wheelchair accessible by 2020.

#### Taxis

SMRT's fleet of 30 London taxis provides ample space for high-backed and motorised wheelchairs. Our London taxi drivers have undergone on-the-job training to serve passengers with special needs.

### Incident Management

We acknowledge the importance of a safe, reliable and customer-centric travelling experience. Our Business Continuity Management system ensures that we deliver on our obligations and promises to our customers to address uncertainties that may impact on our operations.

We have developed a suite of business continuity and response plans covering various scenarios, such as rail disruption, bus incident, flu pandemic and severe haze. These plans ensure that we are ready to respond when the need arises.

We conduct internal exercises on a regular basis to identify gaps and shortfalls within these plans and procedures, and to strengthen our employees' knowledge and competency in responding to incidents. These exercises range from component drills to table top exercises and ground deployment exercises.

### Ensuring Security

We are mindful that transit systems are vulnerable to threats and the security of all passengers travelling in our transport network is important to us. We have in place measures such as CCTV surveillance, fence intrusion detection system and access control protocols at our premises to protect our customers.

### Customer Data Privacy

SMRT protects the privacy and confidentiality of our customers' information. We safeguard customer information with stringent internal policies and do not divulge any such personal information to third parties for marketing or promotional purposes. We conform to Singapore's Personal Data Protection Act which protects customers' personal data and privacy. In FY2016, we had no substantiated complaints regarding breaches of customer privacy and loss of customer data.

### Our Performance

#### Customer Satisfaction

The latest Public Transport Customer Satisfaction Survey indicates an overall increase in satisfaction levels with Singapore's public transport services. The Customer Satisfaction Index Singapore and Nielsen Customer Satisfaction Survey results also mirrored improvements in SMRT's transport services.

The results of these surveys help us understand commuter expectations and needs.

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G4-PR5/G4-PR8

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### Meeting Operational Standards

In FY2016, our Train Service Availability was above the national target of 98% across our rail network. We maintained train service availability at 99.85% for the NSEWL and 99.98% for the CCL, compared to the national target of 98%. The BPLRT performed well at 99.88% service availability, against the national target of 99.5%.

For our buses and taxis, we have consistently met the Quality of Service standards.

In FY2016, the LTA intends to impose a financial penalty of \$5.4 million for the system-wide disruption on the NSEWL that occurred on 7 July 2015.

## Benchmarking our Performance

### Trains

SMRT is an active member of the international benchmarking group, Community of Metros (CoMET) and Nova, comprising leading global metros. CoMET and Nova provide a platform for metros to learn best practices from each other, compare performance and exchange ideas. SMRT was ranked the most manpower-efficient network.

### Buses

As a member of the International Bus Benchmarking Group since 2009, we have consistently performed well among our counterparts. Our performance is on a par with the leading bus operators in the areas of punctuality and safety of commuters, with a record of one of the fewest accident fatalities.

Our operating cost per vehicle kilometre is also among the lowest in the group.

## The Road Ahead

In the coming year, we are committed to providing the best for our customers and will continue to innovate and improve their travel experience.

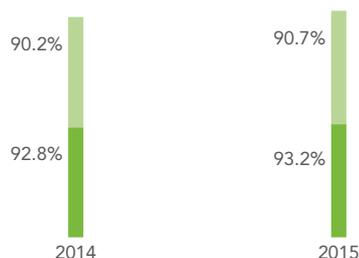
We hope to achieve more recognition for our efforts through national, regional and international accolades.

We will also measure the progress of our initiatives and efforts through surveys, and benchmark ourselves against various national and international customer satisfaction indices.

G4-PR9

## Public Transport Customer Satisfaction Survey

● MRT ● Bus



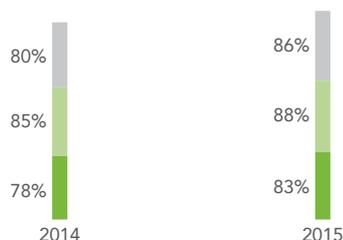
## Customer Satisfaction Index Singapore

● SMRT Trains ● SMRT Buses ● SMRT Taxis



## Nielsen Customer Satisfaction Survey

● SMRT Trains ● SMRT Buses ● SMRT Taxis



# Taking Care of Our Employees

We recognise that our employees are vital to achieving our sustainability and growth goals. Workforce health, one of our 5 strategic thrusts, is achieved through a professional and engaged workforce. We believe in nurturing our people to develop their skills and knowledge to remain relevant in a constantly changing environment.

## Health and Safety

We provide a safe work environment for our employees and actively promote awareness on workplace health and safety. More information on this topic can be found in our Health and Safety section.

## Employee Rights

SMRT upholds and respects all employees' fundamental rights to freedom of association and trade union membership. This is in accordance with the Industrial Relations Act that allows trade unions to represent employees for collective bargaining and to provide employees with an avenue to seek redress for disputes or grievances as and when they arise.

SMRT places great emphasis on Labour Relations with the National Transport Workers' Union (NTWU). A Collective Agreement is in place and renegotiated every three years. All non-executive employees are actively encouraged to exercise their right to join the NTWU, and the Company supports this process by facilitating recruitment roadshows. As a result, union membership is high at 80%. Union members are entitled to submit claims on their union membership fees and are provided a hassle-free process of paying their union dues through direct deductions from their monthly salaries. Through their participation in the union, employees are educated on their rights, as well as platforms available to surface their grievances such as workplace disputes or appeals against termination of contracts, if any. A dispute resolution process is codified in the Collective Agreement to ensure that disputes are promptly addressed.

## Living a Balanced and Healthy Lifestyle



MySMRT Run is one of many activities organised by SCRC, aimed at engaging staff through sports.

Officially launched on 11 September 1993, the SMRT Corporation Sports and Recreation Club (SCRC) has been a key custodian in encouraging engagement and interaction for our employees as well as their families and friends.

Sports, social and recreational activities are frequently organised to cater to the interests of everyone. SCRC also provides support for like-minded members to form common interest groups.

Key activities during FY2016 included the 6<sup>th</sup> annual MySMRT Run in January involving 720 employees across the recreational and competitive categories, and a trip to 'The Future Of Us' exhibition which saw our employees and their family members enjoying the evening together to learn more about Singapore's journey into the future.

SCRC remains committed to engaging its members and managing the Club as a place where employees can come together to enjoy and build strong, resilient relationships with each other.

In recognition of our excellent labour relations, NTUC awarded SMRT the Plaque of Commendation (Gold) and May Day Model Partnership Award (Management Category) in 2015. These awards are a testament to the strong relationship built with the Labour Movement and our contributions towards improving the welfare and employability of our workers.

At SMRT, we also manage and protect our employees' personal data in accordance with the Singapore Personal Data Protection Act.

### Diversity, Equal Opportunity and Fair Employment

SMRT advocates fair and merit-based employment for each and every individual who works for us. We adopt the following equal opportunity principles in our Human Resource (HR) practices:

- Recruit and select employees on the basis of merit (such as skills, experience or ability to perform the job), without regard to factors such as age, race, gender, religion, marital status or disability.

- Provide employees with fair access to training and development based on their strengths and job functions.
- Reward employees fairly based on their ability, performance, contribution and experience.

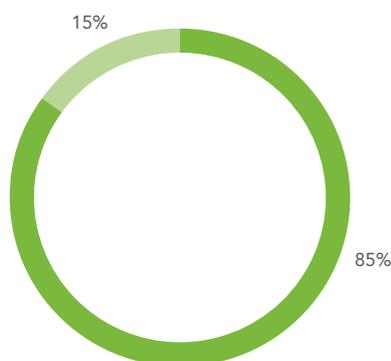
At SMRT, we abide by Singapore's human rights and labour standard frameworks. We also signed the Employers' Pledge of Fair Employment Practices by the Tripartite Alliance for Fair & Progressive Employment Practices. We recognise our diverse workforce and commit to ensuring an equal opportunity workplace free from discrimination and harassment. Our policies in recruiting, developing, promoting and retaining employees are based on each individual's merit, regardless of their age, gender, race, religion or nationality. All employees in SMRT receive regular performance and career development reviews, irrespective of gender or employment category.

In FY2016, one complaint about discriminatory behaviour was filed against the Company. This claim was investigated by the Ministry of Manpower and was found to be unsubstantiated.

G4-10/G4-LA11/G4-LA12/G4-LA13/G4-LA16/G4-HR3

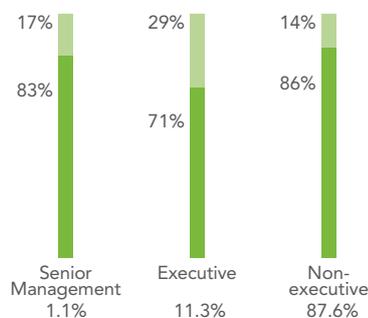
### Workforce Distribution by Gender

● Male ● Female



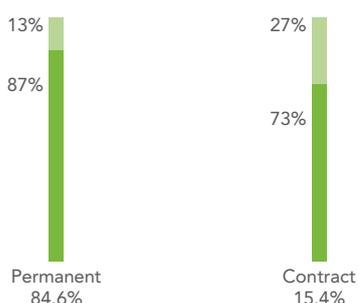
### Workforce Distribution by Employee Category and Gender

● Male ● Female



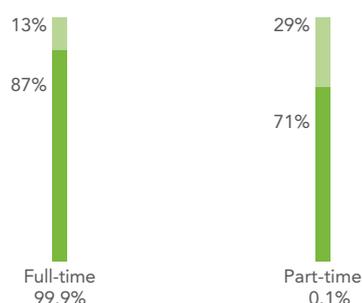
### Workforce Distribution by Employment Contract and Gender

● Male ● Female



### Workforce Distribution of Permanent Employees by Employment Type and Gender

● Male ● Female



### Taking Care of an Ageing Workforce

As our headcount grows to meet heightening capacity and maintenance needs, we continue to shape a lean and productive workforce with a sustainable age and nationality profile. To retain fit and skilled experienced employees, we extended the re-employment age to 67 years old, ahead of the change in the national statutory mandate. Complementary Age Management and Workforce Health taskforces have been commissioned to address the needs of our fast-maturing workforce and strengthen employees' physical and mental health. Recommendations from these taskforces include greater automation, better illumination, improved ergonomics, job redesign, flexible work arrangements, enhanced healthcare provisions and health-and-wellness programmes.

### Benefits and Welfare

The Central Provident Fund (CPF) Scheme is a comprehensive social security savings plan which aims to provide working Singaporeans and Permanent Residents with a measure of financial security for their retirement years.

As per the legal requirements, SMRT makes contributions directly to our employees' CPF accounts. The extent of contribution is computed based on a percentage of each employee's monthly salary and varies according to the employee's age. These savings earn a minimum risk-free interest of 2.5% guaranteed by the Government and can be used for a variety of purposes, including healthcare expenses and housing loans.

We are in full compliance with statutory requirements for benefit plans in Singapore as well as in the other countries we operate.

### Caring for Our Taxi Partners

We are constantly developing new initiatives to better meet the needs of our taxi partners.

SMRT Taxis has pledged more than \$2.5 million in incentives to reward taxi partners and help defray rising operational costs. This includes Medisave top-ups, fuel and road tax rebates as well as loyalty incentives. We have introduced an incentive bonus of up to \$5,000 under the referral scheme. SMRT Taxis has enhanced the sponsor scheme for new drivers who have obtained their Taxi Drivers Vocational Licence. We committed a total of over \$15,000 worth of bursary awards that were given to 52 partners to support their children's education and a total of \$20,000 to the Helping Hand Fund.

### Employee Training and Development

SMRT is committed to developing a competent and future-ready workforce. In building a professional workforce for the public transport industry, SMRT has developed and rolled out competency-based career roadmaps. Our Bus Captain Career Scheme and Trains Career Scheme for non-executive operations and technical staff provide attractive career propositions for our employees. Employees enjoy career development and progression opportunities that are anchored on competency-building, core values and productivity. This enables us to grow a corps of dedicated and competent employees to drive reliability, service excellence and business growth.

Rail engineers are the core of SMRT and we pay close attention to their professional development. In May 2015, we launched the SMRT Train Engineer Professionalisation (STEP) programme to develop our railway engineers in Trains and Singapore Rail Engineering. We have since conducted five runs of the foundational STEP-IN (INduction) development programme for new engineer hires, and two runs of STEP-UP (UPgrading) to upgrade and energise incumbent engineers.

SMRT plays a leading role in our collaboration with the authorities and other industry partners to promote the rail engineering industry and professionalise our rail engineers. Our collaboration with the Institution of Engineers, Singapore has led to the successful launch of the Chartered Engineer programme for railway and transportation professionals. This accreditation recognises the professional skills and values attained by our railway engineers as they go through our STEP programme. Since its launch, 192 of our engineers have embarked on their journey towards attaining chartership. We have strengthened



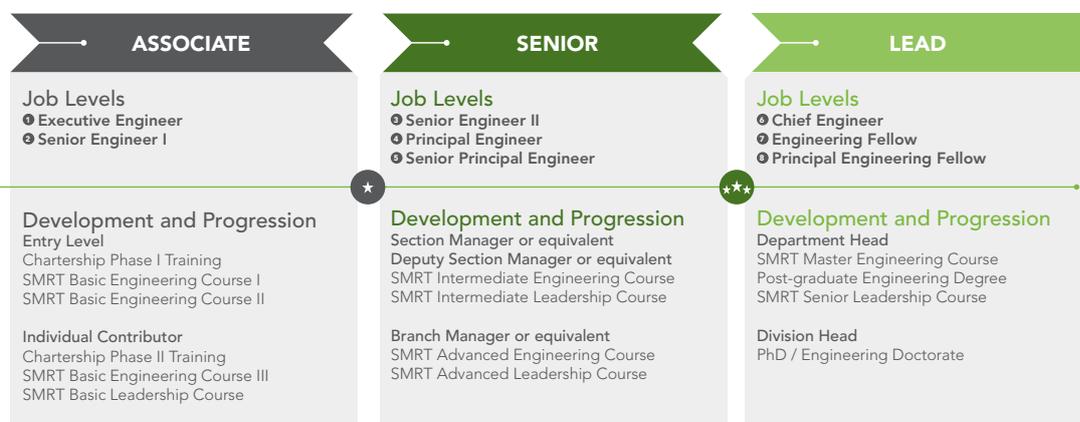
A Bus Captain undergoing simulator training at SG BTEC.

G4-EC3/G4-LA10

### SMRT Train Engineer Professionalisation Career Roadmap



- ★ Accreditation as a Railway and Transportation Chartered Engineer
- ★★★ Accreditation as a Professional Engineer



STEP Career Roadmap provides SMRT’s rail engineers with structured competency-based development throughout their career life cycle.

ground maintenance leadership with the new Engineering Maintenance Manager Career Scheme. Aligned with the SkillsFuture intent of enabling career progression through skills upgrading, both diploma and degree holders can now hold key positions in frontline maintenance. These measures to continually develop and effectively deploy our engineers are coupled with competitive remuneration packages to better attract and retain top engineering talent.

In tandem, we have also invested heavily in our training capability in order to meet SMRT’s growing manpower needs. Our dedicated training arm, SMRT Institute, has broadened its curriculum to encompass both functional and soft skills training, and partnered with institutes of higher learning to strengthen capabilities. In February 2016, we signed a Memorandum of Understanding with the University of Birmingham to jointly conduct courses on railway engineering and operations.

The Institute has conducted a review to transform pedagogy and leverage technology to facilitate a more authentic, engaging and effective learning experience. In collaboration with e2i, SMRT developed and began operations of the Singapore Bus Training and Evaluation Centre (SG BTEC), Singapore’s first team-based training centre for bus drivers and service controllers. The Centre features state-of-the-art simulators and an integrated service control centre to enable customised team and scenario-based learning to promote better management of bus service safety and reliability. These initiatives are in line with SkillsFuture, the national effort to deepen skills that are vital to Singapore’s key industries.

At SMRT, we invest resources to train our people. In FY2016, our employees clocked 40 hours of training on average.

## Employee Engagement

In the past year, we have continued to strengthen employee engagement through various communication channels and activities. SMRT’s employees continue to be highly engaged. Our Organisation Climate Survey (OCS), conducted by Towers Watson, indicated that 9 in 10 of our employees are proud to work at SMRT, and 86% of them are sustainably engaged, 4% higher than in the previous survey conducted in 2013. This places SMRT at 7% above the national norm, and on par with global best-in-class standards.

As part of efforts to enhance communication within the Company, we introduced an Employee Engagement and Internal Communications Framework, with closed-loop feedback structures and processes. We also convened various engagement sessions for two-way interaction between Management and employees.

## Recognising HR Excellence

We are encouraged by the recognition received for our HR practices. The HR team won awards at the Human Resources Magazine Awards 2016, The Singapore HR Awards 2015 and HR Excellence Awards 2015, including top awards in strategic HR, employee engagement and performance management. On the individual level, we also received accolades for Best HR Leader, Leading CEO and Leading HR Executive.

G4-LA9

# Serving Our Community

We believe in making a positive impact on the communities we serve. With island-wide operations, we are committed to conducting our business in an economically, socially and environmentally friendly manner that balances the interests of our stakeholders.

SMRT's corporate social responsibility (CSR) strategy is fully aligned with our vision of *Moving People, Enhancing Lives*. Our CSR objectives support sustainable development at SMRT, while giving back to society and fostering a fair and inclusive community. CSR at SMRT is defined by fundamental principles relating to philanthropy, volunteerism, advocacy and operational practices. These principles are encapsulated in our three pillars of **Enabling Mobility**, **Empowering through the Arts and Education** and **Encouraging Environmental Sustainability**.

## Enabling Mobility

SMRT's Gift of Mobility (GoM) programme is a key initiative of this CSR pillar. The SMRT GoM Fund was established to provide financially needy individuals with physical disabilities and mobility impairment with point-to-point transfers so that they can receive their medical treatment, seek employment or go to work until a more permanent transport solution is made available to them.

Since 2008, the Fund has disbursed more than \$1.3 million and has helped close to 8,000 beneficiaries through Community Development Councils (CDCs), hospitals and Volunteer Welfare Organisations (VWOs).

In FY2016, we achieved a major CSR milestone with our donation of life-size public transportation models – a decommissioned taxi, a low-floor bus mock-up and a MRT train mock-up – to the JurongHealth Mobility Park. Situated within the integrated healthcare hub of Ng Teng Fong General Hospital and Jurong Community Hospital (JCH), the Mobility Park is purpose-built next to the JCH's indoor rehabilitative facility. The Mobility Park helps patients in their recovery and reintegration back to the community.

The Mobility Park is a result of a three-year partnership with JurongHealth and was officially opened by the Mayor for South West District, Ms Low Yen Ling on 7 January 2016.



Singapore's first outdoor rehabilitative space with life-size replicas of public transport vehicles.  
Photo Credit: Jurong Health Services Pte. Ltd.



Taxis ferrying beneficiaries to Pulau Ubin as part of the Wheels@Ubin community project.

As part of Singapore's 50<sup>th</sup> Independence celebrations in June 2015, we supported the Wheels@Ubin community project which brought 100 wheelchair users to Pulau Ubin. SMRT Taxis provided 100 taxis and 30 staff volunteers to ferry the participants and accompany the beneficiaries on the visit.

On 22 August 2015, the first inclusive playground located at Bishan-Ang Mo Kio Park was officially opened by the Minister for Social and Family Development, Mr Tan Chuan-Jin. The launch saw 27 taxi partners ferrying our beneficiaries to the playground which caters to children with disabilities. The inclusive playground

was made possible by the Care & Share Movement, with SMRT as one of the key donors. Children with disabilities can play and enjoy themselves on a wheelchair-friendly merry-go-round, a wheelchair swing as well as a slide that provides additional tactile stimulation. The playground is specially designed for all children to promote inclusive play and interaction.



Fong Ruo En is enjoying the inclusive playground. She is accompanied by SMRT volunteer, Joelle Chew (in red) and her father.



A collaboration with Pathlight School to produce 50 pieces of transport-themed artwork for display across the train network.

## Empowering Through Arts and Education

### Arts

SMRT actively supports the local arts scene. Since 2011, we have been working with Art Outreach, a non-profit organisation that promotes art education in Singapore, to conduct the Art in Transit tour in the Circle Line stations. To date, we have conducted 172 tours and reached out to 3,205 students and members of the public.

For the first time, we collaborated with Pathlight School for 50 commissioned works of art featuring transport themes drawn by Pathlight students and alumni. Pathlight School, which serves students with autism aged 7 to 18 years, is Singapore's first autism-focused school offering a unique blend of Singapore's mainstream academic curriculum with life readiness skills.

These works of art are displayed as wall stickers, billboard posters, and large format light boxes across SMRT's train network. The collaboration demonstrated SMRT's support for inclusiveness and celebrated the talent of Pathlight students.

SMRT is the Out-of-Home media partner for local art groups and events such as the Singapore Symphony Orchestra and the NUS Arts Festival. In FY2016, we sponsored over \$320,000 worth of media space across the SMRT network in support of the arts.

### Education

The SMRT Learning Journey is an educational outreach programme designed for students between 12 and 16 years old. This programme highlights safety and security features within our train and bus network, and educates students and the community at large on how they can play a part in ensuring a safe and enjoyable journey within our network.

In FY2016, 170 participants joined us on the SMRT Learning Journey. The journey comprises a customised train ride, an introduction to the fully automated Circle Line's Operations Control Centre and a bus ride. The Learning Journey emphasises our ongoing efforts to ensure safety, service excellence and developments of the multi-year rail reliability programme.

## Encouraging Environmental Sustainability

SMRT strives to achieve environmental sustainability through its green efforts. More information can be found in the section Our Environment on page 25.

## Enhancing Lives



The *Enhancing Lives* logo encapsulates our CSR commitments.

In November 2015, we introduced our *Enhancing Lives* logo to represent SMRT's affirmation in wanting to pay it forward to the community. The logo portrays a heart and a pair of supporting hands. The heart is synonymous with a caring community, while the hands embody SMRT's three CSR pillars. The left hand represents our commitment to **encouraging environmental sustainability**. The right hand symbolises our efforts in **enabling mobility** and **empowering the community through arts and education**. The strategic placement of the SMRT roundel shows that SMRT is at the heart of our community. The colour combination of red, green, orange and black represents the various modes of transport that we operate.

## Giving at SMRT

In the past year, we have provided over \$2.0 million worth of cash and in-kind sponsorship to help charities and social service organisations raise awareness for their individual causes. We leverage our transport network, including media spaces at the stations as well as on trains, buses and taxis, to promote the causes that we support.

Additionally, our employees devoted close to 1,925 volunteer hours through our CSR programmes.

## Engagement with the Community

It is important that we adopt a proactive approach in reaching out to the community.

Above and beyond our CSR initiatives, we engage advisors, constituency directors and grassroots leaders through updates,

briefings and site visits to our ongoing projects that affect their residents. This is to ensure that the community's concerns are addressed and disturbance due to our works is minimised.

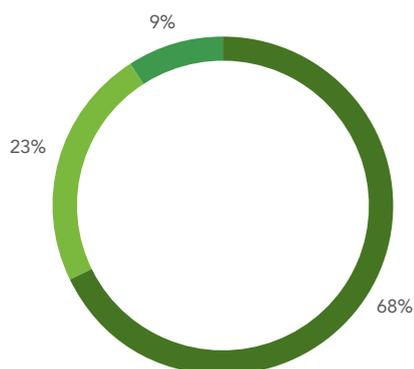
In the last year, we reviewed our Friends of SMRT (FOS) programme. The aim of the review was to assess how we can meaningfully reach out to our FOS members who are individuals with a deep interest in transport. Since the relaunch of FOS in November 2015, activities for our members included the opening of our Woodlands Temporary Bus Interchange. Our membership base has been growing and now stands at 200 FOS members.

At a strategic level with the transport community, we connect with our transport experts, the Government Parliamentary Committee for Transport and Public Transport Council, to provide updates on SMRT, as necessary.

### G4-EC1

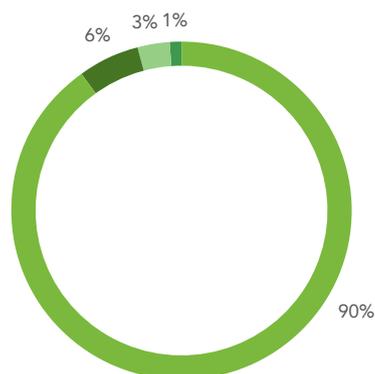
## Cash Sponsorship (%)

- Social Services, Mobility
- Education, the Arts and Others
- Environment



## In-kind Sponsorship (%)

- Public Education
- Social Services, Mobility
- National Events and the Arts
- Environment



# Adopting Responsible and Sustainable Purchasing Practices

We understand the importance for a Company like SMRT to be responsible about our procurement decisions. As a provider of transportation services and other businesses, managing our supply chain is a vital part of our business.

We are focused on improving our procurement practices and engaging our supply chain more strategically to instil sustainable practices throughout our value chain. This will enable us to be competitive in our purchasing decisions in the coming years as the business climate changes.

## Working with our Suppliers

SMRT enjoys and values long-term relationships based on the security of supply, price credibility and trust with key suppliers. By engaging our key suppliers in a strategic manner, we can promote sustainability throughout the supply chain.

Our biennial Vendors' Day Event is one such initiative to engage and deepen our cooperation with vendors. Through this event, 32 strategic vendors were kept updated on SMRT's key thrusts, objectives and challenges in the year ahead. The event saw all 32 vendors committing and affirming their alignment with our ethical and sustainable procurement goals. We also recognised outstanding vendors in the areas of Innovation, Value Creation and Service Excellence.

Our spending on local suppliers for FY2016 was at 91.7%, affirming SMRT's commitment to supporting the local economy.

## Responsible Procurement Practices

We established a Code of Ethics on Procurement in 2014 which outlines our commitment to create an environment where all businesses, large or small, majority or minority owned, are accorded an equal opportunity to compete for our business. Designed as a guide to achieve the highest standard in ethics for our purchasing professionals, it sets the standards and expected conduct of our employees in their relationships with suppliers and contractors.

In addition, all procurement employees are required to pass the Chartered Institute of Procurement & Supply (CIPS) Ethics Course. This led us to achieve the CIPS Corporate Ethics Mark which indicates a commitment to responsible sourcing and provides guidelines when dealing with ethical issues.

In 2013, the Tender Evaluation Committee framework was established to cater for a more robust procurement procedure. The framework ensures a rigorous evaluation process through a collective decision and improves the integrity of the evaluation



The procurement team receiving the internationally recognised Corporate Ethics Mark.

process and mitigates the risk of fraud. We hope to include sustainability as one of the decision-making factors in our evaluation process for major tenders.

## Risks and Challenges in the Supply Chain

We have processes in place to ensure that the suppliers and contractors we work with are credible and responsible companies with the least possible risk to SMRT's business continuity and reputation.

We evaluate high risk suppliers using our Supplier Evaluation Framework and Checklist, which includes environmental and social criteria such as the use of child or forced labour, employee welfare and whether suppliers have adequate environmental management systems in place.

SMRT has also invested in an e-Procurement solution with a feature that enables us to produce a comprehensive understanding of our spending on supplies and services. This allows us to identify areas of supply risks and strategise procurement approaches to ensure that ethical and sustainable procurement practices are enforced in the supply chain.

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G4-12/G4-EC9/G4-EN32/G4-LA14/G4-HR6/G4-HR10/G4-SO9

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**GENERAL STANDARD DISCLOSURES**

Standard Disclosure Title	Page Reference
<b>STRATEGY AND ANALYSIS</b>	
G4-1	a. Provide a statement from the most senior decision-maker of the organisation (such as CEO, chair, or equivalent senior position) about the relevance of sustainability to the organisation and the organisation’s strategy for addressing sustainability President and Group CEO’s Message, page 9
G4-2	a. Provide a description of key SMRT impacts, risks, and opportunities President and Group CEO’s Message, page 9 Our Corporate Governance and Ethics > Risk Management, page 21
<b>ORGANISATIONAL PROFILE</b>	
G4-3	a. Report the name of the organisation Page 1
G4-4	a. Report the primary brands, products, and services Page 1 Business Overview, page 3 – 6
G4-5	a. Report the location of the organisation’s headquarters Page 1
G4-6	a. Report the number of countries where the organisation operates, and names of countries where either the organisation has significant operations or that are specifically relevant to the sustainability topics covered in the report Business Overview, page 3 – 6
G4-7	a. Report the nature of ownership and legal form Page 1
G4-8	a. Report the markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries) Page 1 Business Overview, page 3 – 6
G4-9	a. Report the scale of the organisation Business Overview, page 3 – 6 Performance Summary, page 13
G4-10	a. Report the total number of employees by employment contract and gender b. Report the total number of permanent employees by employment type and gender c. Report the total workforce by employees and supervised workers and by gender Our People, page 38
G4-11	a. Report the percentage of total employees covered by collective bargaining agreements Our People > Employee Rights, page 37
G4-12	a. Describe the organisation’s supply chain Our Sustainable Procurement, page 45
G4-13	a. Report any significant changes during the reporting period regarding the organisation’s size, structure, ownership, or its supply chain There have been no significant changes during the reporting period to the organisation’s size, structure, ownership or supply chain.
G4-14	a. Report whether and how the precautionary approach or principle is addressed by the organisation Our Corporate Governance and Ethics > Risk Management, page 21  We take a risk-based approach and apply the necessary precautionary measures, where possible.
G4-15	a. List externally developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or which it endorses Our Approach to Sustainability > Sustainability Commitments, page 16
G4-16	a. List memberships of associations (such as industry associations) and national or international advocacy organisations Our Approach to Sustainability > Sustainability Commitments, page 16 Our People > Employee Rights, page 37

**GENERAL STANDARD DISCLOSURES**

Standard Disclosure Title	Page Reference	
<b>IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES</b>		
G4-17	List all entities included or not included in organisation's financial statements	Page 1
G4-18	Describe process for defining Report Content	Our Approach to Sustainability > Materiality, page 16
G4-19	List all the material Aspects identified in the process for defining report content	Our Approach to Sustainability > Materiality, page 17
G4-20	For each material Aspect, report the Aspect Boundary within the organisation	Our Approach to Sustainability > Materiality, page 18
G4-21	For each material Aspect, report the Aspect Boundary outside the organisation	Our Approach to Sustainability > Materiality, page 18
G4-22	a. Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements	Not applicable as this is our first GRI G4 Sustainability Report.
G4-23	a. Report significant changes from previous reporting periods in the Scope and Aspect Boundaries	There have been no change in scope and aspect boundaries within this reporting period.
<b>STAKEHOLDER ENGAGEMENT</b>		
G4-24	List of stakeholder groups engaged by the organisation	Our Approach to Sustainability > Commitment to Stakeholders > Stakeholder Identification, page 18
G4-25	Basis for identification and selection of stakeholders with whom to engage	Our Approach to Sustainability > Commitment to Stakeholders, page 18
G4-26	Approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group	Our Approach to Sustainability > Commitment to Stakeholders, page 19
G4-27	Key topics and concerns raised through stakeholder engagement, and how the organisation has responded	Our Approach to Sustainability > Materiality, page 16
<b>REPORT PROFILE</b>		
G4-28	Reporting period for information provided	Page 1
G4-29	Date of most recent previous report	Page 1
G4-30	Reporting cycle	Page 1
G4-31	Contact point for questions regarding the report or its contents	Page 1
G4-32	Report on 'In accordance' option, GRI Content Index, reference to External Assurance	Page 1
G4-33	Policy and current practice with regard to seeking external assurance for the report	Page 1
<b>GOVERNANCE</b>		
G4-34	Governance structure of the organisation	Our Corporate Governance and Ethics > Corporate Governance Structure, page 20
<b>ETHICS AND INTEGRITY</b>		
G4-56	Organisation's values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics	Our Corporate Governance and Ethics > Ethics and Integrity, page 20

## SPECIFIC STANDARD DISCLOSURES

Standard Disclosure Title	Page Reference	
CATEGORY: ECONOMIC		
ASPECT: ECONOMIC PERFORMANCE		
G4-DMA	Generic Disclosures on Management Approach	Our Strategy > Our 5 Strategic Thrusts, page 11
G4-EC1	Direct economic value generated and distributed	Refer to Annual Report > Value Added Statement, page 39 Refer to Annual Report > Notes to the Financial Statements Note 20 Our Community > Giving at SMRT, page 44
G4-EC2	Financial implications and other risks and opportunities for the organisation's activities due to climate change	We have not formally assessed the financial implications of climate change to the organisation.
G4-EC3	Coverage of the organisation's defined benefit plan obligations	Our People > Benefits and Welfare, page 39
G4-EC4	Financial assistance received from government	Refer to Annual Report > Notes to the Financial Statements Note 21(a), (b) and 22
ASPECT: PROCUREMENT PRACTICES		
G4-DMA	Generic Disclosures on Management Approach	Our Sustainable Procurement, page 45
G4-EC9	Proportion of spending on local suppliers at significant locations of operation	Our Sustainable Procurement > Working with our Suppliers, page 45
CATEGORY: ENVIRONMENTAL		
ASPECT: ENERGY		
G4-DMA	Generic Disclosures on Management Approach	Our Environment, page 25
G4-EN3	Energy consumption within the organisation	Our Environment > Energy Management > Performance, page 28
G4-EN4	Energy consumption outside of the organisation	We currently do not track this data.
G4-EN6	Reduction of energy consumption	Our Environment > Energy Management > Performance, page 28
G4-EN7	Reductions in energy requirements of products and services	Our Environment > Climate Change > Green Transport, page 26
ASPECT: WATER		
G4-DMA	Generic Disclosures on Management Approach	Our Environment > Water Management, page 29
G4-EN8	Total water withdrawal by source	Our Environment > Water Management > Performance, page 29
G4-EN9	Water sources significantly affected by withdrawal of water	Our Environment > Water Management, page 29
ASPECT: EMISSIONS		
G4-DMA	Generic Disclosures on Management Approach	Our Environment > Climate Change, page 26 Our Environment > Energy Management, page 28
G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	Our Environment > Energy Management > Performance, page 28
G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	Our Environment > Energy Management > Performance, page 28
G4-EN19	Reduction of greenhouse gas (GHG) emissions	Our Environment > Energy Management > Performance, page 28

**SPECIFIC STANDARD DISCLOSURES**

Standard Disclosure Title		Page Reference
CATEGORY: ENVIRONMENTAL		
ASPECT: EFFLUENTS AND WASTE		
G4-DMA	Generic Disclosures on Management Approach	Our Environment > Waste Management, page 29
G4-EN22	Total water discharge by quality and destination	We do not currently track this data.
G4-EN23	Total weight of waste by type and disposal method	Our Environment > Waste Management > Performance, page 30
G4-EN24	Total number and volume of significant spills	Our Environment > Waste Management > Managing Spills, page 30  There have been no significant spills in FY2016.
G4-EN25	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally	We do not transport, import or export waste deemed hazardous.
ASPECT: PRODUCTS AND SERVICES		
G4-DMA	Generic Disclosures on Management Approach	Our Environment > Sustainable Resource Use, page 31
G4-EN27	Extent of impact mitigation of environmental impacts of products and services	Our Environment > Energy Management > Energy Reduction Initiatives, page 28
G4-EN28	Percentage of products sold and their packaging materials that are reclaimed by category	We currently do not track this data.
ASPECT: COMPLIANCE		
G4-DMA	Generic Disclosures on Management Approach	Our Environment > Compliance, page 31
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	Our Environment > Compliance, page 31
ASPECT: SUPPLIER ENVIRONMENTAL ASSESSMENT		
G4-DMA	Generic Disclosures on Management Approach	Our Sustainable Procurement, page 45
G4-EN32	Percentage of new suppliers that were screened using environmental criteria	Our Sustainable Procurement > Risks and Challenges in the Supply Chain, page 45  We screen new high-risk suppliers using environmental criteria.
CATEGORY: SOCIAL		
SUB-CATEGORY: LABOUR PRACTICES AND DECENT WORK		
ASPECT: OCCUPATIONAL HEALTH AND SAFETY		
G4-DMA	Generic Disclosures on Management Approach	Our Health and Safety, page 22
G4-LA5	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs	Our Health and Safety > Our Approach to Managing Health and Safety > Safety Structure, page 22
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	Our Health and Safety > Employee Health and Safety > Performance, page 24
G4-LA8	Health and safety topics covered in formal agreements with trade unions	Our Health and Safety > Our Approach to Managing Health and Safety > Safety Structure, page 22

## SPECIFIC STANDARD DISCLOSURES

Standard Disclosure Title	Page Reference
CATEGORY: SOCIAL	
SUB-CATEGORY: LABOUR PRACTICES AND DECENT WORK	
ASPECT: TRAINING AND EDUCATION	
G4-DMA	Generic Disclosures on Management Approach Our Health and Safety > Our Approach to Managing Health and Safety > Health and Safety Training, page 22 Our People > Employee Training and Development, page 39
G4-LA9	Average hours of training per year per employee by gender, and by employee category Our People > Employee Training and Development, page 40
G4-LA10	Programmes for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings Our People > Taking Care of an Ageing Workforce, page 39
G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category Our People > Diversity, Equal Opportunity and Fair Employment, page 38
ASPECT: DIVERSITY AND EQUAL OPPORTUNITY	
G4-DMA	Generic Disclosures on Management Approach Our People > Diversity, Equal Opportunity and Fair Employment, page 38
G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity Our People > Diversity, Equal Opportunity and Fair Employment, page 38
ASPECT: EQUAL REMUNERATION FOR WOMEN AND MEN	
G4-DMA	Generic Disclosures on Management Approach Our People, Diversity, Equal Opportunity and Fair Employment, page 38
G4-LA13	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation Our People > Diversity, Equal Opportunity and Fair Employment, page 38
ASPECT: SUPPLIER ASSESSMENT FOR LABOUR PRACTICES	
G4-DMA	Generic Disclosures on Management Approach Our Sustainable Procurement > Responsible Procurement Practices, page 45
G4-LA14	Percentage of new suppliers that were screened using labour practices criteria Our Sustainable Procurement > Risks and Challenges in the Supply Chain, page 45  We screen new high-risk suppliers for labour practices. Quantitative data is not available for FY2016.
G4-LA15	Significant actual and potential negative impacts for labour practices in the supply chain and actions taken We currently do not track this data.
ASPECT: LABOUR PRACTICES GRIEVANCE MECHANISMS	
G4-DMA	Generic Disclosures on Management Approach Our People > Employee Rights, page 37
G4-LA16	Number of grievances about labour practices filed, addressed, and resolved through formal grievance mechanisms Our People > Diversity, Equal Opportunity and Fair Employment, page 38
SUB-CATEGORY: HUMAN RIGHTS	
ASPECT: INVESTMENT	
G4-DMA	Generic Disclosures on Management Approach Our Sustainable Procurement > Responsible Procurement Practices, page 45 Our People > Diversity, Equal Opportunity and Fair Employment, page 38
G4-HR1	Total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening At present, we do not quantitatively track the screening of agreements and investments with human rights criteria. We do screen procurement decisions for high-risk suppliers based on location and risk of human rights issues.

**SPECIFIC STANDARD DISCLOSURES**

Standard Disclosure Title	Page Reference	
CATEGORY: SOCIAL		
SUB-CATEGORY: HUMAN RIGHTS		
ASPECT: INVESTMENT		
G4-HR2	Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	We currently do not track this data.
ASPECT: NON-DISCRIMINATION		
G4-DMA	Generic Disclosures on Management Approach	Our People > Diversity, Equal Opportunity and Fair Employment, page 38
G4-HR3	Total number of incidents of discrimination and corrective actions taken	Our People > Diversity, Equal Opportunity and Fair Employment, page 38
ASPECT: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING		
G4-DMA	Generic Disclosures on Management Approach	Our People > Employee Rights, page 37
G4-HR4	Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support these rights	Our People > Employee Rights, page 37
ASPECT: FORCED OR COMPULSORY LABOUR		
G4-DMA	Generic Disclosures on Management Approach	Our Sustainable Procurement > Risks and Challenges in the Supply Chain, page 45
G4-HR6	Operations and suppliers identified as having significant risk for incidents of forced or compulsory labour, and measures to contribute to the elimination of all forms of forced or compulsory labour	Our Sustainable Procurement > Risks and Challenges in the Supply Chain, page 45  We evaluate all high-risk suppliers, especially from countries where such issues may exist.
ASPECT: ASSESSMENT		
G4-DMA	Generic Disclosures on Management Approach	Our People > Diversity, Equal Opportunity and Fair Employment, page 38
G4-HR9	Total number and percentage of operations that have been subject to human rights reviews or impact assessments	At present, we do not track data quantitatively as our operations are in Singapore where human rights issues are tightly controlled by the Government.
ASPECT: SUPPLIER HUMAN RIGHTS ASSESSMENT		
G4-DMA	Generic Disclosures on Management Approach	Our Sustainable Procurement, page 45
G4-HR10	Percentage of new suppliers that were screened using human rights criteria	Our Sustainable Procurement > Risks and Challenges in the Supply Chain, page 45  We currently only evaluate high-risk suppliers.
G4-HR11	Significant actual and potential negative human rights impacts in the supply chain and actions taken	We currently do not track this data.
ASPECT: HUMAN RIGHTS GRIEVANCE MECHANISMS		
G4-DMA	Generic Disclosures on Management Approach	Our People > Employee Rights, page 37
G4-HR12	Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms	Our operations are in Singapore where human rights issues, such as child labour or forced labour, are tightly controlled by the Government. We do not track grievances across the supply chain.

## SPECIFIC STANDARD DISCLOSURES

Standard Disclosure Title		Page Reference
CATEGORY: SOCIAL		
SUB-CATEGORY: SOCIETY		
ASPECT: LOCAL COMMUNITIES		
G4-DMA	Generic Disclosures on Management Approach	Our Community, page 41
G4-SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs	The majority of our operations are in Singapore, hence our community engagement outreach and initiatives are focused locally.
G4-SO2	Operations with significant actual and potential negative impacts on local communities	Our operations have a significant positive impact on the local community through the public transport service that we provide. These impacts, and the potential negative impacts, are covered throughout the report.
ASPECT: ANTI-CORRUPTION		
G4-DMA	Generic Disclosures on Management Approach	Our Corporate Governance and Ethics > Conducting our Business Ethically, page 21
G4-SO3	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	Our Corporate Governance and Ethics > Conducting our Business Ethically > Whistleblowing Channels and Responding to Fraud, page 21
G4-SO4	Communication and training on anti-corruption policies and procedures	Our Corporate Governance and Ethics > Conducting our Business Ethically, page 21
G4-SO5	Confirmed incidents of corruption and actions taken	Our Corporate Governance and Ethics > Conducting our Business Ethically, page 21
ASPECT: ANTI-COMPETITIVE BEHAVIOUR		
G4-DMA	Generic Disclosures on Management Approach	Our Corporate Governance and Ethics > Conducting our Business Ethically > Fair Marketing Communications, page 21
G4-SO7	Total number of legal actions for anti-competitive behaviour, anti-trust, and monopoly practices and their outcomes	Our Corporate Governance and Ethics > Conducting our Business Ethically > Fair Marketing Communications, page 21
ASPECT: SUPPLIER ASSESSMENT FOR IMPACTS ON SOCIETY		
G4-DMA	Generic Disclosures on Management Approach	Our Sustainable Procurement > Our Responsible Procurement Practices, page 45
G4-SO9	Percentage of new suppliers that were screened using criteria for impacts on society	Our Sustainable Procurement > Risks and Challenges in the Supply Chain, page 45
G4-SO10	Significant actual and potential negative impacts on society in the supply chain and actions taken	We screen new high-risk suppliers using a framework that takes into account impacts on society (human rights, labour and environmental criteria). There has been no significant impact on society in the supply chain during the reporting period.
ASPECT: GRIEVANCE MECHANISMS FOR IMPACTS ON SOCIETY		
G4-DMA	Generic Disclosures on Management Approach	Our Community > Engagement with the Community, page 44
G4-SO11	Number of grievances about impacts on society filed, addressed, and resolved through formal grievance mechanisms	Our Environment > Noise Management, page 30  We have a formal grievance process where we receive and assess complaints from the community relating to factors such as noise.

**SPECIFIC STANDARD DISCLOSURES**

Standard Disclosure Title		Page Reference
CATEGORY: SOCIAL		
SUB-CATEGORY: PRODUCT RESPONSIBILITY		
ASPECT: CUSTOMER HEALTH AND SAFETY		
G4-DMA	Generic Disclosures on Management Approach	Our Health and Safety > Customer Health and Safety, page 24
G4-PR1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	Our Health and Safety > Customer Health and Safety, page 24
G4-PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety of products and services during their life cycle, by type of outcomes	Our Health and Safety > Our Approach to Managing Health and Safety > Compliance, page 23
ASPECT: PRODUCT AND SERVICE LABELLING		
G4-DMA	Generic Disclosures on Management Approach	Our Customers > Providing Outstanding Customer Service, page 32
G4-PR5	Results of surveys measuring customer satisfaction	Our Customers > Our Performance > Customer Satisfaction, page 35
SUB-CATEGORY: PRODUCT RESPONSIBILITY		
ASPECT: MARKETING COMMUNICATIONS		
G4-DMA	Generic Disclosures on Management Approach	Our Corporate Governance and Ethics > Conducting our Business Ethically > Fair Marketing Communications, page 21
G4-PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcomes	Our Corporate Governance and Ethics > Conducting our Business Ethically > Fair Marketing Communications, page 21
ASPECT: CUSTOMER PRIVACY		
G4-DMA	Generic Disclosures on Management Approach	Our Customers > Customer Data Privacy, page 35
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	Our Customers > Customer Data Privacy, page 35
ASPECT: COMPLIANCE		
G4-DMA	Generic Disclosures on Management Approach	Our Customers, Providing Outstanding Customer Service, page 32
G4-PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	Our Customers > Our Performance > Meeting Operational Standards, page 36



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