



Sustainability Report 2022/23

Moving People Creating Sustainable Futures



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About this Report

SMRT Corporation Ltd (SMRT) is pleased to present our annual sustainability report. Our headquarter office is located at Paya Lebar Quarter Tower 3 and our operations are mainly based in Singapore. Published on 23 October 2023 and aligned with the Group's reporting period, this report covers the financial year from 1 April 2022 to 31 March 2023 (FY23). The scope of this report covers SMRT Corporation Ltd, our subsidiaries and joint ventures directly held by SMRT unless otherwise stated.

Reporting Framework

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Sustainability Reporting Standards 2021. The GRI Content Index can be found on pages 67-68. We are committed to the 10 principles of the United Nations Global Compact. Additionally, we continue to support the United Nations Sustainable Development Goals (UN SDGs).

External Assurance

Upholding transparency and accountability, our Internal Audit Department conducted an internal review on environmental Scope 1, 2 and 3 Greenhouse Gas (GHG) Emissions performance. Through the internal review, we have taken into consideration the audit recommendations in developing our sustainability report. While SMRT did not seek an external assurance this reporting cycle, we intend to do so in the future.

Feedback

We appreciate your comments and feedback on our sustainability report to help us progress further in our sustainability journey. Please reach us at sustainability@smrt.com.sg.

Vision

Moving People,
Enhancing Lifestyles

Mission

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

Core Values

Respect

We build an
environment of respect
and care for employees

Integrity

We must be accountable,
fair and impartial

Safety & Service

We keep our commuters
at heart and serve with
respect and dedication

Excellence

We drive excellence by
being quality-oriented,
working as a team and by
seeking continuous
improvement

Message from the Chairman and Group CEO

Introduction

As the world emerged gradually from the COVID-19 pandemic, countries and businesses had to grapple with challenges such as high inflation, heightened geopolitical tensions, extreme weather, resource depletion and social inequities.

Against this backdrop, SMRT adopted “Kaizen for Sustainability” to guide us in our operations and decision-making, for the betterment of our commuters, communities and company.

We have reduced our carbon footprint, supported communities and implemented fair practices while expanding our businesses. We actively engaged our stakeholders to identify opportunities for enhancing our sustainability practices and measures. To reaffirm our commitment to sustainability, we developed the SMRT Sustainability Statement which captures our green values and culture, engage employees and rally all to be responsible stewards.

Green Champion

Environmental sustainability is a top priority, and we spare no effort to minimise the carbon footprint of our existing operations. Electricity consumption, vehicle emissions and waste generation have direct and indirect impacts on the environment. To mitigate these impacts, we are committed to halving our 2010 greenhouse gas emissions by 2030 and in the longer term, to achieve Net Zero by 2050 to support Singapore’s climate ambition.

Reducing Carbon Footprint

We track our Scope 1, 2 and 3 emissions and implemented various initiatives to promote environmental sustainability throughout SMRT and the transport ecosystem. We aligned our business strategy with our sustainability agenda, and developed green mobility solutions and businesses for ourselves, our partners, our contractors and our customers. We conducted a workshop with our suppliers and vendors to raise awareness and to quantify their impact on our Scope 3 emissions.

To help Singapore become a Green Nation, we pledged to be a champion under the Green Nation Pledge, supported by the Ministry of Sustainability and Environment. As a champion, we set a net zero target year, started a sustainability initiative to help other organisations in their sustainability journey, among other targets.

We continue to electrify our taxis, buses, and commercial vehicles. As of March 2023, STRIDES Taxi had an electric taxi fleet of 300. STRIDES Taxi is the first operator to operate a sizeable fleet of electric taxis in Singapore and will continue to convert our vehicles into an optimal, sustainable fleet, leveraging data and digital capabilities. SMRT Buses is working closely with the Land Transport Authority (LTA) to trial and operate more electric buses. Two pantograph chargers have been installed at Bukit Panjang Integrated Transport Hub to enable quick and efficient charging of electric buses during their layover times of 10 to 15 minutes. At the same time, our subsidiary STRIDES Mobility aims



Ngien Hoon Ping
Group CEO

Seah Moon Ming
Chairman

to fully electrify our commercial bus fleet by 2030.

We continue our journey to harness renewable energy at our premises. SMRT Trains is installing an additional 1.56MWp photovoltaic (PV) system in Bishan Depot. In March 2023, we collaborated with

LTA to establish a contract to install PV systems at 9 of our existing MRT stations, with a total estimated capacity of 1.77MWp. When fully completed, SMRT’s total solar power generation capacity across our premises will be 8.8MWp – capable of generating an estimated 10,500 MWh per year, equivalent

to powering over 2,300 four-room public housing flats and avoiding about 4,280 metric tons of carbon dioxide per year.

Besides using green energy, SMRT Trains is also developing Green Station and Green Communications-Based Train Control (CBTC) to reduce energy consumption. Green Station utilises artificial intelligence (AI) algorithms to predict heat load and reduce energy consumption by 5-10 percent without compromising commuter comfort. Co-developing Green CBTC with Thales, SMRT Trains targets to reduce traction energy requirement of the North-South and East-West Lines by 15 percent via advanced coasting, adaptive slow running and regenerative braking.

As a major public transport operator, we play a key role in helping Singapore fulfil its SG Green Plan 2030. The green MRT network that we are operating is expanding. The Thomson-East Coast Line (TEL) Stage 3 started operation in November 2022, and Stage 4 will be ready in 2024. With an expanded network and COVID-19 in its endemic phase, we look forward to serving more commuters, and helping Singapore become greener. Our retail and advertising arm, Stellar Lifestyle, launched Staytion Spaces at Marsiling, Woodlands and Paya

Lebar stations and Staytion Lifestyle Centre at Dhoby Ghaut MRT station in 2022 and 2023, allowing residents to work near their homes, thereby reducing their need for travel.

Launching New Green Businesses

We have formed our STRIDES Green Tech Group (SGT) to help SMEs to make “great STRIDES for a green future” by accelerating their digitalisation and adoption of green mobility. We are happy to share that SGT can position to be the technology partner and champion for SMEs in Singapore. We believe that electric Mobility-as-a-Service (eMaaS) would be a game changer and the SGT has moved swiftly into this space with the launch of 2 new brands, EVCo and ChargEco, with our JV partners. In addition, we launched a fully owned subsidiary, STRIDES Digital, to spearhead and accelerate the decarbonisation of SMEs with data and digital solutions.

At EVCo, we offer comprehensive solutions for electric mobility and sustainable transportation with its 3D approach (decarbonisation, digitalisation, data). It offers a full spectrum of data-enabled eMaaS services such as decarbonisation planning, operations planning, electric vehicle (EV) leasing, fleet management and maintenance over a proprietary AI-enabled

digital platform. Partners and clients of EVCo include Singapore Environment Council (SEC), Alliance 21 and OTIS, to name a few. Over at ChargEco, we are installing, operating and maintaining EV chargers, as well as provide other EV charging related services, at public and private premises. In February 2023, ChargEco was the first Charging Point Operator to complete the inaugural batch of HDB carpark EV charging points under the LTA's first large-scale tender.

Collectively, our initiatives and new businesses support our partners, SMEs and customers to transform and avoid emissions in the ecosystem.

Safe and Inclusive Workplace

Workplace Safety and Health (WSH) is our top priority. We prioritise the safety and well-being of our employees and all those who work in our depots, interchanges and network.

We are committed to providing a safe and healthy working environment. We strictly adhere to all relevant safety and health regulations, and continually assess and improve our safety practices to minimise the risk of accidents and incidents. We also prioritise

employee well-being and invest in initiatives to promote physical and mental health, work-life balance, and professional development of staff. We have introduced periodic health screening for safety critical vocations in end 2022, to help our employees to better monitor their chronic illnesses. On top of equipping our Business Units with mental well-being champions, since February 2023, employees can also seek counselling services under SMRT's partnership with Singapore Counselling Centre.

To strengthen our workplace safety culture, our leaders at all levels continued to step up their Gemba Walk. Such walks have boosted employee morale, and helped drive the message “Think Safety, Work Safely and Go Home Safe”.

In July 2023, we held an Inaugural Annual SMRT Contractors' Safety Forum where we shared that SMRT would be reviewing and enhancing its safety considerations in its tender and contract evaluation process. This initiative aims to encourage our current and would-be contractors to place Safety as their top priority when working with SMRT.

We launched the Trains Safety Culture 2.0 in April 2022, where safety was introduced as the first

“S” of the Kaizen methodology. We engaged world leading safety expert Professor Hudson to guide SMRT Trains on organisational safety culture, and what we can do to improve and meet the safety standard of leading industries in safety like Oil & Gas and Aviation. Leading and lagging indicators were also put in place to benchmark and monitor our safety performance.

At the inaugural Public Transport Safety and Security Awards Day in August 2022, Bukit Panjang Light Rail Transit (BPLRT) won the Operational and Workplace Safety Award for Rail Operator, while Circle Line (CCL) received the Merit Award for the same Award.

Developing Sustainable Workforce

In SMRT, we provide not only a job, but a career. To create a sustainable and competent workforce pipeline, we believe every employee has the innate learning capacity and ability, and it is our responsibility to provide the right environment for training and professional development. We embarked on multiple manpower development efforts such as Memorandums of Understanding with Institute of Technical Education (ITE), 5 polytechnics and Singapore Institute of Technology (SIT). We launched the Internship Conversion Programme (ICON) to attract and retain our talented, committed

“We encourage all employees to embrace Lifelong Learning for Effectiveness, so that they can remain effective and relevant in a rapidly changing world with advanced technology such as digitalisation, AI, EV and ESG.”

interns. Our existing workforce are also provided LEAP sponsorship (Learning through Educational Advancement Programme) and leadership training (e.g. Emotional Intelligence and People Development), which contributes to a more productive and sustainable workforce.

We encourage all employees to embrace Lifelong Learning for Effectiveness, so that they can remain effective and relevant in a rapidly changing world with advanced technology such as digitalisation, AI, EV and ESG. We are proud to share the lifelong learning experience of our colleagues, Messrs Muhammad Mulyadi, Patrick Sim, Mohamed Sofian and Goh Kok Khoon.

Muhammad joined SMRT Trains as a Technical Officer in 2001 to kickstart his dream of working with trains. An ITE graduate, he worked towards deepening his engineering knowledge by taking a Diploma in Mechatronics and subsequently, a Degree in Systems Engineering with NUS. He is now a Senior Project Manager with TEL.

Currently Acting Category Manager from Procurement, Patrick is also pursuing a Master's programme to upgrade himself to stay relevant, and adaptable.

Mohamed, a senior learning solutionist from SMRT Institute, wanted to understand more structured ways to manage projects. He signed up for the Google Project Management Course and was particularly interested in learning about waterfall and scrum project management methodologies.

Kok Khoon, a senior supervisor from STRIDES Automotive Services, has been repairing and maintaining internal combustion engines since he joined the company 26 years ago. With the increased electrification of our fleet, he began his foray into EV by completing a course by EVCo to learn about the basics of electrical vehicles maintenance.

We are heartened and inspired by our colleagues' thirst for knowledge, diligence and perseverance and are pleased to be able to support them on their learning journeys.

Promoting Inclusive Workforce

We believe in and promote an inclusive workforce. In line with an ageing population in Singapore, we have employed seniors to serve as Service Ambassadors and raised our official retirement age ahead of the government's timeline. To make our workplace more conducive for seniors, we are working with Changi General Hospital to design an “ergonomic workplace” where

seniors can reduce the risk of injury and work in a safer environment.

We are happy to renew our Collective Agreement in 2023, providing economic security and enhanced terms and conditions for our workforce. The strong partnership has enabled us to develop our workforce in a constructive and sustainable manner.

Sustainable Travel

For a Public Transport Operator (PTO), building a sustainable future starts with providing safe, reliable and inclusive service. The safety of commuters and passengers is SMRT's top priority, and we constantly seek innovative solutions to enhance commuter safety. The iSafe system at BPLRT, a Kaizen for Safety project, was rolled out in mid-2023. Through carefully positioned cameras and video analytics (VA) technologies, BPLRT Operations Control Centre staff will be alerted to take necessary measures when a commuter is detected on the track or standing within the “Keep Clear” zone on the platform.

In November 2022, the Singapore Rail Discovery Centre (SRDC) @ Mandai Depot was officially opened. More than three decades of Singapore's rail industry achievements and innovations are

featured at the SRDC, the first-of-its-kind permanent exhibition dedicated to Singapore's MRT network. Through the SRDC, we hope to inspire and galvanise the next generation of rail employees and engineers to sustain Singapore's public transport system and maintain its world-class standard.

Engaging Communities

Taking an ecosystem approach, we collaborated with LTA and the National Environmental Agency (NEA) to launch our very own Green Living Campaign, which promotes Green Citizenry and Green Commute by leveraging the media spaces in our network. The advertisements provide simple tips on what to do to save the environment, save energy and reduce food waste. This educational campaign complements Singapore Green Plan 2030 and exemplifies how our network can be used for a greater good.

In November 2022, the second edition of our annual signature fundraising event *Tap For Hope* (TFH) was expanded to cover 8 stations and 2 interchanges. Our MRT network enabled our passengers to donate via tapping, an action highly associated with public transport in Singapore, for the first time¹. This collaboration with the President's Challenge and

¹For the first edition of TFH, donation was collected via QR code only.

EZ-Link raised over \$40,000 for those in need.

As of December 2022, all 98 SMRT-operated MRT stations (NSEWL, CCL and TEL [till phase 2]) and 4 bus interchanges, including Woodlands Temporary Bus Interchange, are Go-To Ready and certified Dementia Go-To Points. These initiatives provide services such as wayfinding, first aid, location of missing children or the elderly to those travelling in our network, their families, and the communities. We deployed NaviLens to help the visually impaired navigate around 3 SMRT-operated bus interchanges and are studying the feasibility of deploying this app at our MRT stations.

Comic Connect, an initiative to install heritage-themed, comic-style murals to engage the community in the vicinity of our train stations, was launched in June 2022 to commemorate SMRT's 35th anniversary. We collaborated with local artists to showcase the unique heritage and cultures of respective neighborhoods. As of August 2023, such murals have been installed in 18 stations, bringing life to history, sparking connections or trips down memory lanes.

Governance

In today's digital age, cybersecurity governance plays a critical role in ensuring cyber security and sustainability in our interconnected world. It encompasses the policies, procedures, and practices that SMRT must implement to safeguard our information, systems, and networks from cyber threats. To reinforce cyber resilience, we enhanced operational readiness across both Information Technology and Operational Technology (OT). We aligned ourselves with Cyber Security Agency of Singapore's Cybersecurity Code-of-Practice 2.0 and put together a new cybersecurity governance framework with the support of Rajah & Tann Cybersecurity. We further strengthened the cyber resilience of our systems by establishing a strategic partnership with Ensign Info-Security.

We have raised internal cybersecurity awareness through e-learning, webinars and sharing of case studies with employees, as well as phishing simulation exercises. A Memorandum of Understanding was also signed with the Centre for Cybersecurity in March 2023 to collaborate on OT cybersecurity training. Through

all these efforts, we hope to build a secure and resilient digital ecosystem.

To encourage our vendors to become more sustainable, we attribute a five percent weightage for sustainability considerations for tenders above \$1 million. An inaugural Sustainability Workshop for our value chain partners was organised in February 2023 where we shared our Kaizen philosophy and ways to encourage Kaizen for Sustainability among our employees and our partners.

Kaizen & Financial Sustainability

Since SMRT adopted Kaizen in 2018, it has empowered our employees to pursue continuous improvement. In FY23, we implemented more than 1,300 Kaizen projects with reported savings of about \$100 million. These Kaizen initiatives are a testament to SMRT's culture of embracing incremental improvements, to raise productivity and cut wastage. Our newest train line, the Thomson-East Coast Line (TEL) has also implemented many Kaizen projects in the areas of operations, maintenance, and service.

In FY23, SMRT Trains reported earnings before interest and tax or

an operating profit of \$6.1 million, which constitutes an overall profit margin of less than 1 percent.

SMRT TEL also paid a dividend of \$40.8 million to SMRT Trains, contributing to its profit after tax of \$42.5 million in the same year. This payout is from the accumulated profits over the last three years and is the first dividend to SMRT Trains since it commenced operations on 31 January 2020.

The Journey Ahead

We are pleased that our sustainability proposition has created value for the organisation, through cost avoidance & reduction, innovation, creation of new business opportunities, better access to capital and markets, and attracting the talents who believe in our sustainability agenda.

We will introduce the Taskforce on Climate-related Financial Disclosures (TCFD) framework in our next sustainability reporting to provide added focus on the methodology for assessing and reporting on climate-related risks, opportunities, and strategies. By focusing on the financial implications of climate change, we will be prioritising the issues that are most material to our operations

and businesses, leading to more effective risk management and decision-making.

Our sustainability journey will not be possible without the continued support and efforts of our shareholder, regulator, employees, commuters, vendors, suppliers, and partners. We would like to express our heartfelt gratitude to everyone who is on this journey with us. Through our collective efforts, we have contributed to a more sustainable future for generations to come.

SMRT will *Do Right* no matter how challenging the situation may be, *Do Good* for our workforce, commuters, and communities, and *Do Well* commercially, financially, and sustainably. We will continue to be responsible stewards of key public transport assets as we embark on our journey to *Move People, Enhance Lifestyles*.

Seah Moon Ming
Chairman

Ngien Hoon Ping
Group CEO

Statement by the Board Sustainability Committee

Our theme of “Moving People, Creating Sustainable Futures” speaks to SMRT’s role in the everyday lives of the people we impact. Building a sustainable future for our commuters and customers starts with providing safe, reliable, inclusive and environmentally responsible transport. Our trains are the most environmentally friendly mode of public transport. And with “Go-To-SMRT” service initiatives, dementia Go-To points and incorporating infrastructure for special needs, we continue to amplify our social responsibility, care, and affinity with our community. We do this through a team of dedicated employees who are committed to our mission. We aim to galvanise a new generation of engineers, transport workers, and supporters by showcasing our 3-decade history in launching the Singapore Rail Discovery Centre, to communicate our innovation and impact for society.

We believe caring for society includes caring for the environment. As we reimagine the future of mobility with integrated and green value-added services for our communities, we invest in and inspire our employees to explore possibilities that enable us to grow in a sustainable manner. Over the past year, our businesses have made steady progress on our ESG priorities, and we met the targets set for usage of electricity, water and waste generated as we expand our businesses. We also partnered with our suppliers to raise awareness and quantify their impact on our Scope 3 emissions. We have developed electric mobility solutions and businesses for ourselves and for our customers for a greener and better future. With this, we actively support ecosystem partners and Small and Medium Enterprises (SMEs) to transform, and have started to account for our Scope 4 emissions. Building the future of green transport includes working with schools to prepare future generations of talent because we are in businesses that require multigenerational investment. This aligns with our shareholder and stakeholder interests to deliver value for society, and to positively impact the lives of people.

Our Sustainability Statement

- SMRT is committed to promoting safe and sustainable transport for commuters and communities to deliver long term value to our stakeholders and business
- We continuously embrace Kaizen and adopt eco-friendly technologies to lower our carbon footprint and enhance economic productivity
- We promote mobility and social cohesion by providing socially inclusive travel
- With our expansive network and operations, we can enhance lifestyles and play a leading role helping commuters and communities be green stewards for a more sustainable and inclusive future

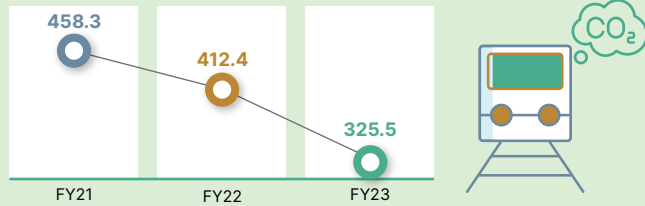
SMRT in Brief

Environmental¹

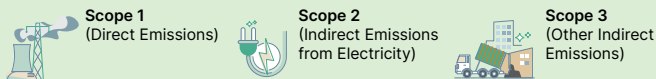
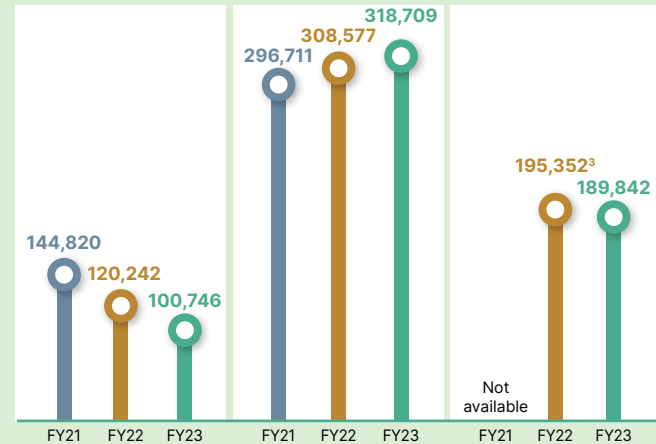
Emission Intensity (tCO2e/\$M revenue²)

– SMRT Trains

Scope 1 + 2 (SMRT Trains)



Greenhouse Gas Emissions (tCO2e) – SMRT Group



¹ As part of our efforts to improve data collection methodologies, FY21's and FY22's environmental data have been restated to reflect more accurate emissions and consumption data

² Trains revenue recorded: \$ 599.8M (FY21); \$ 645.5M (FY22); \$ 813.2M (FY23)

³ (a) Scope 3 was measured over a 12-month period. (b) Categories 1, 2 and 5 were computed based on Purchase Order values for FY22 but computed based on invoiced values in FY23 (c) Updated Category 3, Fuel and Energy related electricity emissions. (d) In Category 13-downstream assets, the GHG emissions (33,000 tCO2e) from taxis and tenants were also reported in Scope 1 and 2, and Scope 3 respectively. For SR2023, the emissions are reported under Scope 1 and 2.

Energy consumption and generation

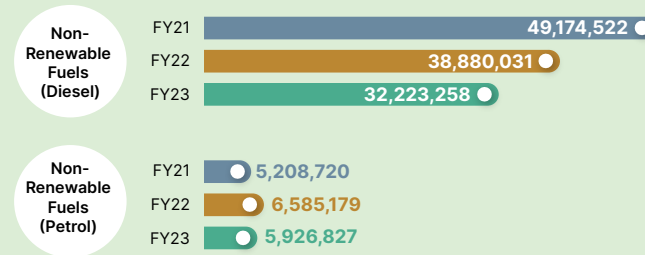
Electricity Consumed (kWh)	FY21	FY22	FY23
	723,385,548	752,674,603	780,668,162

The above amounts include:

On-site Renewable Electricity Generation (kWh) ⁴	FY21	FY22	FY23
	1,164,129	1,197,544	2,300,837

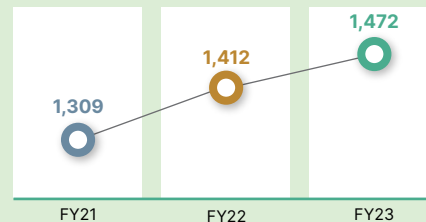
⁴ For FY21 and FY22, only renewable energy generated in Bishan Depot. For FY23, data includes Bishan Depot, Tuas West Depot and Gali Batu Bus Terminal.

Fuel consumption by fuel type (Litres)



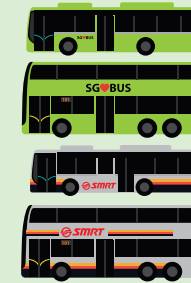
Water withdrawn and consumed

Total Water Withdrawn by Source (megalitres)



Fleet count⁵

944 buses



- 17 electric buses**
(comprising 11 Linkker, 6 single and double-decker buses)
- 8 diesels hybrid**
- 919 ICE buses**

1,514 taxis



- 1,207 Prius**
(fully hybrid)
- 300 electric taxis**
(EVs)
- 7 London**
(Diesel)

⁵ Fleet count as of 31 March 2023

Rainwater harvesting

Approximately **500 litres** of freshwater for each train wash and an estimated total of

29,000 litres of freshwater saved per day



SMRT in Brief

Social

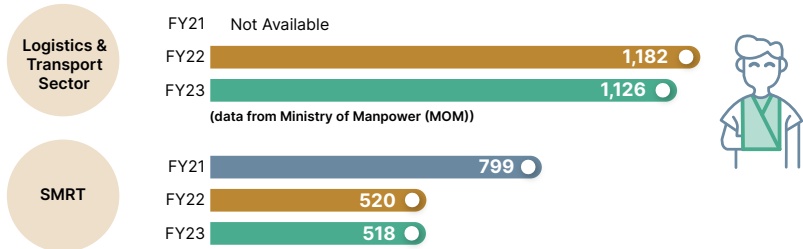
Accessibility and Inclusive travel

All our buses are

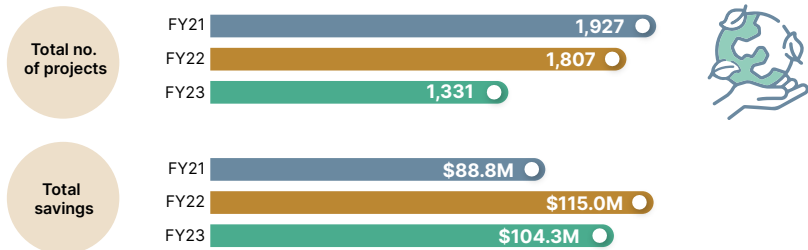
100% wheelchair accessible



Workplace Injury Rate (WIR) per 100,000 Employees



Kaizen projects



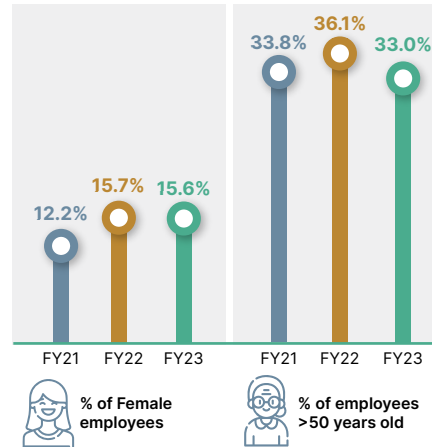
Kaizen for Sustainability projects

(involving environment, safety and security) make up



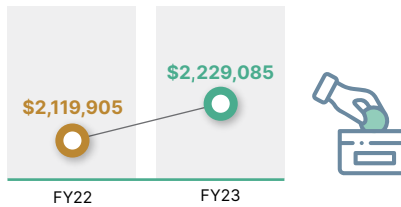
11% of the total number of projects and
27% of the total savings

Diversity Metrics

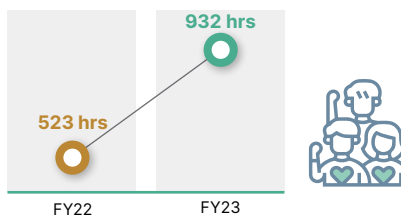


Donations, sponsorships, volunteer hours

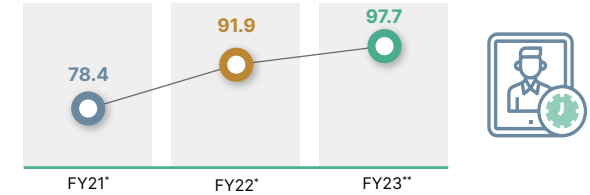
Donation and in-kind sponsorship



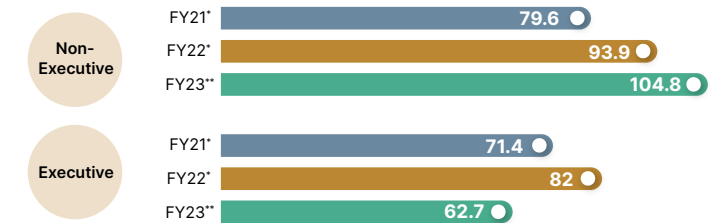
Volunteering hours



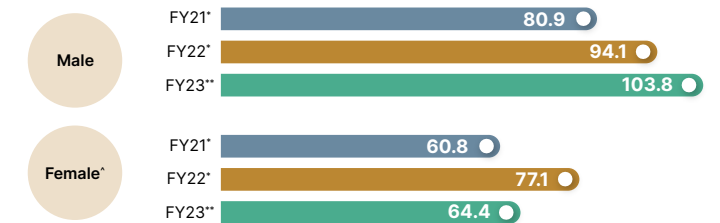
Training hours



Average training hours per Employee Category



Average training hours per Male & Female Employee



* For full time employees in FY21 and FY22

** Includes part-time employees that forms about 5% of SMRT employees.

* Higher average training hours for males due to a higher ratio of male employees in Rail Ops/Maint job roles (e.g. Asst. Engineers, Train Captains) that require additional qualification training for new joiners & yearly currency training.

Governance and Risk management topics

Anti-corruption & Anti-bribery

Zero cases

of corruption/bribery

Cybersecurity and Data Privacy

Zero cases

of cybersecurity breaches

Awarded ISO 37001

(Anti-bribery Management Systems)

Awards and Achievements

Service Excellence

Customer Service Excellence for Transport: Ms Nor Heidayah Binte Abdullah

– SMRT Trains Ltd
Singapore Tourism Awards 2022,
Singapore Tourism Board

Outstanding Award (12 winners)

National Kindness Awards – Transport Gold
2022, Singapore Kindness Movement

Commendation Award (188 winners)

National Kindness Awards – Transport Gold
2022, Singapore Kindness Movement

Star Award (591 winners)

Excellence Service Award 2022,
Singapore Retailers Association

Gold Award (333 winners)

Excellence Service Award 2022,
Singapore Retailers Association



Winner and Finalists of the Singapore Tourism Award 2023 – Customer Service Excellence for Transport with their families.



Winners of the National Kindness Awards – Transport Gold 2022 (Bus Operations Category)

Silver Award (772 winners)

Excellence Service Award 2022,
Singapore Retailers Association

Operational Excellence



Bus Tech team clinching second runner up award at Singapore BusTech Grand Challenge 2022

Team of the Year (Transportation Award) – EVCo

SBR Management Excellence Award 2022,
Singapore Business Review Magazine

Bus Technician Category (Second Runner Up) – SMRT Buses Ltd

Singapore BusTech Grand Challenge 2022,
Singapore Bus Academy and Employment and
Employability Institute

Safety and Security

Operational and Workplace Safety (Rail Operator)

Excellence Award: Bukit Panjang Light Rail Transit – SMRT Trains Ltd

Public Transport Safety and Security Awards
2022, Land Transport Authority



Workplace Safety and Health Innovation Award Recipients

Operational Safety (Point-to-Point Operator) Excellence Award – STRIDES Taxi Pte Ltd

Public Transport Safety and Security Awards
2022, Land Transport Authority

Operational and Workplace Safety (Rail Operator)

Merit Award: Circle Line – SMRT Trains Ltd

Public Transport Safety and Security Awards
2022, Land Transport Authority

Special Commendation Awards (2 winners)

Public Transport Safety and Security Awards
2022, Land Transport Authority

Star Award: Brake Hub Rebuild Table with Clamp, Coupler Removal Tool, HAZMAT

Waste Disposal System at the Ten Mile
Junction Depot, Project Eagle to enable
remote diagnosis by supervisors, Project

Safe Depot to implement safety measures
at the Ten Mile Junction Depot, Track cover
initiative in the workshop, Track Access

Management System (7 Winners) –
SMRT Trains Ltd

Public Transport Safety and Security Awards
2022, Land Transport Authority

Safety and Security (continued)

Star Award: Threat-Oriented Person Screening Integrated System e-learning programme – SMRT Corporation Ltd
Public Transport Safety and Security Awards 2022, Land Transport Authority

Bronze Award: Data Driven Contact Tracing Protocol – SMRT Buses Ltd
Workplace Safety and Health Innovation Award 2022, Workplace Safety and Health Council

Bronze Award: Project Eagle – SMRT Trains Ltd
Workplace Safety and Health Innovation Award 2022, Workplace Safety and Health Council

Bronze Award: Project Fall Prevention Systems – SMRT Trains Ltd
Workplace Safety and Health Innovation Award 2022, Workplace Safety and Health Council

Mr Wong Joo Kit – SMRT TEL Pte Ltd
Workplace Safety and Health Awards for Supervisors 2022

Company Merit Award (Public Bus Fleet) – SMRT Buses Ltd
Singapore Road Safety Awards 2022, Singapore Road Safety Council

Safe Driver Excellence Award: Tay Chiang Hin – SMRT Buses Ltd
Singapore Road Safety Awards 2022, Singapore Road Safety Council

Safe Driver Merit Award: Marzuki Zafran Bin Sulaiman – SMRT Buses Ltd
Singapore Road Safety Awards 2022, Singapore Road Safety Council



SMRT Trains presented with award for Risk Technology and Public Initiative at the ASEAN Risk Award ceremony

Risk Management
Risk Technology Category (Winner)
– SMRT Trains Ltd
ASEAN Risk Award 2022

Public Initiative Category (Runner-up)
– SMRT Trains Ltd
ASEAN Risk Award 2022

Capability Development
Workplace Learning Organisation of Excellence (Platinum) – SMRT Trains Ltd
National Centre of Excellence for Workplace Learning



Minister Chan Chun Sing presenting to President SMRT Trains, the Workplace Learning Organisation of Excellence (Platinum) award - the highest award for exceptional and innovative approach to Workplace Learning



WINK+ receiving Silver award for excellence in loyalty marketing at Marketing Excellence Awards 2022

Marketing
Executive of the Year (Retail):
Tony Heng – Stellar Lifestyle
SBR Management Excellence Award 2022, Singapore Business Review Magazine

Excellence in Gaming (Gold):
TransitLink – Stellar Ace
Marketing Excellence Awards 2022, Marketing-Interactive

Excellence in Loyalty Marketing (Silver):
WINK+ – Stellar Lifestyle
Marketing Excellence Awards 2022, Marketing-Interactive

Excellence in Pivot Marketing (Bronze):
TransitLink – Stellar Ace
Marketing Excellence Awards 2022, Marketing-Interactive

Best use of Promotions (Gold):
TransitLink – Stellar Ace
Mob-Ex Awards 2022, Marketing-Interactive

Best App Install Campaign (Silver):
TransitLink – Stellar Ace
Mob-Ex Awards 2022, Marketing-Interactive

Best Mobile Payments Integration (Silver):
TransitLink – Stellar Ace
Mob-Ex Awards 2022, Marketing-Interactive

Best Use of Mobile Integration (Silver):
TransitLink – Stellar Ace
Mob-Ex Awards 2022, Marketing-Interactive

Best Location-Based Marketing (Bronze):
WINK+ – Stellar Lifestyle
Mob-Ex Awards 2022, Marketing-Interactive

Best Use of Display Advertising (Bronze):
TransitLink – Stellar Ace
Mob-Ex Awards 2022, Marketing-Interactive

Best Use of Direct Marketing (Silver):
Wink+ – Stellar Lifestyle
Loyalty and Engagement Awards 2022, Marketing-Interactive

Corporate Social Responsibility

Charity Silver Award (Charity Silver)

Community Chest Awards 2022,
National Council of Social Service

Corporate Volunteer Award

Volunteer Appreciation 2023, AWWA

Friend of the Arts Award

Patron of the Arts Award 2022,
National Arts Council

President's Certificate of Commendation (COVID-19) – SMRT Trains Ltd

2022 National Awards (COVID-19) – Land
Transport Support, Prime Minister's Office

President's Certificate of Commendation (COVID-19) – SMRT Buses Ltd

2022 National Awards (COVID-19) – Land
Transport Support, Prime Minister's Office

Community First Responder Award (8 winners)

Singapore Civil Defence Force



GCEO receiving President's Certificate of Commendation (COVID-19) on behalf of the Singapore Public Transport Operator Community

Community Lifesaver Award (11 winners)

Singapore Civil Defence Force

Public Spiritedness Award (4 winners)

Singapore Police Force

National Safety and Security Watch Group Award (2 winners)

Singapore Police Force

Cheng San-Seletar Long Service and Community Awards

Community Partner Award

Human Resource

Most Popular New Employer Award, FastJobs



SMRT receiving the Most Popular New Employer Award at FastJobs Employer Awards

List of Memberships and Associations

- Singapore Human Resource Institute (SHRI)
- Management Development Institute of Singapore (MDIS)
- Singapore Institution Of Safety Officers (SISO)
- Singapore National Employers Federation (SNEF)
- Sustainable Energy Association of Singapore (SEAS)
- National Taxi Association
- National Private Hire Vehicles Association
- Singapore Low Carbon network
- IHRP Corporate Membership





Our Sustainability Approach

- Sustainability Framework
- Environmental, Social, and Governance (ESG) Value Creation
- Sustainability Governance
- Stakeholder Engagement
- Materiality Approach and Process
- Aligning and Contributing to the United Nations Sustainability Development Goals
- Sustainability Strategy
- FY23 Goals and Targets
- Enabling Decarbonisation in the Ecosystem
- Climate Transition Plan

Our Sustainability Approach

Sustainability Framework

The Framework comprises three core pillars:



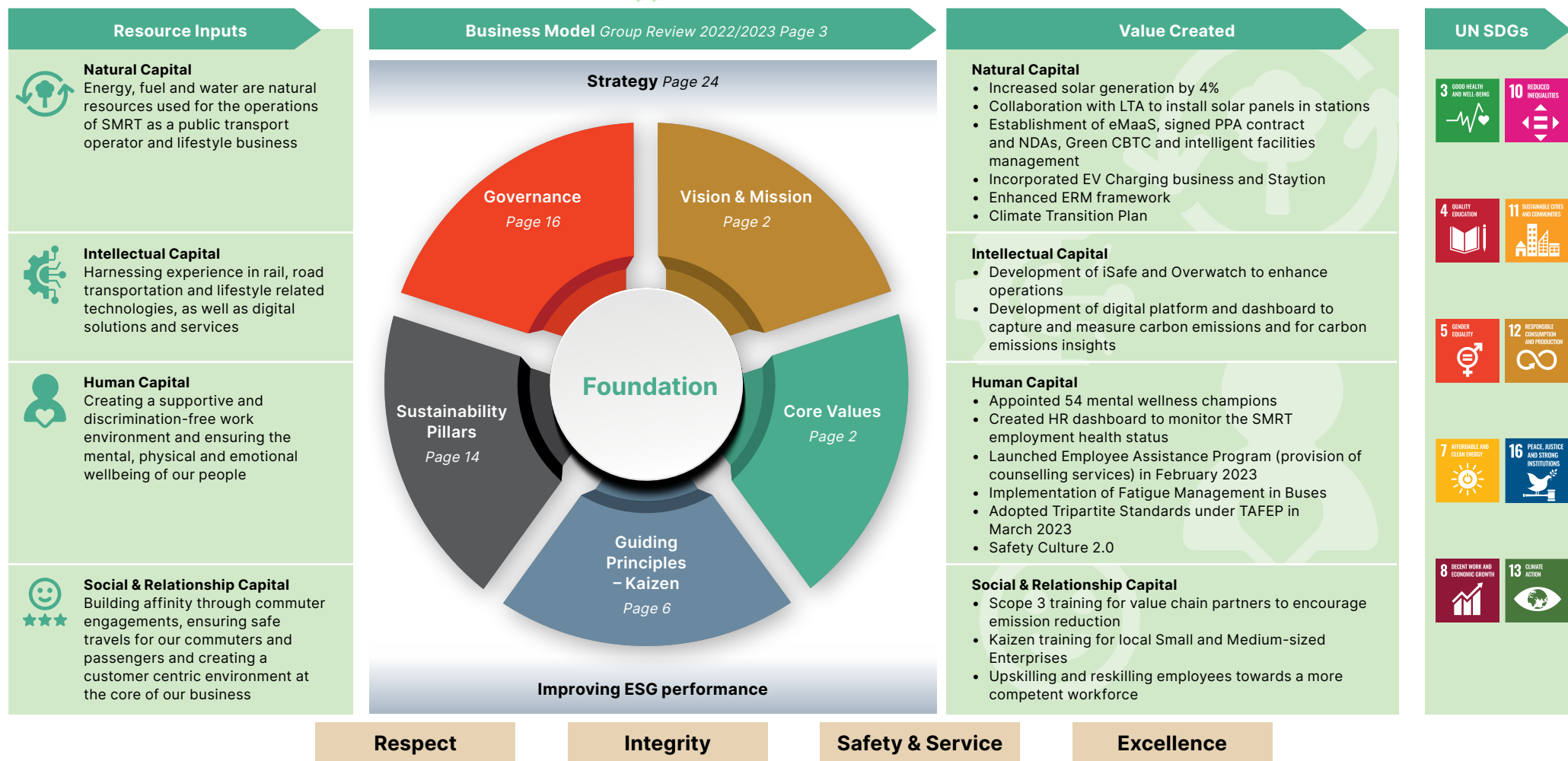
Environmental, Social, and Governance (ESG) Value Creation

At the core of our business operations, we want to minimise our environmental footprint by providing low carbon emission

modes of travels for our commuters. We want to create value for both our internal and external stakeholders. With reference to the Integrated Reporting Framework by the International Integrated Reporting Council (IIRC), we have developed our

value creation process with the aim to support integrated thinking, decision-making and actions that focus on the creation of value over the short, medium, and long term.

Moving People, Creating Sustainable Futures



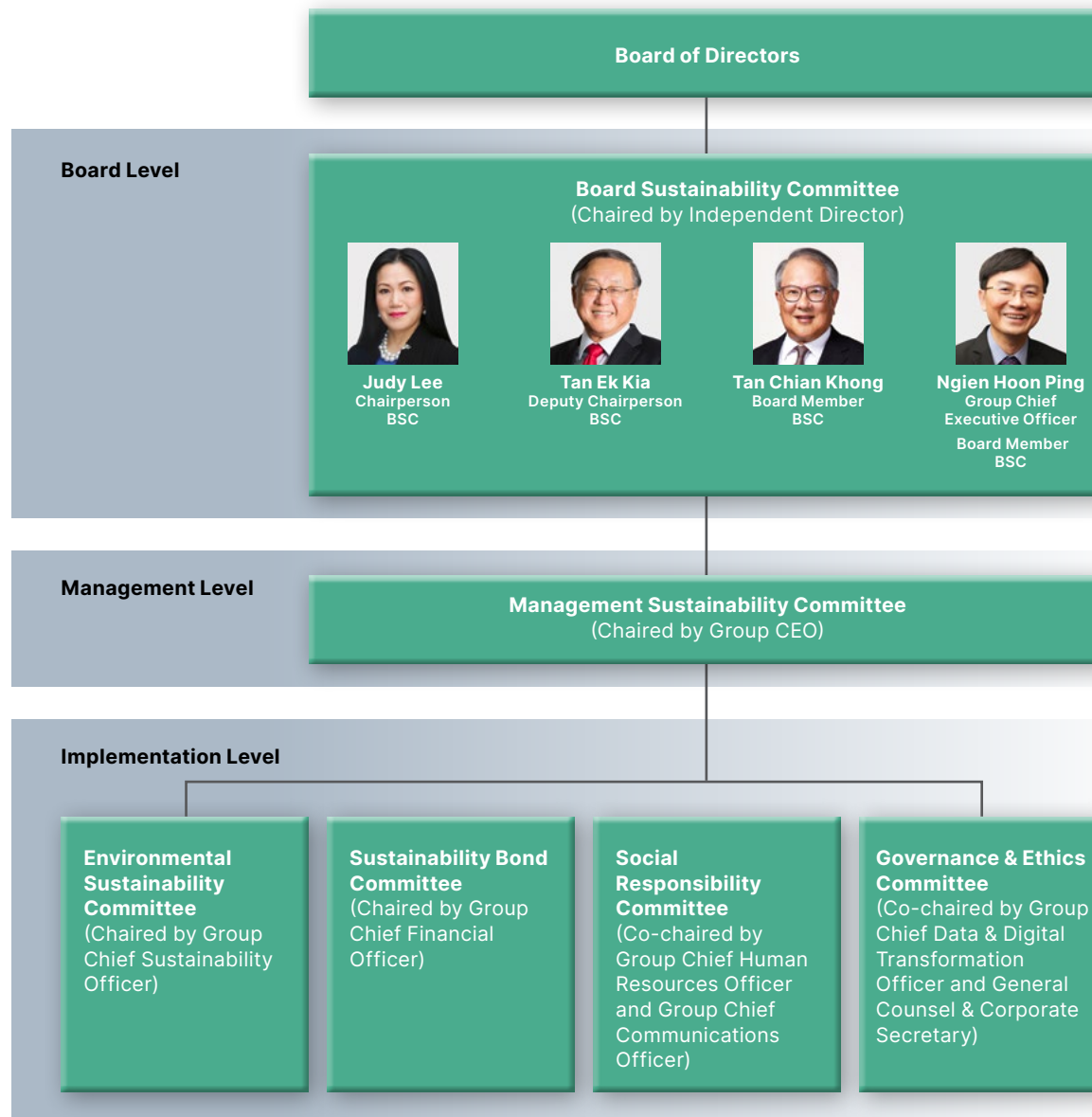
Sustainability Governance

The SMRT Board is the highest governance body of the Company. Consisting of the Chairman, one Executive and nine Non-Executive Directors as of 31 March 2023. The Board reviews, considers and approves the Company’s purpose, value, mission statements, strategies, policies, and goals related to sustainability to keep pace with its role in a rapidly changing business environment. Appointed by shareholders to oversee the management of the business and affairs of the Company, the Board has also put in place an appropriate structure to drive the sustainability agenda so as to achieve sustainable outcomes for all stakeholders.

The Board is supported by the Board Sustainability Committee (BSC) that comprises three independent directors and Group Chief Executive Officer, all of whom have attended and completed various trainings on sustainability conducted by the

Singapore Institute of Directors (SID), Competent Boards (CB), and University of Oxford & Saïd Business School in 2022. Led by Chairperson Judy Lee, a risk management professional, the BSC oversees the development and implementation of sustainability strategies of the Group.


Throughout the year, the Management Sustainability Committee (MSC) spearheaded by the Group Chief Sustainability Officer - Gan Boon Jin, updates the BSC on SMRT’s material ESG issues, ESG performance, initiatives, and work plans through quarterly BSC meetings. Working together with the dedicated Environmental Sustainability Committee, Sustainability Bond Committee, Social Responsibility Committee and Governance & Ethics Committee, the MSC is responsible in managing the organisation’s impacts on the economy, environment, and people.










Stakeholder Engagement

We regularly engage our key stakeholders through both formal and informal platforms. Key stakeholders have been identified based on their impact on our business as well as the potential impact of our business activities, products, and services on them. Ongoing communication with our stakeholders is essential to enabling us to identify and address their concerns, in addition to obtaining their feedback on our sustainability measures and performance.

Summary of Stakeholder Engagement Efforts

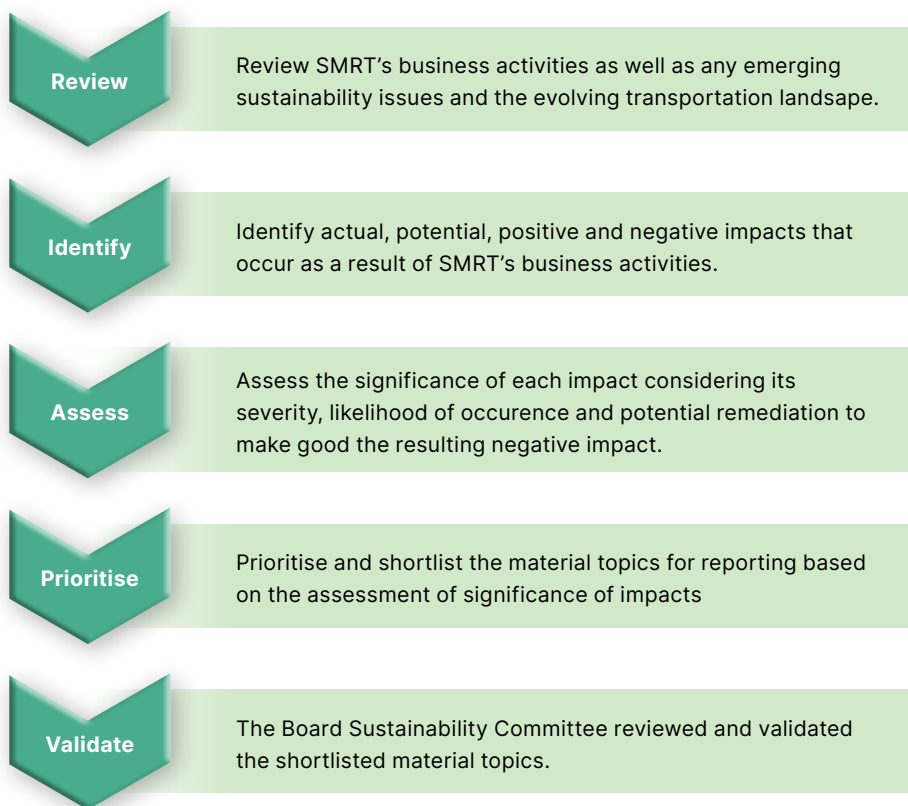
Stakeholder group	Engagement method & frequency	Stakeholder concerns	Our response
<p>Employees</p> 	<ul style="list-style-type: none"> • Communication channels (e.g., Employee Circulars/ Regular townhalls/Leaders-in-Conversation and ground visits by leaders (regularly) • Employee Workplace social media (regularly) • Workforce engagement survey (annually) • Performance review (annually) • Employee engagement activities, such as webinars and volunteering activities 	<ul style="list-style-type: none"> • Career and talent development • Work-life balance • Access to communication channels • Health and safety 	<p>Employee Engagement</p> <ul style="list-style-type: none"> • Seek feedback from employees through Workforce Engagement Survey to better understand employees' sentiments • Facilitate change management efforts e.g. raise awareness of ESG, Core Values, Safety, etc via Learning Moments and protected time • Workplace from Meta digital platform to provide employees a "voice" to connect with others in SMRT regardless of when and where they work • Engage employees e.g. ground visits, Leadership-In-Conversations, Townhalls, protected time, comms on Workplace, HR communication roadshows • Recognise employee efforts e.g. Annual Awards, Long Service Awards, Leadership Awards • 35th Anniversary Celebratory Events e.g. OurSMRT Day, token of appreciation <p>Employee Health and Well being</p> <ul style="list-style-type: none"> • Engage Singapore Counselling Centre (SCC) for the Employee Assistance Programme to provide counselling services to employees who require support for mental health • Partner with Alliance MediNet to provide voluntary health screening and flu vaccination for all employees to check their risk for diabetes, hypertension and high cholesterol. Additional tests were also available for the critical vocations above 50 years old • Engage with Civil Service Club (CSC) services and workshops for health/wellbeing activities (both physical & mental) where available • Appoint mental wellness champions (who are from various BUs and trained in Psychological First Aid) • Launch of Employee Assistance Programme on Mental Well-Being • Review of medical assessments – includes on-site health screening & flu vaccination exercise across various work premises • Conduct engagement sessions to inform and encourage employees to sign up for Integrated Shield plans and/or insurance rider(s) for added protection <p>Development of Workforce</p> <ul style="list-style-type: none"> • Train & develop employees e.g. training transformation, leadership, learning for effectiveness event • Tailor Leadership Development training for different employee groups • Integrate talent development with green harvesting (e.g. EMA), talent identification, career planning and leadership development • Sign MoUs with ITE, Polytechnics and SIT • Launch Internship Conversion Programme

Stakeholder group	Engagement method & frequency	Stakeholder concerns	Our response
<p>Customers</p> 	<ul style="list-style-type: none"> • Social media (e.g; Facebook, Instagram, YouTube, Twitter, LinkedIn) (ongoing) • Educational tours and community programmes (ongoing) • Customer service touchpoints (ongoing) • Festive campaigns (ongoing) • Feedback management (Hotline, Emails, WhatsApp's, Website, SMRT Connect apps) for concerns and queries (ongoing) • Sustainability Report (annually) 	<ul style="list-style-type: none"> • Safety and Health • Accessibility & inclusivity • Customer satisfaction & service • Commuter and Community Engagement • Fair leasing practices • Transport network outreach and footfall • Raising awareness of environmental concerns • Disclosure of our ESG performance and targets 	<ul style="list-style-type: none"> • Deliver public transport that is reliable, safe and commuter centred. • Stringent maintenance and cleaning regime to keep our infrastructure, vehicles, and equipment safe for commuters. • Maintain reliability to achieve more than one million Mean Kilometres Between Failure (MKBF) • Adopt "WeCare" framework that focuses on 4 key service thrusts to build affinity and drive our commuter engagement and service excellence programmes and initiatives. • Provide Go-To SMRT services to commuters and communities. • Train our employees to go the extra mile to serve and enhance our infrastructure to meet the needs of commuters from all walks of life • Regular and festive engagement programme to connect with commuters, youths, and communities • Work with LTA to enhance first/last mile connection to encourage commuters to take public transport which is a greener mode of transport • Raise tenant awareness to reduce wastage and use greener materials
<p>Media</p> 	<ul style="list-style-type: none"> • Media events / briefings • Media releases (regularly) • Media queries (dynamic, very regular and timely) to meet the news cycle • Group Review Report and Sustainability Report (annually) • Proactive pitching of positive story angles and employees' profiles to media • Social media posts (e.g. Facebook, LinkedIn) (Daily) 	<ul style="list-style-type: none"> • Updates on company performance and developments on latest products, services, and related contents • Public health and safety 	<ul style="list-style-type: none"> • Provide media statements, including timely, detailed and relevant information for major incidents, responding to viral social media posts and proactive media announcements • Dedicated media hotline / email • Update via social media posts (e.g. Facebook, LinkedIn)
<p>Shareholder</p> 	<ul style="list-style-type: none"> • Group Review Report and Sustainability Report (annually) • Quarterly meetings • Engagement for material matters (regularly/where necessary) 	<ul style="list-style-type: none"> • Accountability, transparency, and ethical business • Company business outlook • Timely response to queries 	<ul style="list-style-type: none"> • Regular updates on business and financial performance, strategy, views on operating landscape and business outlook • Updates on material transactions

Stakeholder group	Engagement method & frequency	Stakeholder concerns	Our response
<p>Partners/ Suppliers</p> 	<ul style="list-style-type: none"> Regular monthly and ad-hoc meetings with key partners/suppliers Sustainability workshops for partners/suppliers Sustainability questionnaire for tenders above \$1M 	<ul style="list-style-type: none"> Lack of expertise, resources, and awareness of sustainability practices and ESG requirements 	<ul style="list-style-type: none"> Raise partners/suppliers' awareness of Scope 3 emissions via sustainability workshop Supplier Code of Conduct available online encompasses employment standards, workplace health and safety, intellectual property, corruption and bribery and environmental management
<p>Local Communities</p> 	<ul style="list-style-type: none"> Community outreach programmes (ongoing) Donations & Sponsorships (ongoing) Sustainability Report (annually) 	<ul style="list-style-type: none"> Inclusive well beings of commuters and communities Educating on safe and gracious commuting Social needs 	<ul style="list-style-type: none"> Review community needs to plan CSR programmes Partner with social service agencies to enhance the training of our frontline employees and conduct inclusive campaigns to raise awareness of the needs of vulnerable commuters Align CSR initiatives to our 3 'E' pillars – Enabling mobility, Empowering through arts and education, Encouraging environmental sustainability Learning journey at stations, bus interchanges and depots School outreach programme to build a sense of belonging and ownership between students and PT nodes Communities in station programme to partner local grassroots, social and community partners
<p>Government and Regulators</p> 	<ul style="list-style-type: none"> Virtual and face-to-face meetings (regularly) Consultation sessions (regularly) Group Review Report and Sustainability Report (annually) 	<ul style="list-style-type: none"> Compliance with Legal, regulatory and licensing requirements 	<ul style="list-style-type: none"> On-going measures to ensure compliance with legal, regulatory and licensing requirements, including relevant audits on our infrastructure Feedback to government and regulators on the industry's evolving trends and standards (e.g. matters relating to WSH Act, cybersecurity etc.), and operational risks
<p>Trade Unions</p> 	<ul style="list-style-type: none"> Informal / formal consultations (regularly) Annual Report and Sustainability Report (annually) 	<ul style="list-style-type: none"> Dialogue with Management on employment practices and trends Knowledge sharing and capacity building 	<ul style="list-style-type: none"> Regular Union-Management engagement sessions are conducted at various levels (e.g. senior management, middle management, etc) to share updates and discuss workforce matters (e.g. collective bargaining agreement negotiations) Conduct Labour Management Relations training for tripartite trio of Tripartite Management Tree Annual Labour Management Relations Retreat for SMRT management team, unions, and HR leaders Annual Labour Management Relations Retreat as part of the Tripartite (MOM, LTA, PTOs)

Materiality Approach and Process

In accordance with the Global Reporting Initiative (GRI) 2021 standards, we conducted an impact assessment exercise as part of a refresh to our materiality assessment. The exercise aimed to identify topics that represent SMRT’s most significant impact on the economy, environment, and people, including impacts on human rights.



Overall, there are no significant changes to SMRT’s material topics since the previous materiality assessment performed in the previous year. However, the impact assessment has resulted in some material topics that share similar impacts being grouped together to streamline our reporting.

Sustainability Pillar	Key Material Topics	FY22 Material Sub-Topics	FY23 Material Sub-Topics
Green Businesses & Operations	Energy consumption	• Energy consumption	• Energy consumption
	GHG Emissions	• Decarbonisation	• Decarbonisation
	Resource Stewardship	• Waste management & Circular economy • Water	• Waste management & Circular economy • Water
Sustainable Communities	Human Capital	• Employee Engagement ¹ • Employee health and well-being • Employee safety ² • Diversity & non-discrimination • Development of workforce • Human rights and fair labour ³	• Employee health and well-being • Workforce safety • Diversity & non-discrimination • Development of workforce
		Customer Service & Satisfaction	• Customer Service & Satisfaction • Public health & safety
		Our Impact on the Community	• Local communities • Accessibility & inclusivity
Responsible Practices	Cybersecurity & Data Protection	• Cybersecurity & Data Protection	• Cybersecurity & Data Protection
	Business Ethics & Integrity	• Anti-corruption & Anti-bribery • Regulatory compliance • Corporate governance & board diversity • Risk management • Supply chain management	• Anti-corruption & anti-bribery • Regulatory compliance • Corporate governance & board diversity • Risk management • Supply chain management

¹ In FY23, Employee Engagement is reported under ‘Employee health and well-being’. Engagement with employee formed part of the well-being initiative carried out to improve work culture, reduce turnover, increase productivity, build better work and customer relationships. High employee engagement enabled workers to be our best advocates.

² For FY23, Employee safety is renamed as Workplace Safety to include contractors and Original Equipment Manufacturers (OEMs).




³ In FY23, Human rights and fair labour is covered under other material sub-topics within human capital instead of a standalone topic.





⁴ Social economic development is reported under the material topic ‘Local Communities’ to highlight the value creation that SMRT forge through supporting ecosystem partners and small and medium enterprises.

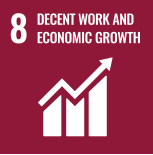



Aligning and Contributing to the United Nations Sustainability Development Goals

We support the United Nations Sustainable Development Goals (UN SDGs), which is an urgent call for action by all countries - developed and developing - in a global partnership. The UN SDGs recognises that ending poverty and other deprivations must go hand-in-hand with strategies that

improve health and education, reduce inequality, and spur economic growth – all while tackling climate change. We have therefore mapped our sustainability efforts to the relevant SDG targets and will continue to strive to create a sustainable future for all.

SDG	Material Topics	SDG 2030 Targets	Our efforts
<p>Goal 7</p>  <p>Affordable and clean energy</p>	<ul style="list-style-type: none"> Energy 	<p>Target 7.1 - By 2030, ensure universal access to affordable, reliable and modern energy services.</p> <p>Target 7.2 - By 2030, increase substantially the share of renewable energy in the global energy mix.</p> <p>Target 7.a - By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology.</p>	<ul style="list-style-type: none"> Install solar photovoltaics at our facilities Source greener electricity supply Improve energy efficiency by maintaining air condition temperatures at 25°C or higher at offices, implement AI-based solutions to improve station aircon efficiency and reduce train traction energy usage Introduce STRIDES DST (EVCo) to provide end- to-end eMaaS for commercial companies to help them accelerate their decarbonisation journey Incorporate STRIDES YTL (ChargEco), an EV Charging management business to support the growing electric vehicles' charging demand
<p>Goal 12</p>  <p>Responsible consumption and production</p>	<ul style="list-style-type: none"> Water Waste management & Circular economy 	<p>Target 12.5 - By 2030, substantially reduce waste generation through prevention, reduction, recycling, and reuse.</p> <p>Target 12.6 - Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.</p>	<ul style="list-style-type: none"> Prohibit dine-in disposables at depots and interchanges Recycle water for train and bus washing and more efficient water taps Achieve Water Efficient Building (WEB) status for all Bus Depots, Interchanges, and MRT stations Recycle metal waste and e-waste
<p>Goal 13</p>  <p>Climate Action</p>	<ul style="list-style-type: none"> Greenhouse Gas Emissions 	<p>Target 13.3 - Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.</p>	<ul style="list-style-type: none"> Track GHG emissions, set targets and devise plans to achieve them Provide training to small medium enterprises to raise awareness Establish STRIDES Digital: Develop composable digital platform and advanced analytics to help companies capture value throughout its decarbonisation journey Low-carbon diesel alternative for SMRT Buses

SDG	Material Topics	SDG 2030 Targets	Our efforts
<p>Goal 3</p>  <p>Good health and wellbeing</p>	<ul style="list-style-type: none"> Employee health & well-being Public health & safety Employee safety 	<p>Target 3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.</p>	<ul style="list-style-type: none"> Appoint 54 mental wellness champions Partner Singapore Counselling Centre to provide counselling services for employees Conduct on-site health screening and flu vaccination exercise Launch Employee Assistance Programme on Mental Well-Being
<p>Goal 4</p>  <p>Quality education</p>	<ul style="list-style-type: none"> Development of workforce 	<p>Target 4.4 - By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.</p>	<ul style="list-style-type: none"> Training transformation for Enterprise (Project Enterprise), STRIDES (Project Apollo) and Trains (Project Everest) for continuous improvement and development of our workforce Workplace Learning: Appoint and train approximately 700 employees as Workplace Trainers across Trains and STRIDES. Of which, 70 Bus Captains have completed NACE Training and certified as Workplace Trainers Professional Certification Pathway: Complete assessment by 17 Railway Engineers and 9 Bus Technicians leading to Chartered Engineering Technologists and Technicians Continue ITE Apprenticeship Enhance Buses' BTD Trainers value proposition with wider job scope Leverage Learning Technology: Augmenting training with Virtual Reality and Mixed Reality technology
<p>Goal 5 & 10</p>   <p>Gender equality, Reduced inequalities</p>	<ul style="list-style-type: none"> Diversity & non-discrimination Accessibility & inclusivity Corporate governance & board diversity 	<p>Target 5.1 - End all forms of discrimination against all women and girls everywhere.</p> <p>Target 10.2 - By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.</p>	<ul style="list-style-type: none"> Implement re-employment of Bus Captains beyond 70 years old in support of age and gender inclusivity efforts Celebrate gender equity and inclusivity through International Women's Day Adopt Tripartite Standards under TAFEP (i.e. Flexible Work Arrangements, Age-Friendly Work Practices)

SDG	Material Topics	SDG 2030 Targets	Our efforts
<p>Goal 8 & 11</p>   <p>Decent work and economic growth, Sustainable cities and communities</p>	<ul style="list-style-type: none"> • Diversity & non-discrimination • Employee engagement • Local communities • Customer service & satisfaction 	<p>Target 8.8 - Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.</p> <p>Target 11.2 By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons.</p>	<ul style="list-style-type: none"> • Adopt-A-Station / Adopt-An-Interchange (AAS/AAI) programme with primary and secondary schools • Implement NaviLens at Woodlands Integrated Transport Hub (WITH) for the visually impaired • Complete Wayfinding murals at WITH for individuals with cognitive disabilities • Conduct Workforce Engagement Survey (WES) • Work with Changi General Hospital on occupational health intervention e.g. pilot project with the Component Servicing Centre in our Trains unit, to improve ergonomics in the workplace
<p>Goal 16</p>  <p>Peace, justice and strong institutions</p>	<ul style="list-style-type: none"> • Anti-corruption & Anti-bribery • Regulatory compliance • Risk management • Corporate governance and board diversity • Cybersecurity and data privacy 	<p>Target 16.4 - By 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organised crime.</p> <p>Target 16.5 - Substantially reduce corruption and bribery in all their forms.</p>	<ul style="list-style-type: none"> • Communicate regulatory compliance and Anti-Corruption & Anti Bribery (ACAB) policies through Employee Code of Conduct and Ethics • Conduct annual refresh trainings on regulatory compliance and ACAB • Maintain Whistle Blowing Policy to provide employees a safe channel to raise concerns without the risk of retaliation • Implement Data Protection Associates programme to enhance compliance with Personal Data Protection Act 2012 (PDPA)
<p>Goal 12</p>  <p>Responsible consumption and production</p>	<ul style="list-style-type: none"> • Supply chain management 	<p>Target 12.7 - Promote public procurement practices that are sustainable, in accordance with national policies and priorities.</p>	<ul style="list-style-type: none"> • Introduce Sustainable Procurement (SP) Specification Checklist • Mandatory 5% evaluation scoring weightage for sustainability as part of tenders above \$1M • Conduct inaugural SP workshop for vendors • Partner suppliers to raise awareness and to quantify their impact on our Scope 3 emissions

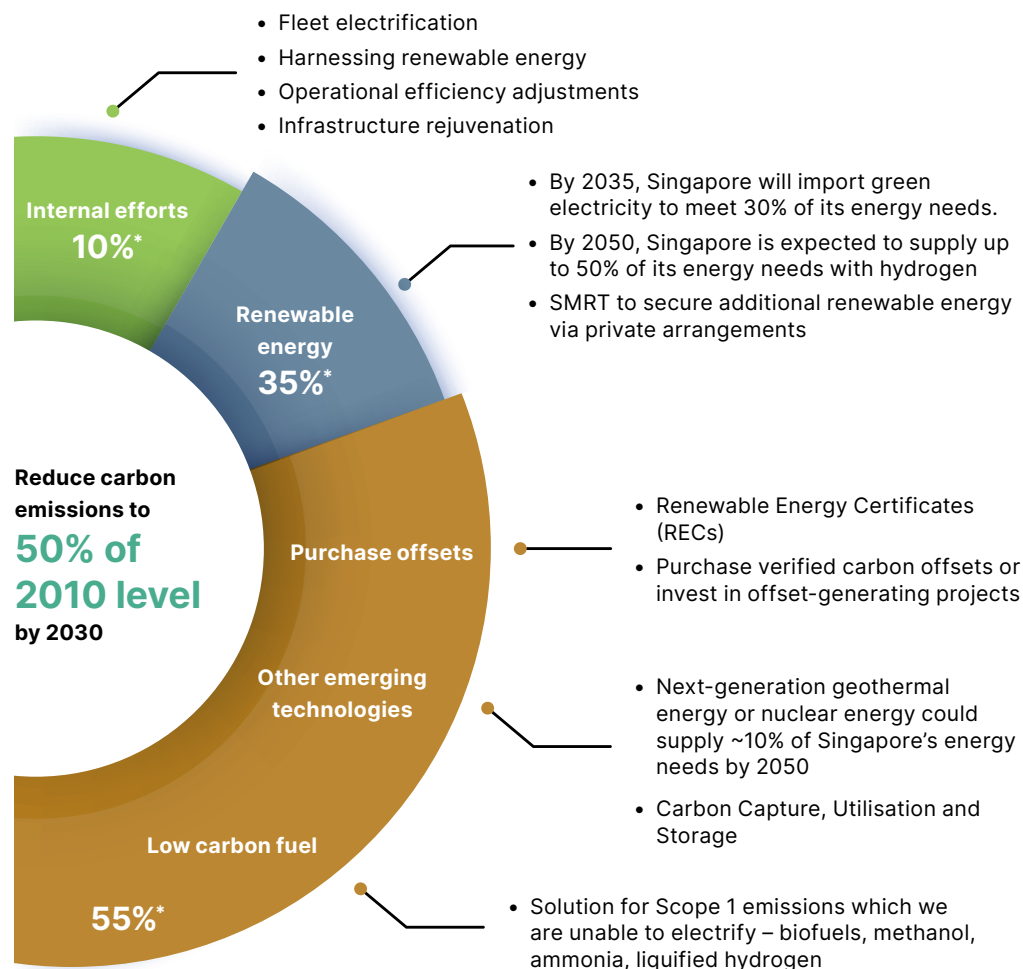
Decarbonisation Strategy

As net zero pressure mounts, a pertinent issue faced by many businesses in Singapore is the limited visibility on feasible decarbonisation pathways. Procuring enough clean energy, adopting more sustainable alternative energy, and cleaning up supply chains scattered across the globe are examples of challenges faced by many. We have adopted a robust decarbonisation strategy with clear milestones to reduce our environmental impact and contribute to Singapore's sustainability goals. Our ambition is for SMRT to position itself as a leader in sustainable transportation and support Singapore's vision of a smart, eco-friendly, and efficient transportation system. To align with the growing demand for sustainable transportation, SMRT has diversified its business by venturing into sustainable solutions. This includes the establishment of EVCo through a joint venture by STRIDES Holdings, a business unit of SMRT that focuses on providing mobility solutions and services. By integrating sustainable transportation options into our core business, SMRT can offer a comprehensive and eco-friendly mobility ecosystem.

As illustrated in our 2030 Decarbonisation pathways, SMRT recognises the importance of harnessing renewable energy to power its operations and reduce its carbon footprint. This is achieved through engaging in power purchase agreements (PPA) with renewable energy solutions provider that procures renewable energy directly from sources like solar or wind farms. By diversifying our energy sources, we are contributing to the growth of clean energy. Our commitment to harnessing renewable energy showcase our dedication to sustainable and environmental stewardship. Through these efforts, we can demonstrate leadership in embracing renewable energy solutions.

By 2030, we have projected that the consolidated emissions arising from Scope 1, 2 and 3 alongside with business growth is estimated to be ~1.01 MtCO₂e. We assessed our own internal efforts to contribute 10% of the total GHG reduction required to reach 50% of our 2010 emissions. We will need to separately secure additional green electricity via PPAs to complement the electricity supply from the national grid. We will actively collaborate with government agencies, industry partners and research institutions to identify opportunities to incorporate other sustainable solutions such as purchase of RECs, investment in carbon credits and emerging technologies to accelerate our decarbonisation efforts. By leveraging collective expertise and resources, we seek to drive innovation and share best practices. These partnerships will foster knowledge exchange and enable SMRT to stay at the forefront of industry advancements.





Drive Towards Decarbonisation 2030







~0.571 MtCO₂ emitted in 2010

* refers to estimated reduction effort to meet the 2030 target

FY23 Goals and Targets

 Material Topics	 Targets Set for FY23	 Performance in FY23	 Key Targets for FY24 and beyond
Greenhouse Gas Emissions	<ul style="list-style-type: none"> In FY23, reduce scope 1 and 2 emissions by 1%, compared to FY22 Reduce emissions to 50% of 2010 level by 2030 Achieve net zero by 2050 Converting SMRT's vehicle fleet to green vehicles by 2030 Full electrification of taxi fleet by 2026 	<ul style="list-style-type: none"> Scope 1 and 2 emission reduction exceeded target 	<ul style="list-style-type: none"> In FY24, reduce Scope 1, 2 and 3 emissions by 1.5% Reduce emissions to 50% of 2010 level by 2030 Achieve net zero by 2050 Convert SMRT's vehicle fleet to green vehicles by 2030 Full electrification of taxi fleet by 2026
Energy Consumption	<ul style="list-style-type: none"> Increase solar generation by FY23 	<ul style="list-style-type: none"> Increased solar generation by 4% to 4.8MWp (Info: we were 4.6MWp and added 0.2MW in STEL to 4.8MWp) Signed PPA contract to expand Bishan Depot's Solar PV system in October 2022. Installation expected to complete in FY24 (estimated increase in solar energy output: 1,800MWh/year) Collaborated with LTA on tender to install solar panels at 9 existing MRT stations. Tender awarded in March 2023 (estimated increase in solar energy output: 2,160MWh/year) 	<ul style="list-style-type: none"> Promote end-to-end sustainable mobility solutions to help commercial fleet owners decarbonise their fleet Deep dive into areas of energy consumption reduction such as: <ul style="list-style-type: none"> » Green CBTC » Green Station energy optimisation Target to increase current solar generation by at least another 50% by end of 2026
Water	<ul style="list-style-type: none"> In FY23, reduce water consumption by 5%, compared to FY22 	<ul style="list-style-type: none"> Water consumption reduction met target 	<ul style="list-style-type: none"> In FY24, reduce water consumption by 5%, compared to FY23 Assess our water use (i.e. water audit) to identify water saving opportunities, with a view to establish water consumption reduction target in the coming years.
Waste Management & Circular Economy	<ul style="list-style-type: none"> In FY23, reduce paper consumption by 15%, compared to FY22 	<ul style="list-style-type: none"> Paper consumption reduction met target 	<ul style="list-style-type: none"> In FY24, reduce paper consumption by 15%, compared to FY23
Employee Safety	<ul style="list-style-type: none"> Zero Major Injury / Fatality Workplace Injury Rate: ≤ 520 per 100,000 workers 	<ul style="list-style-type: none"> Zero Major Injury / Fatality Workplace Injury Rate: 518 per 100,000 workers 	<ul style="list-style-type: none"> Zero Major Injury / Fatality Workplace Injury Rate: ≤ 466 per 100,000 workers
Development of Workforce	<ul style="list-style-type: none"> Reduce turnover rate 	<ul style="list-style-type: none"> Achieved turnover rate of 11.7% which is below industry standard of 16.5% 	<ul style="list-style-type: none"> Continue to maintain below industry-average turnover rate

FY23 Goals and Targets *(continued)*

 Material Topics	 Targets Set for FY23	 Performance in FY23	 Key Targets for FY24 and beyond
Customer service & satisfaction	<ul style="list-style-type: none"> Achieve higher rating for Customer satisfaction Index of SG (CSISG) Obtain higher rating for PTC Annual Customer Survey above industry average 	<ul style="list-style-type: none"> Achieved CSISG Customer Satisfaction Score – 73.1 (FY22: 72.1) Achieved PTCSS Customer Satisfaction Score – 8.0 (FY22: 7.9) 	<ul style="list-style-type: none"> Obtain same/higher rating for PTC Customer Satisfaction Survey (PTCSS)
Local Communities	<ul style="list-style-type: none"> Educational outreach to 36 schools 	<ul style="list-style-type: none"> Educational outreach to 79 schools 	<ul style="list-style-type: none"> Educational outreach to 92 schools
Business Ethics & Integrity	<ul style="list-style-type: none"> Zero incidents of corruption recorded Zero incidents of significant non-compliance with laws or regulations recorded 	<ul style="list-style-type: none"> Zero incidents of corruption Zero incidents of significant non-compliance with laws or regulations 	<ul style="list-style-type: none"> Zero incidents of corruption Zero incidents of significant non-compliance with laws or regulations
Cybersecurity & Data protection	<ul style="list-style-type: none"> Zero incidents relating to data breaches of personal data or company-related confidential data 	<ul style="list-style-type: none"> Zero incidents of data breaches 	<ul style="list-style-type: none"> Zero incidents relating to data breaches of personal data or company-related confidential data
Supply Chain Management	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Ensured contract terms suppliers are BizSAFE and ISO 14001 certified, with no negative track records Partnered with contractors to enhance workforce safety Kickstarted Sustainability workshops for Value Chain Partners (VCP) 	<ul style="list-style-type: none"> Apply Sustainability weightage of 5% for tenders > \$1M Conduct 3 Sustainability workshops for VCPs Aspire to be Safety Queen Bee in Singapore Land Transport by collaborating with our contractors to achieve high standards of safety for the workforce Align with initiatives launched by WSH Council <ul style="list-style-type: none"> » Increase weightage of safety criteria in considerations of contracts evaluation » Encourage and provide platform for our contractors to open report on Safety

Enabling Decarbonisation in the Ecosystem

In our efforts to decarbonise, we have launched five new green businesses during the year. Our new businesses demonstrate SMRT's commitments to environmental sustainability and its role in addressing climate change. Through the launch of the following new green businesses, SMRT not only focuses on its own environmental impact but is transitioning into a company with strong ESG culture and practices, with key roles within the ESG ecosystem to create sustainable futures for all.

Business: EVCo

Launched: April 2022

Environmental Impact

A joint venture between STRIDES Holdings and DST Electric Vehicle (Shenzhen), EVCo is dedicated to establishing a robust electric vehicle (EV) infrastructure across Singapore. The business provides comprehensive solutions for electric mobility and sustainable transportation with its 3D approach (Decarbonisation, Digitalisation and Data). This includes EV leasing and advanced fleet management solutions tailored to a wide range of electric vehicles (EVs) catering to various operations profiles and requirements. This encompasses fleet monitoring, maintenance, scheduling, and optimisation to maximise the efficiency and performance of EV fleets. We want to empower our customers with spatial planning and deployment strategies for EV charging infrastructure for the smoothest transition to a fully electric fleet.

EVCo embraces innovation and invests in research and development to stay at the forefront of EV technology. This includes exploring battery advancements in battery technology, charging solutions and smart mobility systems. By staying abreast of emerging trends and collaborating with technology partners, EVCo aims to drive continuous improvement in EV performance and overall user experience.

In the commercial vehicle segment, factors such as vehicle cost, vehicle availability, and the inconveniences of charging EVs are concerns of Small and Medium Enterprises (SMEs) before adopting EVs. EVCo will continue to collaborate with Singapore's SMEs and independent last-mile service providers to help them in their decarbonisation journey.



EVCo showcased its digital capabilities to Minister of State Low Yen Ling

Business: Staytion

Launched: September 2022

Environmental Impact

Staytion brings co-working to commuters via our physical spaces and digital platform. Located in Marsiling, Paya Lebar and Woodlands MRT Stations, Staytion provides a conducive co-working space for customers who are attending business meetings or personal errands whilst commuting. By reducing commute, Staytion contributes to emissions reduction.



Staytion at Woodlands Station

Business: Hive by Stellar Lifestyle

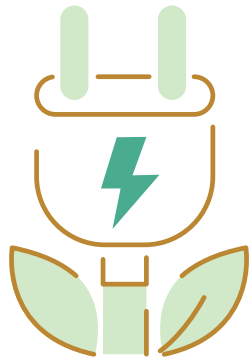
Launched: October 2022

Environmental Impact

Hive by Stellar Lifestyle, located at Esplanade MRT station provides SMEs with practical, go-to-market implementation solutions covering new consumer technologies and training studios, complemented with novel pop-up stores.



Hive at Esplanade Station



ChargEco will provide EV charging services at a total of **364** HDB carparks

Business: ChargEco
Launched: November 2022

Environmental Impact

A collaboration between STRIDES Holdings and YTL PowerSeraya, ChargEco is the first EV Charging Point Operator to successfully complete the first batch of HDB carpark EV charging points under the LTA recent large-scale tender. Under the tender, ChargEco will provide EV charging services at a total of 364 HDB carparks, and the EV chargers are expected to be completed by mid-2025. ChargEco aims to provide affordable, reliable, and sustainable charging services at private premises, such as condominiums, shopping malls, commercial buildings, and industrial parks with the goal of accelerating EV adoption in Singapore.



ChargEco EV charging station



The management teams of STRIDES and YTL PowerSeraya at the inaugural batch of HDB Carpark EV Charging Points under the LTA Large-Scale tender at Block 80 Telok Blangah Street 31 Multi-storey carpark.

Business: STRIDES Digital
Launched: November 2022

Environmental Impact

STRIDES Digital helps companies navigate their decarbonisation journey by harnessing digital and data to enhance existing capability and develop new capabilities and business insights. It is taking a fully integrated, data-driven, and digitised approach to produce customer, operations, and sustainability insights.

Our e-mobility composable digital platform and advanced analytics, empower companies to be faster, smarter, more sustainable, and cost-effective while capturing maximum value along the way. Such end-to-end solutions help companies to reduce their carbon emissions through effective fleet and resource optimisation overlaid with optimal EV charging management as part of their journey in achieving sustainable business goals.

STRIDES Digital creates value for its customers in four main areas:

Productivity uplift:

Identifying productivity gains with AI and advanced analytics, including diagnostics and predictive capabilities

Top line growth:

Helping companies tap new markets and expand into existing ones

Cost reduction:

Creating cost savings through fleet electrification and resource optimisation

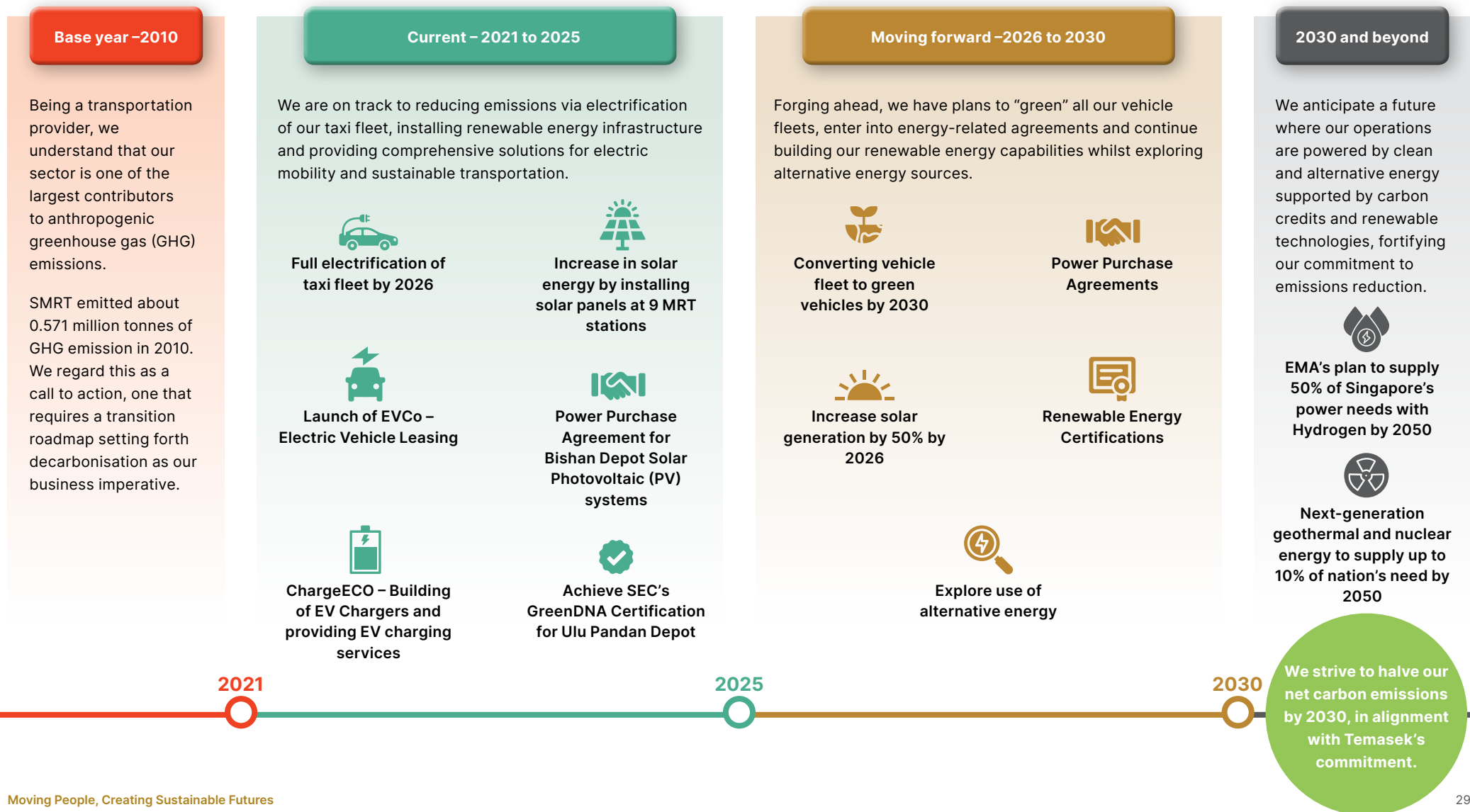
Regulatory relief:

Demonstrate commitment to responsible practices and transparency

Climate Transition Plan

The world is now warming faster than at any point in recorded history. The era of ‘global boiling’ has arrived as quoted by the Secretary-General of the United Nations. Tackling climate change has been increasingly challenging and the main driver of climate change is the greenhouse effect. As a major public transport operator, we want to contribute to reducing our carbon footprint by providing green solutions and encouraging the use of public transport over private vehicles. We

are working closely with the suppliers in our supply chain and forming partnerships to achieve a greener future. Our transition plan forms a significant part of our decarbonisation pathway and we are seeking ways to operate with environmental sustainability in mind. Through our actions we aim to halve our net carbon emissions by 2030, in alignment with Temasek’s commitment. We will continue to refine and update our SMRT Climate Transition Plan as we progress in this area.





Green Businesses & Operations

- Greenhouse Gas Emissions
- Energy
- Resource Stewardship
- Waste Management

Green Businesses & Operations

Greenhouse Gas Emissions

Why this issue is material

GHG emission is of utmost importance for a public transport service provider in Singapore due to its heavy reliance on electricity for MRT operations and electrification of vehicles. As a nation that prioritises eco-friendliness and is committed to combating climate change, Singapore places great emphasis on reducing carbon footprints and promoting greener modes of transportation. By actively monitoring and minimising GHG emissions, SMRT can contribute to Singapore's overall efforts in achieving its climate goals.

Implementing environmentally friendly practices, such as utilising energy efficient trains, optimising operation processes, and exploring renewable energy sources, not only ensures compliance with regulatory standards but also positions SMRT as a leader in sustainable transportation within the region. Through its commitment to reducing GHG emissions, SMRT can play

a vital role in creating a greener, healthier, and more sustainable future for Singapore.

How we manage this

GHG emissions remains one of the most discussed climate change and sustainability topics. This is even more relevant to SMRT's operations as transportation constitutes about 15% of Singapore's GHG emissions, as published by the National Climate Change Secretariat. Understanding SMRT's responsibility to combat climate change, we have launched a range of awareness campaigns during the year for our employees, tenants, value chain partners and general public.

The awareness campaigns aim to educate our stakeholders about the importance of addressing climate change and how everyone can contribute towards a low carbon society. Workshops and forums were also held to discuss and share on green and environmental practices internally and externally.

SMRT is also committed to become a greener workspace. For example, our Ulu Pandan Depot office has demonstrated excellent environmental performance by adopting sustainable practices and reducing their environmental impact. With the various initiatives in place, SMRT hopes to minimise its GHG emissions and aims to achieve its climate goals.

New initiatives and Ongoing Efforts

Awareness among our Stakeholders

The following table describes SMRT's initiatives with our stakeholders on raising awareness of the importance of GHG emissions.

Stakeholders: Employees

Initiatives done

SMRT recognises the importance of nurturing a sustainability-centred mindset among its employees and actively collaborates with LTA to achieve this goal. One initiative is encouraging employees to pledge their car-free days, committing to commute using public transport for a certain number of days each month. This initiative promotes the use of sustainable transportation options and reduces carbon emissions.



Chairman and GCEO taking the MRT

To further enhance employees' awareness of sustainability issues, SMRT organises lunchtime talks where employees can learn about various sustainability topics. These talks provide valuable insights and promote discussions on green practices and environmental conservation.

SMRT also actively participates in important environmental occasions such as Earth Day, World Environment Day, World Car-Free Day, and World Cities Day. These occasions serve as opportunities to engage employees on green issues, raise awareness, and encourage sustainable actions.



Posters on Earth Day, World Environment Day, World Car-Free Day, and World Cities Day

SMRT also participated in the LTA's Environmental Sustainability League. This league tracks environmental sustainability initiatives and measures carbon abatement in the public transport sector. By actively engaging in this league, SMRT contributes to the collective efforts in reducing carbon emissions and advancing sustainability in the transportation industry.

SMRT recognises the importance of sustainability and has taken proactive steps to integrate it into the fabric of our culture. For instance, we have incorporated Sustainability as one of the key themes in our onboarding briefs and Gemba Walks - structured walks undertaken by leaders to observe operations first-hand and engage with employees at the workplace. These walks provide valuable opportunities for our leaders to assess sustainability practices, identify areas for improvement, and encourage our employees to create innovative sustainable solutions.

We have also integrated environmental, social and governance (ESG) related themes into our Leaders in Conversation series, and introduced ESG

training programs, such as Kaizen for Sustainability for our senior leaders and middle management teams. These initiatives provide opportunities to equip them with the knowledge and tools to drive continuous improvement in sustainability practices in the company and to share sustainability opportunities to foster a culture that values sustainability solutions.



Leadership in Conversation on Kaizen for Sustainability by Chairperson BSC

To keep our employees apprised and to encourage them to embrace a sustainability mindset, we created various staff communication channels. These include the Environmental Sustainability Group in SMRT Workplace (by Meta), the inclusion of Sustainability topics in our e-learning modules, Learning Moments, HR communication roadshows and onboarding presentations to new hires. Through these channels, employees can stay abreast of ESG issues and developments, and learn tips on how they could contribute to achieving the company's ESG goals.



Stakeholders: Value Chain Partner (VCP)

Initiatives done

At SMRT, we recognise that sustainability is a collective responsibility that relies on collaboration and transparency among all stakeholders in our value chain. In line with this commitment, we have taken proactive steps to organise tri-annual workshops aimed at educating our value chain partners and enhancing their understanding of Scope 1, 2 and 3 emissions accounting. In February 2023, we successfully conducted our inaugural workshop, marking the beginning of an ongoing initiative to raise awareness and promote sustainable practices throughout our network.

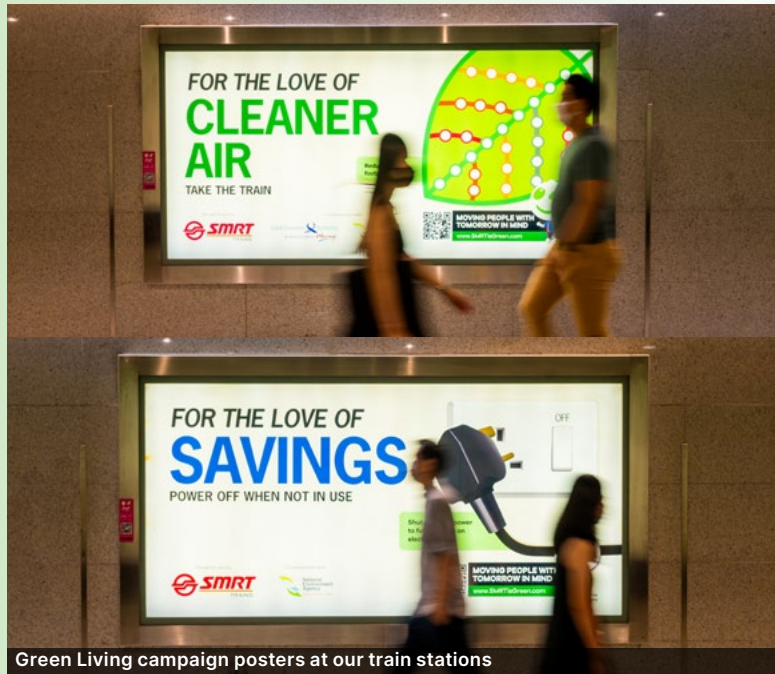


Stakeholders: Public

Initiatives done

In collaboration with LTA and the National Environment Agency (NEA), we launched the Green Living campaign, where we used our extensive island-wide network of transit advertising space to share with commuters quick and practical tips on leading a more sustainable lifestyle. For instance, commuters are encouraged to reduce carbon footprint by taking public transport and switch off the power to appliances when they are not in use.

In conjunction with the Green Living campaign, we are also supporting NEA's Say YES to Waste Less campaign launched in February 2023, by displaying campaign collaterals at SMRT retail shops to encourage more sustainable lifestyles. SMRT also supported Public Hygiene Council's SG Clean Day Largest Clean-up event on 13 May 2023, with close to 400 SMRT employees and their families participating in the clean-up at the F1 Pit Building.



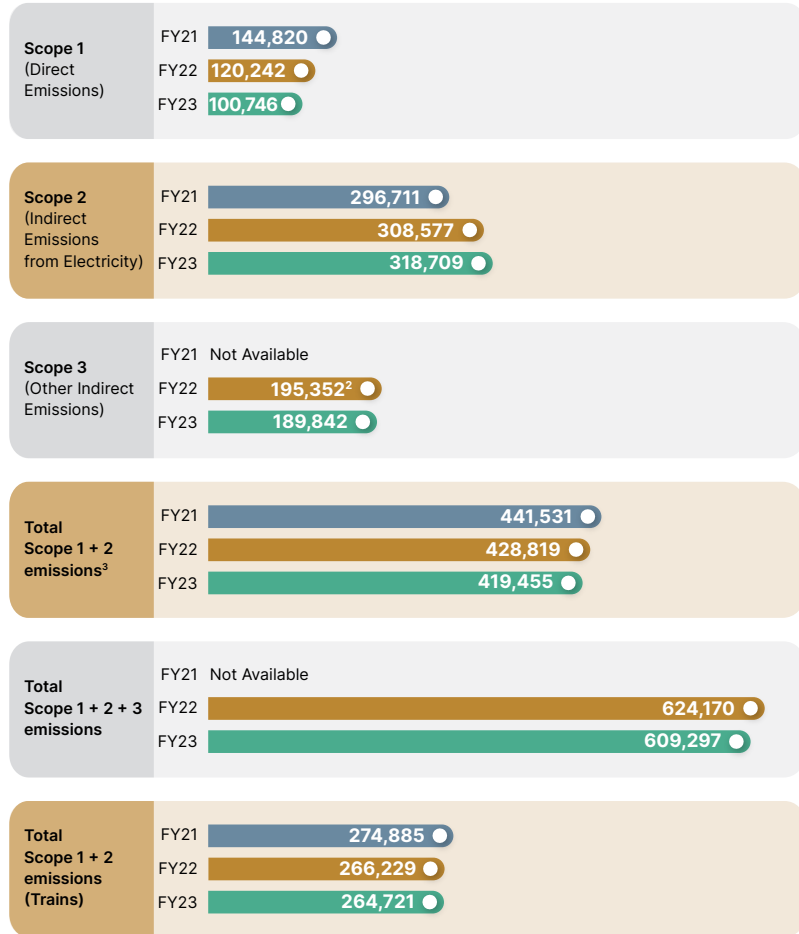
Green Living campaign posters at our train stations



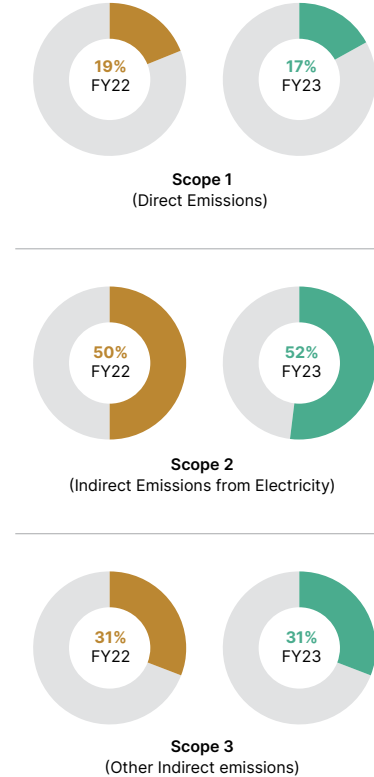
Public Hygiene Council's SG Clean Day Largest Clean-up event

With funding support from MSE's SG Eco Fund, we are partnering environmental consultancy Green Nudge to create learning trails for the public. These trails aim to drive awareness of simple yet effective messages on green commuting and inspire greener everyday habits. We have launched pilot learning trails in June 2023.

GHG Emissions (tCO2e)¹



Percentage of GHG Emissions (%)



Energy

Why this issue is material

As a public transport services provider, we are aware of the environmental warming potential of the emissions produced from our operations. We have reduced our environmental impact through various initiatives to reduce our energy consumption and increase solar energy generation at our premises. In line with the Singapore Green Plan 2030, we remain committed to improve our energy efficiency across our transport network and offices.

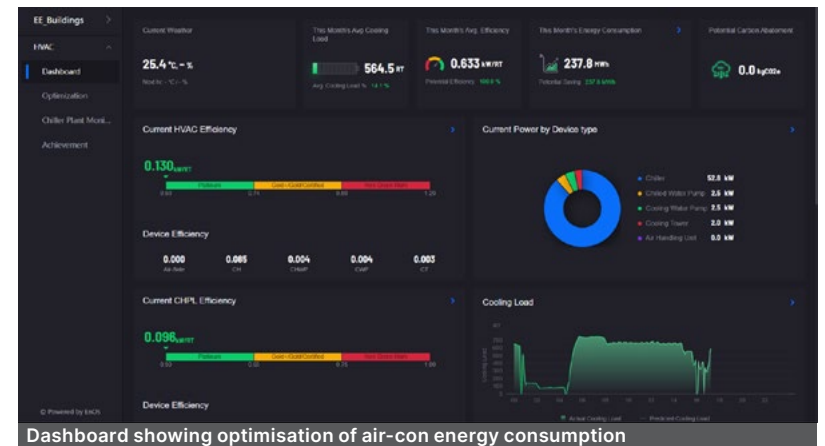
How we manage this

Energy reducing projects were introduced with the use of artificial intelligence (AI). Announced in December 2022, the Intelligent Facilities Management (IFM) – also known as Green Station – was

tested in two train stations with the aim to reduce their air-con energy consumption. With the use of predictive AI, the parameters of the air-con system can be adjusted more dynamically depending on the human crowd level in the stations. This will reduce incidents of over-cooling the stations, thereby reducing their air-con energy consumption.

Since 2016, we have installed solar photovoltaic (PV) systems in our Bishan Depot, Tuas West and Mandai Depot and selected TEL stations. In October 2022, we have signed a deal with EDPR Sunseap to expand Bishan Depot’s PV system to increase the PV capacity. In addition, we have also collaborated with Land Transport Authority on a tender to install solar panels at

¹ As part of our efforts to improve data collection methodologies, FY21’s and FY22’s environmental data have been restated to reflect more accurate emissions and consumption data.
² (a) Scope 3 was measured over a 12-month period. (b) Categories 1,2 and 5 were computed based on Purchase Order values but computed based on invoiced values in FY23 (c) Updated Category 3, Fuel and Energy related electricity emissions. (d) In Category 13- downstream assets, the GHG emissions (33,000 tCO2e) from taxis and tenants were also reported in Scope 1 and 2, and Scope 3 respectively.
³ All calculations are completed in accordance with the GHG Protocol. Scope 1 emission factors are obtained from the GHG Emissions Calculation Tool, while Scope 2 emission factors were obtained from SG Grid Emission Factors and the GHG Emissions Calculation Tool.



existing MRT stations along North-South and East-West Lines (NSEWL) and Circle Line (CCL). Moving forward, we have plans to install the solar PV systems in the upcoming TEL Stage 4 and 5 stations. With the completion of the PV projects, SMRT's total solar generation capacity will nearly double to power more than 2,300 four-room HDB flats. Various initiatives were also introduced during the year to reduce electricity consumption at our bus depots and interchanges which includes shortening the operating hours of lighting, setting a fixed air-conditioner temperature, and reducing operating hours for air-conditioner. Staggered lighting was programmed at concourse areas of bus interchange during off peak hour, fluorescent lightings were replaced with LED lights and motion sensors were installed at low footfall areas to reduce energy usage.

New Initiatives and Ongoing Efforts

Collaboration with Partners

At SMRT, we strive to enhance energy efficiency across our operations. This includes implementing energy-saving technologies and optimising timetables. SMRT Trains will be partnering Thales, who provided the Communications-Based Train Control (CBTC) system for our NSEWL, for "The Next-Generation Green CBTC Project". This project aims to reduce the matured NSEWL's traction energy consumption.

The Next-Generation Green CBTC Project will analyse NSEWL's train movement and energy usage profiles, based on data collected from Thales' CBTC system. Recommendations and suggestions will be provided on suitable changes to train timetables

and train movement profile to save traction energy. The new project is set to achieve a reduction of 15% of traction energy and create a greener NSEWL.

Expanding our Solar Energy Infrastructures

After installing the 1MWp system on the rooftop of Bishan Depot in 2016, expansion of the solar photovoltaic (PV) systems was done at Tuas West Depot in 2017, Mandai Depot 2019 and a second phase expansion to Tuas West Depot in 2022. There are also solar PV systems at selected TEL stations. The total solar energy generation capacity is 4.8MWp, capable of generating about 5,760 MWh of energy per year.

Moving forward, SMRT will be expanding its solar generation capacity with the following plans:

Bishan Depot

In October 2022, SMRT signed a deal with EDPR Sunseap to expand Bishan Depot's PV system. When the new 1.56MWp PV system is complete, the combined capacity of the new and existing PV systems at Bishan Depot will reach 2.56MWp.

Existing train stations along NSEWL and CCL

SMRT collaborated with LTA on a tender to install solar panels at existing MRT stations along NSEWL and CCL. In March 2023, EDPR Sunseap was awarded the contract, with an estimated 1.8MWp solar generation capacity in total.

Upcoming TEL Stage 4 and 5

Solar PV systems have been planned for the upcoming TEL Stage 4 and 5 stations.

When these projects are completed, SMRT's total solar generation capacity will nearly double to 8.8MWp. This will generate about 10,500MWh of energy per year, enough to power more than 2,300 four-room HDB flats.



Replacement of metal halide high bay light fittings to energy efficient LED lights at Woodlands Depot



Solar Panels at Mandai Depot

Green Stations with Artificial Intelligence

Announced in December 2022, we have started Intelligent Facilities Management (IFM) to reduce energy consumption at our train stations. In partnership with Envision Digital, SMRT will reduce its station air-conditioning energy consumption through predictive AI to adjust setpoints, while maintaining commuter comfort. In lab testing and real-world trials at two stations, the air-con optimisation saw a 5% to 10% reduction in energy consumption. For each underground train station, this works out to energy savings of 105 MWh to 210 MWh per year. When fully implemented across the 70 underground stations on NSEWL, CCL and Thomson-East Coast Line (TEL), the system would reduce SMRT's annual energy consumption by over 7,000 MWh.

Additionally, SMRT has initiated trials at selected train stations on the NSEWL, CCL, and Bukit Panjang Light Rail Transit (BPLRT) to switch off selected escalators, faregates and fans during off-peak periods, as well as selected lights when ambient lighting is sufficient. These trials are conducted with a customised plan for each station, ensuring that safety, security, and reliability of rail services are not

compromised. The objective is to further optimise energy usage and contribute to overall energy conservation efforts.

Reduced Electricity Use at Bus Depots and Interchanges

We launched a range of initiatives to reduce electricity consumption at our bus depots and interchanges as shown as below:

1. Shortening of lighting operating hours at Woodlands Depot's bus park
2. Setting air condition temperature to 25 degrees Celsius and reducing air conditioning operating hours
3. Staggered lighting at concourse area of bus interchanges during non-revenue hours from 1am to 4.30am
4. Switching off fans used at concourse area of bus interchanges using an autotimer; feasibility study to expand this initiative is underway
5. Replacing fluorescent lighting with LED lights at bus depots
6. Motion sensors installed at low footfall areas in depots, such as staircases, to reduce energy use

Our performance and looking forward

The 4% increase in electricity consumption in 2023, as compared to 2022, is mainly due to the 13 new stations under Stage 3 of the Thomson-East Coast Line, which started operation in November 2022.

At SMRT, we are committed on enhancing energy efficiency across our operations. This includes implementing energy-saving technologies and optimising our systems and processes. By embracing advanced technologies, leveraging data and innovative practices, we can increase responsible energy consumption and improve the overall sustainability of our transportation services.

GRI 302-1 Energy consumption within the organisation⁴

Energy consumption by energy type (kWh)

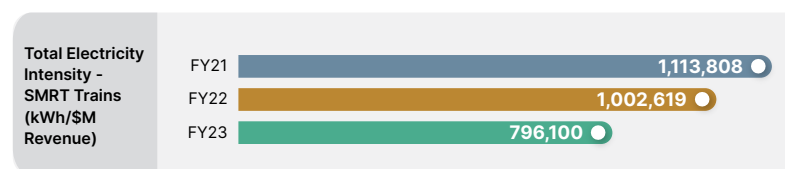
Electricity Consumed (kWh)	FY21	723,385,548
	FY22	752,674,603
	FY23	780,668,162

The above amounts include:

On-site Renewable Electricity Generation (kWh) ⁵	FY21	1,164,129
	FY22	1,197,544
	FY23	2,300,837

GRI 302-3 Energy intensity

Energy intensity by type



⁴ As part of our efforts to improve data collection methodologies, FY21's and FY22's environmental data have been restated to reflect more accurate emissions and consumption data.

⁵ For FY21 and FY22, only renewable energy generated in Bishan Depot. FY23 includes Bishan Depot, Tuas West Depot and Gali Batu Bus Terminal.

Resource Stewardship Water

Why this issue is material

As a densely populated island nation, Singapore faces unique challenges in water management, making it crucial for public transport service providers like SMRT to manage its water resources. We rely on water for various aspects of our operations including train and bus maintenance and cleaning of bus and train stations. Adequate water supply is essential for maintaining the cleanliness and functionality of trains and buses, as well as ensuring a pleasant travel experience for the passengers.

How we managed this

At SMRT, we are aware of the challenges of water management, and we have taken measures to conserve and have implemented water management strategies, such as recycling water for bus washing and installing water efficient taps to achieve water sustainability and minimising the strain on limited water resources.

New Initiatives and Ongoing Efforts

Recycled water

Our buses are currently washed using recycled water. Each bus uses an average of 400 litres of water (80 litres of fresh water (20%) and 320 litres of recycled water (80%)) per 2-min of washing. The recycling

tank is cleared and topped up with an approximate 6,000 litres of freshwater on a fortnightly basis.

At Tuas West Depot, we continue to use both rainwater and recycled water for train washing, to reduce the amount of freshwater needed to keep our trains clean.

WEB Certification and Water Efficient Fittings

All our bus depots and interchanges have achieved the PUB Water Efficient Building (WEB) status since we replaced our existing taps with water-efficient ones. For the new TEL Stage 3 stations, we are in process to attain WEB certification as well. The WEB programme encourages businesses, industries, schools, and buildings to adopt water-efficient measures



in their premises and processes to cut down on water usage. With the new water-efficient taps, SMRT is expected to save about 5% of their monthly water consumption.

Rainwater Harvesting

We continue our effort in our rainwater harvesting at our Tuas West Depot, where the system collects and channels rainwater to our recycle tank. Approximately 500 litres of freshwater for each train wash and an estimated 29,000 litres of freshwater was saved per day.

Waste Management

Why this issue is material

With Singapore as a bustling transportation hub with a significant population, SMRT’s transport network serves millions of passengers daily and the generation of waste is inevitable. In addition, Singapore has limited land and faces space constraints, making waste disposal a critical issue as waste generation contributes to GHG emissions, thus aggravating the global warming issue. Under Singapore’s Zero Waste Masterplan, Singapore aims to increase its overall recycling rate to 70% by 2030. To align our goals, SMRT has adopted waste management practice to enhance operational efficiency, support environmental conservation, and create a cleaner and more sustainable transportation system for Singapore.

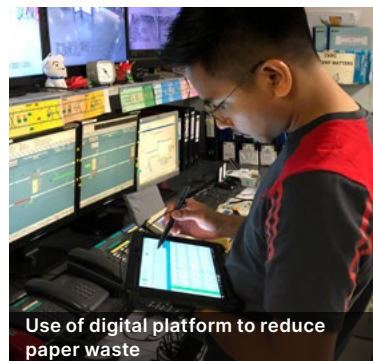
How we manage this

In alignment with Singapore’s Zero Waste Masterplan to increase overall recycling rate to 70% by 2030 and achieving a Zero Waste Nation, SMRT will adopt various measures to manage our waste production and minimise our impact to the environment.

SMRT has leveraged its smart technologies to track and monitor the existing waste management practices at its bus depot and interchanges. With existing efforts to promote the reducing, reusing and recycling of waste in SMRT, this new technology will help in the monitoring of the efforts and thus, allowing SMRT to assess its progress, identifying the area of improvement and make the necessary follow up actions.

Within SMRT, we have also digitalised many of our processes so as to reduce the production of paper waste. As some of our processes are still performed by pen and paper, digitalising the process will increase efficiency and at the same time, reduce paper waste generation.

While the emphasis shifts to digitalisation and technology, we cannot neglect the increase in electronic waste as well. We are aware of the generation of electronic waste while going digital with our processes. We



have measures in place to recycle some of our electronic parts. By promoting the 3R (Reduce, Reuse, Recycle) culture, SMRT can create an environmentally friendly workplace that works towards the national goal and fosters a positive example for the public.

New Initiatives and Ongoing Efforts

Tracking Our Progress

SMRT has partnered with SembWaste to enhance its waste management efforts at bus depots and interchanges. By leveraging SembWaste’s smart technologies, SMRT can track and monitor its waste management practices, including efforts to reduce, reuse, and recycle waste.

Through this partnership, data related to waste reduction, recycling rates, and overall waste management performance is collected and compiled into a monthly report. This report provides

valuable insights into SMRT’s waste management practices, allowing the company to assess its progress, identify areas for improvement and make informed decisions regarding waste reduction and sustainability.

Digitalisation of Traditional Processes

To reduce the amount of paper produced at SMRT, we digitalised several processes such as:

- Introducing Track Access Management System (TAMS), which saves 375,000 sheets of A4 paper per year
- Replacing bus logbooks with the Bus Captain Management System (BCMS) Mobile app
- Digitising manual checklists and records of bus cleaning schedules
- Replacing brochures for bus services with QR codes

Recycling of Electronic Waste

SMRT has partnered selected vendors to embark on recycling and upcycling efforts to reduce electronic waste. For the year ended on 31 March 2023, we have recycled approximately 1,000 devices, ensuring that all electronics are properly inspected, dissected into smaller parts (i.e., degaussed hard disk, compartmentalised keyboard, motherboards) before handover to our recycling partner.



Empowered Employees in a Thriving Workplace

- Employee Health & Well-being
- Workforce Safety
- Diversity & Non-discrimination
- Development of Workforce

Empowered Employees in a Thriving Workplace

SMRT remains committed to empowering our employees through safeguarding their health and well-being and supporting their continuous growth. Our employees lie at the very core of our operations; their well-being and personal capacity will reflect the success and sustainability of our entire business. Thus, we believe in investing in our employees, creating a diverse and inclusive environment where they are allowed to thrive and develop freely.

Employee Health & Well-being

Why this issue is material

As a public transport operator, we bear the responsibility of creating a healthy work environment that minimises risks and hazards. By prioritising employee health and well-being, we can mitigate the risk

of accidents, injuries, and work-related illnesses, creating a safer workplace for our employees.

A focus on employee health and well-being also helps to attract and retain employees. Prospective employees consider an organisation's commitment to their well-being when making career decisions. Public transport operators that prioritise employee well-being through offering work-life balance initiatives and a strong support system are more likely to attract and retain skilled employees. By investing in employee health and well-being, we are rewarded in return with a dedicated workforce that takes pride in their work, forming the core of our positive work environment.

How we manage this

Mental well-being

In July 2022, we appointed 54 mental wellness champions from various business units and trained them in Psychological First Aid. We want to create a caring culture for our employees. With good mental health, our employees can engage in meaningful and supportive relationships, communicate with our customers effectively and empathise with our commuters. This would also enable our employees to feel a sense of belonging and foster social support for one another.

Launched Employee Assistance Programme

In February 2023, we launched the Employee Assistance Programme on Mental Well-Being. This programme provides counselling services for employees for personal or work-related issues that may

have an adverse impact on their performance, health and well-being. We engaged Singapore Counselling Centre to provide face-to-face or video counselling sessions for employees seeking assistance.

Conducted On-site Health Screening and Flu Vaccination Exercise

We conducted a company-wide flu vaccination exercise across various work premises from November 2022 to January 2023. We also offered employees free on-site health screenings across 11 locations island-wide. All employees were encouraged to participate to check their risk for diabetes, hypertension and high cholesterol. Additional tests were also available for employees in critical vocations and who were above 50 years old. A total of 24 sessions were conducted to facilitate attendance

by employees working on rotating shift pattern.

Financial Literacy Talks

SMRT is committed to supporting the holistic well-being of its employees beyond the workplace. Recognising the importance of financial well-being, we partnered with MoneyOwl, a social enterprise under National Trades Union Congress, to conduct Financial Literacy Talks (e.g. Integrated Shield Plans, Insurance riders) for our employees. These talks aim to equip our employees with essential financial knowledge and better understand the coverage scope and benefits of integrated shield plans, so that they can safeguard themselves and their families.

Workforce Safety

Why this issue is material

As a trusted transport service provider, the safety of our commuters and our workforce (comprising our employees, as well as contractors' and OEM's employees working at our premises) are our utmost priority. We are committed to deliver a safe and sustainable public transport system for all. Our workforce shoulders a great responsibility to ensure safe commute in our network. It is therefore our obligation to provide a safe working environment for our workforce, who in turn will safely operate and maintain the systems under our stewardship.

Our Safety Goals

Aspire to be the Safety Queen Bee of Singapore Land Transport

Achieve Highest Standard of Safety & Health consistent with International best practices

Aim for Zero Accident in our Workplace and Transport Network

Enhancing Safety Leadership	Responsible Workforce	Robust Systems & Processes	Fair Rewards & Recognition	Insightful Data & Leading Indicators
<ul style="list-style-type: none"> ▶ Ownership of Safety: Board, Management, Union Leaders, Managers, Supervisors ▶ Demonstrate Commitment through visible leadership ▶ Establish Goals & provide adequate resources ▶ Guide, Oversee, Monitor & Implement 	<ul style="list-style-type: none"> ▶ Ownership of Safety: Inclusive Workforce as OneTeam (SMRT, LTA, Contractors, OEMs & all Partners) ▶ Empower Workforce to call Safety Time-Out/Stop Work Order ▶ Psychologically-Safe environment for Open Reporting & highlight safety concerns 	<ul style="list-style-type: none"> ▶ Just Culture ▶ Standards, Compliance & Enforcement Framework ▶ Established Policy, Operations Manuals & Work Instructions ▶ Leverage Technology, Mechanisation & Automation ▶ Training System 	<ul style="list-style-type: none"> ▶ Rewards & Recognition system ▶ Safety Performance-based KPIs ▶ Award & Commend Positive Safety Behaviours & Actions ▶ Transparent demerit system 	<ul style="list-style-type: none"> ▶ Data Driven ▶ Safety Trending & Analysis ▶ Provide insights for decisions & actions ▶ Monitoring System ▶ Learn from past lessons and investigation findings

Strong Safety Culture

Attitude, Behaviour, Commitment (ABC) of Safety: Think Safety, Work Safely, Go Home Safe!

Kaizen for Safety: Continuous Improvement in Safety

SMRT Core Values

Respect, Integrity, Safety & Service, Excellence (RISE)

The five pillars of SMRT's Safety Framework guide our programmes and initiatives to achieving our ambition of becoming the Safety Queen Bee in Singapore land transport industry and striving for zero accidents. Through a visionary approach and strong collaboration with our stakeholders, including contractors and OEMs, SMRT sets the highest standards for safety in the land transportation industry. We continually strengthen our safety culture through Kaizen for Safety, where we encourage ground-up innovation and learn from leading industries with stringent safety standards. Guided by the twin foundations of our Core Values and a strong safety culture, SMRT strives to be an exemplar. By inspiring confidence and trust, SMRT continues to safeguard the journeys of millions every day.

How we manage this

Safety is Top Priority

At SMRT, we are in constant pursuit of higher levels of safety, seeking to empower our workforce to work safely and confidently. We constantly remind our workforce on The ABCs of Safety.

Think Safety, Work Safely, Go Home Safe!

A

Attitude

Think Safety

B

Behaviour

Work Safely

C

Commitment

Go Home Safe

During the year ended 31 March 2023, SMRT recorded an employee Workplace Injury Rate (WIR) of 518, which is the lowest WIR in the last seven years. We are significantly below the industry's national average figures reported by Ministry of Manpower and Workplace Safety and Health (WSH) Council. While we are happy to note this achievement, we continue to emphasise the importance of workplace safety and strive for fewer employee injuries in the coming year.

Our Performance: Work-Related Injuries

SMRT's employees	FY21	FY22	FY23
Number of Work-Related Injuries	90	52	50
Workplace Injury Rate (WIR) per 100,000 Employees	799	520	518
Rate of Work-Related Injuries per 1,000,000 manhours	3.47	2.27	2.26

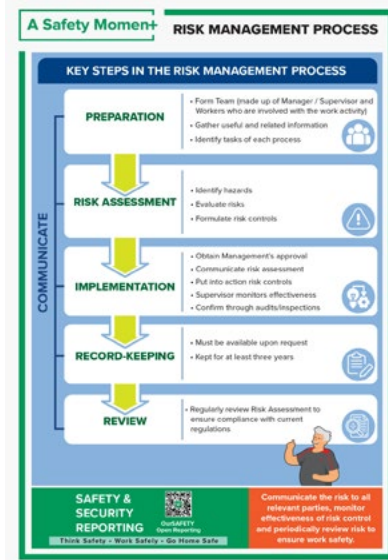
Safety has also been emphasised as the first S in the 6S Kaizen methodology and the cornerstone of SMRT’s culture. We continuously seek ground-up initiated Kaizen for Safety enhancement projects from our workforce.



Kaizen for Safety methodology

As part of our Kaizen for Safety philosophy, we inculcate a “Safety First” mindset by sharing our daily Safety Moment before commencing any meeting, forum, conference and seminar. Safety Moments are bite-sized safety education to remind all employees on safety risks, hazards, standards and procedures.

We also introduced Gemba Walks, where top leaders from Chairman, Board of Directors, Group Chief Executive Officer, and Union Leaders actively



Safety Moments shared before every meeting and on Workplace social media daily

demonstrate collective commitment to engage the ground, promote generative conversations, reinforce safety standards and encourage enhancements to work processes.



Gemba Walk by Chairman and GCEO at Ulu Pandan Depot to engage the ground, promote generative conversations, reinforce safety standards, and encourage enhancements to work processes

This is an effective way to promote a culture of continuous safety and emphasis where employees are empowered to identify areas for improvement and develop ground-up solutions. Generative conversations have been a key feature during the Gemba Walks, where all employees are encouraged to share and discuss openly on safety incidents and lessons learnt. Through these visible leadership, we foster a culture of openness, demonstrate management’s commitment to workforce safety and promote psychologically safe workplace to discuss safety issues.

A psychologically safe workplace facilitates Open Reporting by all workforce such that no one should be afraid or prohibited from speaking out. The manner the management reacts to Open Reporting is vital in ensuring this

Open Reporting Function using OurSAFETY App

initiative meets its objective of having constant ground feedback to keep everyone safe. SMRT has also enhanced ground supervision and engagement through Safety Protected Time and launched OurSAFETY App as the one-stop platform for Open Reporting.

Selected employees were also appointed as Safety Associates to drive safety standards and promote a culture of ground compliance.

Respective Business Units had sustained regular engagement with contractors and tenants on safety

and security matters. Our efforts have allowed us to successfully renew our:

- Group Level BizSAFE Star and BizSafe Partner accreditations
- Certifications for ISO 9001 (Quality), 14001 (Environment), 45001 (Safety), 22301 (BCM), with zero non-conformities for surveillance audits

During the year ended 31 March 2023, SMRT Buses is the first Public Bus Operator to achieve the ISO39001 certification (Roads Traffic Safety Management System). Our Business Units will continue to benchmark their operational safety standards against international operators.

Singapore recorded 46 workplace-related fatalities in 2022, at a rate of 1.3 per 100,000 workers. This was up from 37 in 2021 and the highest number of fatalities since 2015 and 2016, when there were 66 each year. In response to the spate of workplace fatalities, a nationwide Heightened Safety Period was implemented in September 2022 until May 2023. Against such a backdrop, SMRT is aligning closely with national initiatives by enhancing safety for our entire workforce, and placing a much greater emphasis on contractor safety.

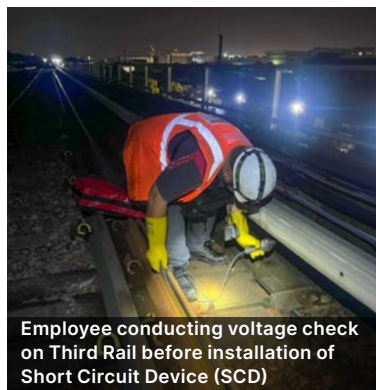
To demonstrate our commitment to strengthening WSH ownership, SMRT has reviewed our contract evaluation process, which will take effect from January 2024:

- We will veto against companies in Ministry of Manpower’s surveillance list (of companies with poor safety track records and systemic lapses)
- We will require that all potential service providers attain a minimum bizSAFE Level 3, regardless of contract value. As SMRT is a bizSAFE Partner, we want to influence companies in the value-chain to achieve better safety outcomes for their own workers
- We will increase safety weightage of contract evaluation from 10% to 12%

Safety & Security Performance dashboards have also been deployed. This provides management a quick overview of leading and lagging indicators of our overall safety performance, as well as close tracking of contractors’ performance, incidents and records.

Standards, Compliance, Enforcement, Lagging and Leading Indicators

SMRT adopts a disciplined and systematic approach to Safety, through the application



Employee conducting voltage check on Third Rail before installation of Short Circuit Device (SCD)

of Standards, Compliance and Enforcement.

Approved Safety Standards form the fundamental guidelines for workforce compliance and work safety. Through audits on safety compliance, gaps and weaknesses can be identified and addressed via education, training and enforcement efforts. Our Safety and Health Management System covers workplace safety and health, including operation and system safety, and is applicable to Business Units and subsidiaries. It provides a structured and systematic management approach to enable SMRT to proactively enhance our safety and health performance in preventing injury and ill-health. Our employees and contractors must also act in compliance with our Workplace Safety Manual based on the Workplace Safety & Health Act and Subsidiary Regulations.



Compliance to safety standards – Employee sharing safety points from Safety Notices displayed prominently at our premises

Risk Identification & Mitigation

Work activities that pose a risk of high-consequence injury have been identified through various channels. These include risk assessment, Open Reporting, audits and inspections, investigation findings etc. Examples of hazards include improper use of equipment (machinery/tools), violation of track access procedure, working at height, lifting operations, hot works, and working in confined space. We have taken the following actions to mitigate associated risks and hazards:

- Establishing the appropriate standards for the conduct of these work activities safely
- Internal and external audits and regular inspection programmes to ensure that operational safety standards are met

- Regular Gemba Walks by supervisors and managers to explain the importance of complying with Procedures, Work Instructions (WI) and Toolbox Briefings
- Regular engagement by leaders at Safety Protected Time, forums, Safety town hall and dialogue sessions to emphasise safety at the last mile
- Supervisory checks on quality of work and compliance to Procedures/WI
- Leveraging technology, whenever possible, to reduce the impact of Human Factors-related incidents. For example, the installation of anti-fatigue system on our Trains & Buses to detect and alert drivers for signs of fatigue

Partnerships & Learning from Industry Experts

As part of our ethos to continuously enhance our capabilities, we engage world-leading expert Professor Patrick Hudson to guide us towards achieving best-in-class safety culture and standard. We aim to benchmark and learn from other industries such as aviation, oil & gas industries that have high safety standards.

SMRT Buses will continue to improve on the fatigue management of Bus Captains by implementing measures from a consultancy study conducted with Dr Lim Kim Yong, an expert in Human Factors and Ergonomics. There is also ongoing collaboration with the Singapore Institute of Technology to leverage data analytics to identify at-risk Bus Captains.

During the year ended 31 March 2023, we had also initiated Professional Safety Exchange (PSE) with other industries in Singapore to learn and share safety best practices. Besides safety sharing, PSE is also a good platform for safety & operations professionals to network.

Trains Safety Culture 2.0

We launched the Trains Safety Culture 2.0 in April 2022, which consolidates Trains' strategies and key thrusts for FY24-FY25, to achieve best-in-class safety standards and performance in the Rail Industry. Since its launch, Trains has embarked on a slew of initiatives and programmes. Trains has stepped up compliance audits and inspections, especially on Voice Procedures during Restricted Movement, track access and power switching.



Visit by LTA Board to deepen understanding on SMRT's robust and comprehensive safety systems and initiatives



Trains Safety Forum

Trains Safety Forum

Trains Safety Forum was successfully organised on 6 October 2022 to heighten safety awareness and ownership. This included the introduction and 'live' demonstration of OurSafety App by President, SMRT Trains and presentation of ground-up Kaizen for Safety projects. Leaders also participated in Safety Protected Time with ground teams. Gemba Walk Campaign was carried out from October to December 2022 to reinvigorate the ground visits effort and instil importance of walking the ground.

Roads Safety Month

Roads Safety Month also took place in October 2022. SMRT Buses launched the Bus Captain digital safety engagement and systematic tracking of Roads Gemba Walks, as well as safety engagements at depots and interchanges. STRIDES Automotive Services conducted a refresher workshop on high-risk activities such as hot work, working at height and lifting operations. STRIDES Mobility Services emphasised safety for Silveray by STRIDES Care wheelchair operations, conducted safety engagements with Taxi partners and implemented CCTV monitoring of STRIDES Bus drivers.

Roads Safety Month culminated in the Roads Safety Forum which was successfully organised on 28 October 2022. The Forum included a sharing session by the Traffic Police, an update on safety emphasis by respective business units and a sharing on Fatigue Management for Bus Captains.



Roads Safety Forum

Roads Workshop Supervisors Safety Community of Practice (CoP)

Roads conducted 4 sessions on Workshop Supervisors Safety CoP in the year ended 31 March 2023. The objective was to instil strong leadership in the group of Workshop Supervisors as they carry out their safety responsibilities and to promote a sense of belonging and create a group identity. In the sessions, they have been updated and refreshed on safety issues in the workshops. The Workshop Supervisors are key to effectively ensure last mile engagement and compliance for the employees in the workshops.



Discussion during Workshop supervisors Safety CoP

Enhancing Safety for Depot Operations

Trains: Project SafeDepot+ (Signal Passed At Danger (SPAD) Prevention)

Trains has enhanced and unified voice procedures for operations in the depots and main lines for all talk-groups. Voice procedure was made simpler, shorter and clearer. SPAD case studies and lessons learnt from past incidents were shared and prominently displayed in depots, Ops Centres and train driving cabins. Virtual Reality (VR) training for manual driving has been implemented since December 2022. A 'Co-pilot' system has also been introduced in the train cabin for susceptible Train Captains. Trains has also enforced compliance to safety standards and regulations through audits, Compliance Assistance Programmes and ground inspections.

Trains: Project SafeDepot+ (Track Access Incident Prevention)

Colour-coding of Depot Power Sector Zoning have been deployed on the ground and sector limit boards and signages installed to prevent straying of work parties. Electronic Track Occupation Authorisation (e-TOA) has been implemented as a digitalised step-by-step conditional depot track access process to minimise human errors. Prior to switching on of North-South and East-West Lines (NSEWL) depot traction power, radio broadcasts have been implemented as an additional safety layer. Night-shift Ops Managers have also been deployed in NSEWL Depots to step up supervision and tighten controls.


Roads: Project DEZOT (DEpot Zero Own Turf) in Buses


SMRT Buses initiated Project DEZOT to reduce own turf accidents in bus depots and interchanges. For example, in Kranji Depot, a kerb was modified and trimmed by 3 metres to allow easier turning of buses. In addition, parking lots were widened where feasible and safety markers are put in place to assist bus captains when reversing into parking lots. In Woodlands Depot, flexible bollards were installed to prevent buses from encroaching near building structures. These are


continuous efforts to effectively reduce own turf accidents like side swipes.

Leveraging Technology, Mechanisation and Automation Technology is increasingly a key enabler for WSH to mitigate risks, deter risky behaviours and reduce human error, and improve situation alertness among others.

Through in-house development and key partnerships, SMRT has leveraged technology in the following ways:

 iVoice project uses Machine Learning to audit voice procedures

 Virtual Reality (VR) trainings

 Signal Warning System and In-Cabin Alertness and Monitoring System uses video analytics to avoid SPADs and hitting of buffer stops, as well as avoid incidents due to Train Captain fatigue.



Public Transport Safety and Security Awards (PTSSA)

At the inaugural PTSSA Day in August 2022, SMRT is the sole recipient of the Operator Awards in the Rail category. Bukit Panjang Light Rail Transit (BPLRT) won the Operational and Workplace Safety Award for Rail Operator, while Circle Line received the Merit Award for the same Award. STRIDES Taxi also received the Excellence Award for the 2nd consecutive year, under the Operational Safety category for Point-to-Point Operator.

SMRT also received 8 out of 12 Star Awards, and 2 Special Commendation Awards for our projects and employees. We are grateful our employees' efforts have been recognised. All employees contribute to making a difference towards building a strong Safety Culture at SMRT and enhancing safety at the workplace through continuous improvement.

“When the (fire) alarm is alerted, I will go and check it out. Everyone has the responsibility. It starts from me first, to make sure that everyone is safe.”

Chief Bus Captain, Kwek Boon Chee, on investigating a fire alarm and putting out a fire in the server room at a bus depot (PTSS Special Commendation Award Winner)

“With TAMS, we have a better overview of track access. The built-in interlocking and safety rules ensure our colleagues work safely.”

Track Access Controller, Vigneshwaran S/O Gunasegaran, on Track Access Management System (TAMS), which optimised track access planning and allocation, and improved rail maintenance productivity and safety (PTSS Star Award)



Incident Investigation

For work-related incidents, investigation is carried out promptly to uncover the causal factor(s) and recommend appropriate control measure(s) to prevent recurrence of similar incidents.

During every investigation, SMRT adopts the Multi-Causation Concept (5M: Mission, Man, Machine, Medium and Management) as it is necessary to holistically examine all the underlying factors in the chain of events that result in an incident. The analysis of the findings derives contributory causes of the incident, as well as develop appropriate recommendations to prevent similar occurrences.

Investigation data analysis is conducted through the “Swiss Cheese model” approach to review why the different layers of defence failed. The model aggregates analyses of how multiple, smaller failures were able to compound into major accidents and catastrophic systems failures, and more importantly identifies the opportunities to prevent such incidents from reoccurring.

In accordance with the Directive on Safety Investigations, SMRT adopts four levels of investigation:

1. Division Investigation,
2. Business Unit Investigation
3. Inquiry Panel (IP)
4. Higher Board Of Inquiry

The level of investigation is based on the severity of the injury or potential severity of injury.

We have also strengthened our Investigation System and Standards through a series of training and workshops. These include:

- Reviewing the SMRT Safety Investigation Directive to enhance the investigation process
- Formal qualification training for appointed SMRT Investigation Officers
- ‘Human Factors in Accident Investigation’ course
- Workshops with UK Rail Accident Investigation Branch, Japan Transport Safety Board, and Singapore Transport Safety Investigation Bureau

- Regular investigation workshops and coaching sessions conducted by our Board Director, Mr Quek Gim Pew, with our appointed investigation officers

Diversity & Non-discrimination

Why this issue is material

Diversity and non-discrimination are of paramount importance in our journey towards an all-inclusive working environment where every employee feels valued, respected and supported adequately. Fostering a sense of inclusive

belonging for all our employees could translate into greater employee satisfaction and retention, more collaboration and higher productivity as a whole.

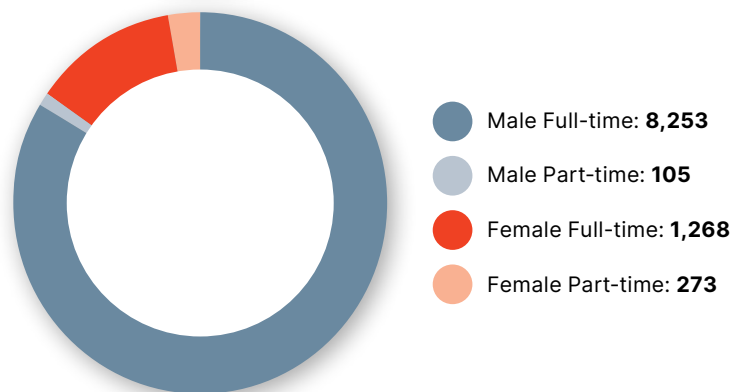
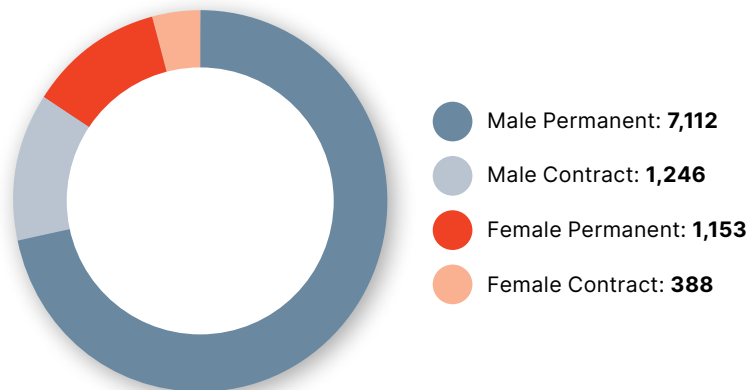
How we manage this

We have refined our employment practices to reflect this notion by implementing the re-employment of Bus Captains above 70 years of age and reinforcing gender inclusive hiring practices. In embracing gender equity, our organisation actively celebrates International Women’s Day annually by highlighting our female colleagues and their integral contributions to SMRT. Our organisation also believes in providing support for employees with invisible disabilities as we charter towards a comfortable and inclusive workspace for all. We have partnered with Changi General Hospital’s Principal Clinical Psychologist to foster awareness amongst co-workers and provide guidance regarding how to engage and work with employees with Autism Spectrum Disorder. We also partner with The Purple Parade, a unifying national platform which promotes awareness and celebrates abilities of individuals with special needs.



William Tan
Chairperson
Board Safety and Security Committee

Region: Singapore
Total number of employees* at the end of reporting period:
9,899



* Full-time and Contract employees refer to employment where the normal work hours are at least 35 hours per week. Part-time employees refer to employment where the normal work hours are less than 35 hours per week

New employee hires and employee turnover	No. of new hires	Rate of new hires	No. of voluntary turnovers (Singapore)	No. of non-voluntary turnovers (Singapore)	Total no. of turnovers	Rate of turnover
Gender						
Male	1,644	17%	901	236	1,137	11%
Female	343	3%	249	24	273	3%
Age Group						
<30	746	8%	286	47	333	3%
30-50	1,059	11%	668	86	754	8%
>50	182	2%	196	127	323	3%

Diversity of governance bodies and employees	Senior Management	Executives	Non-executives	Overall Workforce
Gender				
Male	137	1,072	7,149	8,358
Female	32	430	1,079	1,541
Age Group				
<30	0	264	1,305	1,569
30-50	87	946	4,029	5,062
>50	82	292	2,894	3,268

OurSMRT Campaign

OurSMRT is a service excellence campaign that has been running over the last few years within our organisation. We use the hashtag OurSMRT to showcase our diverse community of colleagues, especially our front-line employees, performing exemplary acts of service. Beyond this, the notion of OurSMRT has fostered a strong sense of inclusivity and belonging as it symbolises the tight-knit nature of our community, where everyone is welcomed. It encourages our workforce to work together as one team and facilitates open conversation across all levels within the organisation.

Adoption of the Tripartite Standards under TAFEP

Our adoption of Tripartite Standards under the auspices of the Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP) signifies our commitment to nurturing an all-inclusive equitable work environment. We adopted two of these standards, namely Flexible Work Arrangements and Age-Friendly Workplace Practices in March 2023, further highlighting our commitment to creating and sustaining an inclusive workplace and promote the well-being of employees.

1. Flexible Work Arrangements:

The Tripartite Standard on Flexible Work Arrangements specifies practices that employers should implement at the workplace to help their employees better manage their work-life needs through flexible work options. SMRT acknowledges the diverse needs of its employees, enabling them to achieve a harmonious work-life integration while maintaining productivity. Employees are encouraged to work from the office for at least 3 out of 5 working days a week. We also promote staggered working hours to reduce employees commuting stress and promote better work-life harmony. We also encourage our Bus Captains to adopt a more flexible work schedule to help them achieve better work life harmony, and to reduce fatigue.

2. Age-Friendly Workplace Practices:

The adoption of the Tripartite Standard on Age-Friendly Workplace Practices underscores SMRT's commitment to cultivating an environment where employees are respected, valued, and given equal opportunities for growth, regardless of age. This includes workplace health and financial talks, on-site health screening for all employees, with special attention on safety critical vocationalists.

Development of Workforce

Why this issue is material

At SMRT, we recognise that our people are our most valuable asset, and a competent workforce paves the way to achieve our strategic business goals. Workforce training and development is not only key to enhancing employee performance, but also boosts morale, increases job satisfaction and improves employability. As a service provider, we also understand that in order to provide the best commuter experience, our employees have to be highly qualified and trained across operations, maintenance and service. Moreover, the transportation industry is constantly evolving, and training plays an imperative role in allowing our employees to keep abreast of changes.

How we manage this

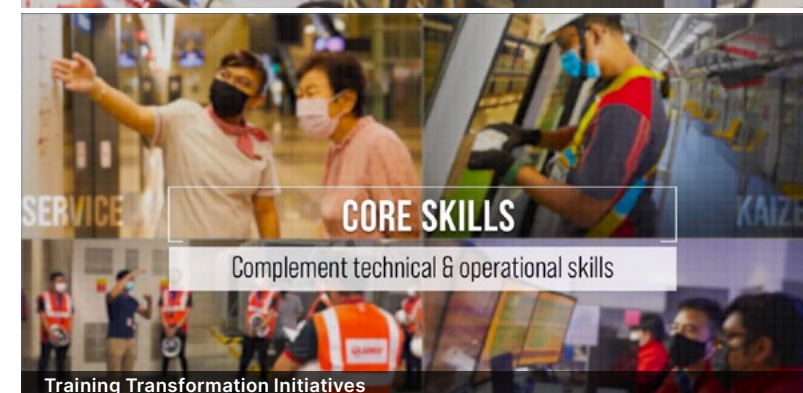
As an active advocate for life-long learning, we firmly believe in investing in our employee's continued development and upskilling so that they may achieve their maximum potential. We believe that a career with us should be full of opportunities for personal growth. As such, we have launched multiple initiatives targeted at professional learning and upskilling.

Here is a snapshot of initiatives and investments undertaken:

Training Transformation

Our ongoing training transformation initiatives are testament to our commitment to the continuous improvement and development of our workforce. Key accomplishments of this initiative include the development of 73 skills maps specifically tailored for our Trains operations department, enabling a comprehensive

understanding of the required skill sets for different roles. Similarly, we have also developed 66 skills maps for our Trains maintenance department. These maps were developed in alignment to SSG Skillsfuture framework for Public Transport and serve as a valuable resource in identifying the skills needed for specific job functions. From these skills maps, we have developed 84 customised course curriculum specifically catering to



Trains operations & maintenance ensuring our employees receive targeted and specialised training to excel in their roles as part of our Vocational Qualification Programme efforts.

Across the Group, we have developed e-learning modules on various key topics. These modules cover important areas such as ESG (Environmental, Social, and Governance), Cybersecurity, Security: Threat-Oriented Person Screening Integrated System, Reputation Management, scenario-based e-learning (Living the Brand), and Bus Refuelling & EV Charging. Furthermore, we have also developed e-learning in Mandarin to ensure effective communication and engagement with our Bus Captains.

Workplace Learning (WpL)

We are actively working towards operationalising Workplace Learning by appointing and training approximately 700 employees as Workplace Trainers from Trains and SMRT Buses, inclusive of 70 Bus Captains who had been certified as Workplace Trainers. This initiative aims to facilitate faster and more effective learning for our workforce. Through Workplace Learning, employees are provided with valuable opportunities to enhance their skills and knowledge allowing

them to be cross deployed (e.g., Bus Captains and/or Operations Supervisors when operation needs arise) thereby raising their employability. Additionally, in preparation for Buses WpL NACE certification, we have engaged the Singapore Institute of Technology (NACE-SIT) to deliver a contextualised Integrated Work Study Programme Corporate Coaching & Mentoring Programme which prepares and certifies our Mentor Bus Captains as Workplace Trainers.

Professional Certification Pathway

SMRT places a strong emphasis on the continual training and upskilling of our employees through robust workplace learning programmes such as the SMRT Train Engineer Professionalisation Programme, the Engineering Maintenance Manager Career Scheme, and the Certification for Technical Specialist (Bus) programme. 17 Railway Engineers and 9 Bus Technicians completed assessment leading to Chartered Engineering Technologists & Technicians. SMRT continues to partner the authorities, industry partners, and academic institutions, both locally and globally, like Institute of Technical Education (ITE), Institute of Singapore Engineers and Singapore Institute of Technology (SIT) through initiatives

such as the ITE Apprenticeship Programme in our Bus Maintenance Workshop, Chartership in Railway and Transportation Engineering, and Postgraduate Certificate. By partnering and working closely with such notable professional agencies, SMRT supports the national effort in raising rail competency levels in Singapore. To better support our graduates and employees who are still undergoing their studies, we conduct regular engagement sessions and form communities of practices to better support our employees during and after their studies. These sessions provide a platform for them to exchange ideas, experiences, and best practices, and allow us to identify areas for us to better support our employees to upskill.

Developing Home-Grown Talent

At SMRT, we recognise the importance of nurturing a skilled workforce for the rail industry. To further this commitment, we have forged meaningful partnerships by signing Memorandum of Understanding (MoU) with five polytechnics (Nanyang Polytechnic, Ngee Ann Polytechnic, Republic Polytechnic, Singapore Polytechnic, and Temasek Polytechnic) in September 2022, and with ITE in November 2022. These MoUs seek to enhance workforce readiness,

support lifelong learning and employability through initiatives such as internship opportunities for students and attachment opportunities for lecturers.

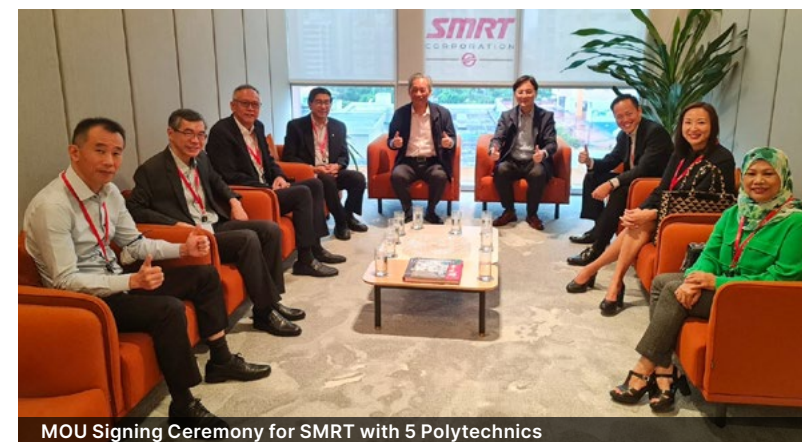
Our internship opportunities provide practical exposure for students to acquire industry-specific skills and knowledge, preparing them for future careers in this dynamic sector. We also facilitate knowledge exchange through attachment

opportunities for lecturers to gain firsthand insights into the industry's needs and challenges, fostering a stronger alignment between academia and industry practices.

We also introduced a work-study programme so that new ITE graduates who join SMRT have the opportunity to learn and build their competencies towards a diploma while contributing to our rail system.



MOU Signing Ceremony for SMRT with ITE



MOU Signing Ceremony for SMRT with 5 Polytechnics

Contributing to the Educational Landscape

Through teaching assignments at the polytechnics, our engineers share their practical knowledge and experiences with students, enriching their learning journey and providing valuable industry perspectives.

To further encourage our employees' professional growth, we launched two work-study diploma programmes in electrical engineering and mechanical engineering in collaboration with

Singapore Polytechnic. These programmes offer our employees the opportunity to deepen their skills and competencies while continuing their professional development. By upskilling themselves through these programmes, our employees are better equipped to tackle the transport challenges of the future, ensuring that we remain at the forefront of innovation and service excellence. We have also supported WorldSkills Singapore by providing realistic test scenarios and being in the judging panel for Rapid Transit System. We aim to excite young Singaporean talents and promote our rail industry.

Learning Technologies - Virtual Reality (VR) Training
SMRT Trains has invested in customised VR training programs for our employees. These programs enable them to experience realistic scenarios in a controlled environment, leading to greater engagement and information retention. We have deployed more VR workstations at crew points, enabling our frontline employees to have increased access to practice procedures without being limited by the availability of live equipment.



VR Training simulator

Noteworthy developments include the SPAD Consequential Awareness, Point Machine Troubleshooting, and Train Defect Handling VR applications, which were developed in collaboration with SIT.

Through these initiatives, we are actively investing in the development of our employees, enabling them to acquire new skills, enhance their knowledge, and stay updated with relevant topics. By prioritising workforce development, we aim to foster a culture of continuous learning and growth within our organisation.

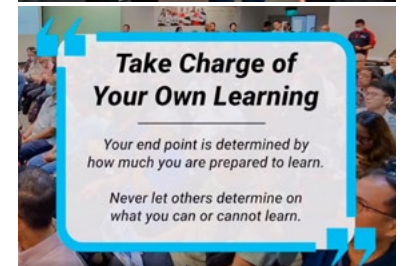
Testimonials from employees who attended the inaugural SMRT's Learning for Effectiveness Day

"This event is interesting! We got to know a lot of courses that can be used to improve our daily lives, whether work or personal."

Chew Tin Kok
Manager, Engineering & Projects
SMRT Trains

"This event is very convenient for staff to reach out to. We can walk around, discover our interests, and share with friends and colleagues."

Andrew Tan
Director, Plans
Stellar Lifestyle



"The NYU students were fascinated to see how a world-class transportation system moves millions of people safely and reliably every day, improving their daily lives. We were also deeply impressed by the passion and professionalism of SMRT."

Professor Joseph Foudy, Clinical Associate Professor of Economics from NYU Stern School of Business
[SMRT hosted a group of students from [NYU Stern School of Business](#) as part of their study trip to Singapore.]

Engaged Communities in a Vibrant City

- Customer Service & Satisfaction
- Public Health & Safety
- Local Communities
- Accessibility & Inclusion



Engaged Communities in a Vibrant City

“The visit to SMRT was very fruitful to MOTS delegation, especially on the planning, development and implementation of a safe, reliable, efficient and affordable public transport system. We are very impressed by SMRT’s world-class technology, facilities and operation systems.”

Dato Sri Lee Kim Shin
Minister for Transport of Sarawak (MOTS)

Customer Service & Satisfaction

Why this issue is material

Customer satisfaction plays a vital role in creating a positive branding, success, and the overall perception of Singapore’s public transport system. We believe in providing positive user experience for our commuters and passengers. We not only strive for our commuters and passengers to enjoy a safe and comfortable journey, we are also committed to deliver on factors such as reliability, punctuality, cleanliness, well-maintained vehicles and courteous employees. We seek to build affinity with our community and fulfil our customer’s varying needs, placing their needs at the forefront of everything we do.

How we manage this

We believe in the notion of safe and gracious commuting and have organised a series of events for our community as well as co-created a standard learning curriculum for our employees to achieve this

agenda. We also believe in learning from the best, and have partnered with Singapore Airlines Academy, global leaders in the aviation service industry, to adopt their best practices when it comes to achieving service excellence.

Customer Satisfaction Survey Results

The Public Transport Customer Satisfaction Survey is conducted annually by the Public Transport Council to understand commuters’ expectations and needs. The 2022 survey showed a high percentage of commuters are satisfied with public transport. For Mass Rapid Transit (MRT) services, the overall mean satisfaction score was at an all-time high of 8.0 out of 10. Respondents indicated high satisfaction rates for safety and security, reliability as well as accessibility features in MRT stations. For bus services, overall mean satisfaction score remained consistent with the previous year, at 7.7 out of 10. Commuters rated safety and security, accessibility, and customer service highly.

In a separate 2022 Customer Satisfaction Index of Singapore conducted by Singapore Management University’s Institute of Service Excellence, SMRT Trains’ satisfaction score was at 73.1 out of 100, an improvement from the previous year. Notably, SMRT Buses attained a satisfaction score of 75 out of 100, topping the Public Buses industry score.

Promoting Safe and Gracious Commuting

To promote safe and gracious commuting, a series of roadshows and talks were organised for schools and the community groups, especially the elderly.

With the easing of COVID measures, we have resumed our Go-To SMRT roadshows at our train stations, and our Commuter Safety Engagement sessions at our bus interchanges. Close to 5,000 commuters have been engaged through these events.

In addition to events hosted at our transport nodes, we extended our safety outreach efforts to include community clubs and grassroots events. At MacPherson’s Community Club, we conducted an informative session focusing on escalator safety and introduced residents to the convenience of Go-To SMRT services. Furthermore, as part of the Spring Festival Community Event, we organised a comprehensive safety talk followed by a station tour for members of the Kreta Ayer-Kim Seng Residents’





Caring Commuter Week 2022

Network, Fairfield Methodist Church, and Yong-en Care Centre.

In an effort to expand the number of Heart Zones to foster a caring commuter culture, another Heart Zone was created at Outram Park MRT station in November 2022. This brings the number of Heart Zones in our network to a total of five. At these Heart Zones, commuters are encouraged to look out for others in need, or who may require help to go to the nearby hospitals. This is part of a joint initiative by the Public Transport Council, Land Transport Authority (LTA) and public transport

operators to provide ways for commuters to assist one another.

On our yearly joint-organised event with Caring SG Commuters, "Caring Commuter Week", SMRT also engaged more than 5,000 participants in a 3-day outreach to educate about graciousness and caring behaviour while taking public transport. The exhibition booth displayed the different types of special needs one may face during their commute and how everyone can play a part to an inclusive journey.

Developing a Caring and Gracious Society

SMRT is the first public transport operator to co-create a standard learning curriculum for employees to be caring commuter champions. More than 7,500 SMRT employees are registered as Caring Commuter Champions with Caring SG Commuters to promote and show



Handmade hand wands by Gan Eng Seng Primary School to promote gracious and safe commuting on public transport



Hand drawn bookmarks by Queenstown Primary School to show appreciation to SMRT Frontliners and spread word of graciousness when commuting

care to those in need during their daily commute. SMRT also curated caring commuter workshops to engage communities and schools, bringing partners onboard as caring commuter champions.

Learning from the Best

The SIA Experiential Training is a continual service training that SMRT have co-created in partnership with the Singapore Airlines Academy so that we can learn from the best. This year, 80 of our Train Captains and Rovers learnt the importance of having a Safety-First and Service mindset from experienced pilots and the academy lecturers. To date, a total of 220 of our frontline employees have attended this programme. Prior to sending our Train Captains and Rovers for this training, our frontline station employees were the first group of participants to be trained by the senior cabin crew of the academy. They learnt how to deliver delightful Going-The-Extra-Mile Services to our commuters.

Supporting Small and Medium Enterprises (SMEs) in Transit Communities

Hive by Stellar Lifestyle, located at Esplanade MRT station, connects its SME tenants and partners with technology start-ups in Singapore and beyond. This is the testing

ground for both business concepts and consumer technologies, where innovative work methods and business models are being developed and trialled.



Minister Gan Kim Yong at Hive studio

Hive will serve as a curated platform for retail startups and SMEs to try out new business concepts and testbed innovations to accelerate their journey towards commercialisation. It will also provide opportunities for meaningful collaborations between local enterprises in traditional sectors and startups."

Mr Gan Kim Yong
Minister for Trade and Industry officiated the opening of Hive and shared on his social media

Public Health & Safety

Why this issue is material

Creating a safe and healthy commuting environment is not only an ethical responsibility but also essential for the overall success of SMRT. We endeavour to deliver a public transport that is safe, reliable and commuter centred. By prioritising public health and safety, SMRT contributes to the overall stability and efficiency of the transportation network. Although COVID-19 restrictions have been lifted, SMRT continued to maintain high level of cleanliness and hygiene for our commuters and passengers, ensuring a reliable and sustainable transportation system that Singaporeans can always depend on.

How we manage this

Public Health

COVID-19 Management

The COVID-19 pandemic has demonstrated SMRT's resilience towards the widespread virus outbreak. The strong collaboration between SMRT leaders, union and employees, as well as with the authorities, enabled us to continue operating and maintaining trains and buses public transport services to serve Singapore throughout the pandemic. The pandemic also served as a case study to educate

future generations on how to deal with similar outbreaks.

Our successful management of the pandemic was recognised at the national level. Both SMRT Trains Ltd and SMRT Buses Ltd received the President's Certificate of Commendation (COVID-19): Land Transport Support. This is awarded to organisations and teams that made exceptional efforts which had a significant impact in Singapore's fight against COVID-19, who went above and beyond what was expected of them in contributing expertise and resources.

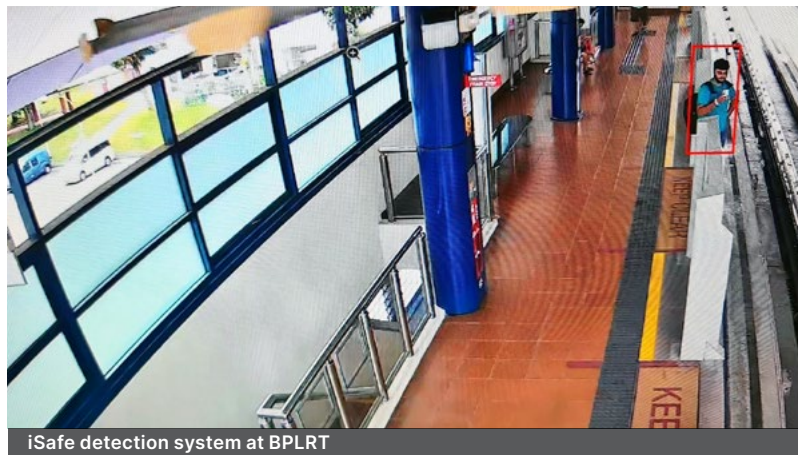
Public Safety

Ensuring Train Track Safety for Commuters

The safety of our commuters is SMRT's top priority. We are

constantly seeking innovative solutions to enhance commuter safety.

To prevent commuters from falling or getting onto the train tracks, all stations of the Bukit Panjang LRT have been fitted with glass and steel platform barriers since 2018. In our efforts to improve commuter safety, SMRT leveraged video analytics technology to deploy Project iSafe at the BPLRT station platforms. Additional cameras, network equipment and servers were installed at the stations. Launched in July 2023, the iSafe system will alert SMRT employees to take appropriate actions when commuters are detected on the tracks or stand too close to the platform edges.



iSafe detection system at BPLRT

Promoting Escalator, Platform and Onboard Train Safety Through Go-To SMRT Roadshows

To promote safe commuting, SMRT conducts frequent roadshows at MRT stations to engage the public. In addition to promoting

our Go-To SMRT suite of services, these roadshows provide us with an opportunity to underscore the importance of safety by educating and encouraging commuters to follow safe commuting practices.



SMRT employees engaging commuters at Safety Roadshows at various premises

SMRT's refurbished escalators include warning and reminder sticker messages, as well as escalator safety announcements in different languages and dialects. Through physical posters and online media, commuters are reminded to

pay special attention when wearing soft rubber footwear, stay within the yellow lines and supervise children when using the escalator.

Apart from escalator safety, emphasis was also placed on

commuter safety at the platform and on-board trains. Through our constant engagement with commuters, we strive to remind them to mind the platform gap when boarding or alighting, as well as holding on to grab poles

or overhead hand straps while standing inside the train.

Buses Safety Commuter Engagements

Buses also conducted Safety Roadshows at Choa Chu Kang

Bus Interchange, Bukit Panjang Integrated Transport Hub and Woodlands Integrated Transport Hub to engage commuters on safe commuting tips. These topics include properly securing strollers and wheelchairs, and holding on to grab poles while onboard buses, as well as maintaining 3-point contact while taking the stairs and standing behind the yellow line when waiting to board the bus.

ESCALATOR SAFETY

Refurbished escalator with warning and reminder stickers, such as holding on to handrails

TAKE CAUTION WHEN WEARING SOFT RUBBER FOOTWEAR
穿着软胶鞋时请留意

Stand within the yellow lines
请站在黄线内

Keep feet away from moving sides and edges
站在电扶梯上时请避免贴近梯阶边缘

Supervise children when on the escalator
使用电扶梯时请照顾随行孩童

SMRT Helpline 1900-336-8900

TRAIN SAFETY ON THE PLATFORM

Do not rush for the train

Mind the platform gap when boarding or alighting

Reverse your personal mobility aid when entering or exiting the train

TRAIN SAFETY ON BOARD THE TRAIN

Hold on to the grab poles or overhead hand strap while standing inside our trains

Avoid leaning on the grab pole so that others can use it too

SMRT Helpline 1900-336-8900



Safety messages and banners on escalator safety with emphasis on caution for soft rubber footwear

Safety banner reminders on train safety at the platform and on board the train



SMRT Bus Captains and employees engaged with preschoolers on safe commuting tips

Learning Journey For Young Commuters

With the easing of COVID-19 restrictions, SMRT Buses was able to conduct our first Learning Journey at Woodlands Integrated Transport Hub with My First Skool preschoolers to share safe traveling tips when commuting on buses. We will continue to conduct more Learning Journeys with schools as part of our commuter engagement programmes. Through these Learning Journeys, we continually educate young commuters on safe commuting and allow them to learn about our bus and interchange operations.

Silveray Wheelchair Operations Safety

SMRT strives to provide safety excellence in all our operations, especially for elderly or vulnerable passengers, such as clients who engage our Silveray wheelchair service. Rigorous training is conducted through practical hands-on sessions with drivers and attendants to reinforce safety awareness when interacting with passengers on wheelchairs. Analysis of case studies of passenger mishaps and causes of accidents were also shared. This is supplemented by compliance checks to ensure wheelchairs are



Hands-on training sessions and safety compliance checks

secured using 3- or 4-point system, seat belts are used for passengers in wheelchairs and onboard checks to ensure safe driving behaviour.

Vigilance & Security

Security is everyone's responsibility. Staying vigilant and keeping our physical spaces secure is key to public safety.

In order to remain secure and operationally ready, we adopt the motto: Staying Ahead for all Emergencies, Be Prepared and Ready Always.

In our interconnected world today, security demands attention to both physical and cybersecurity aspects. To stay prepared and ready to respond to all emergencies in a timely manner, we conduct regular training, tabletop exercises and simulations, as well as build strategic partnerships.

Mitigating Security Risks

To detect and mitigate security risks, we regularly conduct both internal and external assessments and audits. We have been recognised by the Singapore Police Force & LTA for effectively promoting Threat-Oriented Person Screening Integrated System (TOPSIS). TOPSIS, a security enhancement programme, was first implemented at checkpoints for

aviation and border security. At the National Safety and Security Watch Group Awards 2022, SMRT received the TOPSIS Outstanding Award.

We will continue to improve the effectiveness of our TOPSIS measures and to incorporate it into our induction briefings for all new employees.

Securing Our Physical Spaces is Everyone's Responsibility

Staying vigilant and keeping our physical spaces secure is key to our overall security framework. Two-factor authentication is now being used to protect rooms housing critical operation systems. Our Operations Control Centres also have CCTV oversight of depots to effectively manage incidents and maintain situational awareness.

We will continue to explore the use of technology to enhance our existing capabilities in the early detection of abnormalities, such as suspicious persons and articles in train stations or unattended vehicles parked near train stations.

Security Readiness

A key aspect of security and operational readiness is the conduct of security and emergency preparedness exercises. One such exercise is Exercise Station Guard, which validates security measures, contingency plans and operational

readiness at public transport nodes during heightened security situations.



Security screening at Bugis Interchange

In June 2022, Exercise Station Guard was successfully conducted at Bugis Interchange. Through the exercise, we validated Public Transport Operators' Heightened Security Plan at specific threat levels, assessed the efficiency and effectiveness of station security screening configuration and sensitised commuters to the enhanced security checks during periods of heightened threat level. A total of 661 commuters were security screened.

Local Communities

Why this issue is material

SMRT is committed to live up to our vision “Moving People, Enhancing Lifestyles” where we hope to create positive impact from our business in the local community.

Our Corporate Social Responsibility (CSR) activities are guided by the three pillars of:

- Enabling mobility
- Empowering through arts and education
- Encouraging environmental sustainability

How we manage this

By having active engagements with the local community, SMRT can better understand the unique needs and preferences of the residents. Through establishing open channels of communication, SMRT can gather

valuable feedback on the existing transport services and identify areas for improvement. This fosters a sense of inclusivity and ensures that transportation solutions align with the community’s evolving needs.

Community involvement enables SMRT to build trust and credibility within the local population. By participating actively in the various community initiatives such as sponsoring local events and partnering with community organisations, SMRT can demonstrate its commitment to the well-being of the local community.

Tap for Hope

In support of lower-income families hard hit by the effects of the pandemic, SMRT has partnered with the National Council of Social Service (NCSS) and EZ-Link to launch the President’s Challenge

Tap for Hope 2022 on 14 November 2022. The Tap for Hope initiative leverages the travel convenience in SMRT’s public transport network, making it fuss-free to donate at SMRT-operated train stations and bus interchanges. The theme for President’s Challenge 2022 is “Supporting Lower-Income Families” rallying behind those who are most susceptible to the negative impacts of the pandemic. The 7-week campaign raised more than \$40,000 to support 82 benefitting agencies under the President’s Challenge umbrella.

Supporting Key National Initiatives and Making a Difference with Like-minded Organisations

As we do every year, SMRT supported key national events such as National Day Parade to contribute to the building of a caring and cohesive Singapore. We sponsored media space, conducted internal publicity campaigns to create awareness among our employees, and facilitated photoshoots at our premises.

We also partnered with the non-profit organisation Bizlink Centre

to produce festive hardcopy and electronic greeting cards for Christmas and Chinese New Year. The artwork used was from an artist with paraplegia, whom we credited by including the artwork’s provenance on both physical and online copies.

Throughout the year, SMRT also supported various charities with Flag Day at our stations to raise funds for meaningful causes.

“President’s Challenge is heartened to have partners like SMRT who are playing their part to make a difference in the lives of those in need, with initiatives such as ‘Tap for Hope’. The contribution and efforts from those who have given so generously will go a long way in enriching the lives of our beneficiaries, supporting our cause in building a more caring and inclusive society. Together, we can empower lives and uplift communities.”

President’s Challenge Secretariat
President’s Challenge

“A central tenet proudly upheld by EZ-Link is to leave no one behind - a commitment to build an inclusive society that empowers everyone from cradle to silver to lead fulfilling lives. We are privileged to have collaborated with SMRT to unleash the power of collective giving through the Tap for Hope campaign. It was a wonderful opportunity for us to contribute to the President’s Challenge to uplift lower-income families in our community and move Singapore forward as one.”

Nicholas Lee
Chief Executive Officer, EZ-Link



Eileen Koh
Manager, Community Partnership
at Guide Dogs Singapore



Community Chest SHARE Programme

Alongside our employees, SMRT actively participates in contributing to SHARE, which is the Community Chest’s meaningful monthly giving programme. Our donations through SHARE go towards helping children with special needs and youths-at-risk reach their potential; adults with disabilities integrate into society; relationships of families in difficulty stay resilient; elderly to age gracefully in the community; and persons with mental health issues integrate into society.

Gift of Mobility

Through STRIDES Care, SMRT has been able to give a Gift of Mobility for beneficiaries from various charities to enjoy outings and excursions, for instance AWWA beneficiaries to visit an SCDF Open House and Blossom Seeds clients to attend their 10th Anniversary event.

Singapore Rail Discovery Centre (SRDC) and Learning Journey Tours

The Singapore Rail Discovery Centre (SRDC) at Mandai Train Depot was officially launched on November 2022 by Minister for Transport, Mr. S Iswaran. Various visits have been organised for schools and organisations to provide visitors with a deeper understanding and appreciation

of the history of Singapore’s rail network development, our people’s competencies and expertise, as well as our technological and capability advancements. Reinforcing the SRDC tours, SMRT Trains has resumed our monthly Learning Journey Programme at Kim Chuan Depot and started a new programme at Mandai Depot. These depot tours are typically organised for visitors from primary schools to Institutes of Higher Learning, to provide a glimpse into our work behind-the-scenes.

Testimonials from visitors:

“The Rail Discovery Centre is an interactive educational hub and museum that offers a comprehensive insight into the fascinating world of railways... From AI-driven predictive maintenance to advanced train control systems, SMRT is embracing digital transformation to stay ahead in the ever-evolving transport industry.”

Terence Yiew
Nanyang Polytechnic

“The opportunity to witness firsthand the inner workings of the depot has given our students a unique insight into the industry and has enabled them to develop new skills and knowledge... SMRT’s dedication to providing educational opportunities to young people is commendable and greatly appreciated.”

Judy Swee
Bedok Green Primary School



Official Opening of SRDC



Visitors to SRDC

Accessibility & Inclusion

Why this issue is material

Accessibility is a key priority for SMRT. Singapore is renowned for its commitment to inclusivity and providing equal opportunities to all citizens. Moreover, our population is aging rapidly, and the call for age-friendly infrastructure is now more urgent than ever before. By prioritising accessibility, SMRT ensures that all individuals, regardless of age or ability, can access public transport infrastructure with ease. We strive to remove public transport mobility barriers, and to empower all individuals to lead independent and fulfilling lives whilst contributing to the nation’s vision of creating an inclusive barrier-free society.

How we manage this

Our transport infrastructure is intentionally designed with inclusivity and accessibility in mind. For commuters with special needs or mobility challenges, having a reliable and inclusive public transport system could mean more opportunities for socialisation, education, employment, or simply signal that our community cares about them regardless of who they are.

Go-To SMRT – We Love to Help

The “Go-To SMRT – We Love to Help” initiative was launched in April 2021 to provide a suite of facilities and services to make our MRT stations and bus interchanges the first locations to go to for anyone who needs help. By December 2022, all our frontline employees, as well as facilities at stations and bus interchanges were ready to provide the suite of Go-To SMRT services to anybody who may need these services. Through the one-and-a-half-year journey after rolling out this initiative, many heart-warming and extra-mile stories have been recorded. Many of our employees have also been recognised through service awards from many platforms and organisations.

To further amplify public awareness of the suite of “Go-To SMRT – We Love to Help” services, we have gone a step further to publicise the services through the placement of large format wall stickers at all our MRT stations and bus interchanges. WeCare rooms in the stations are also rejuvenated with fresh coat of paint and furniture to bring additional comfort to commuters who need them.



Go-To SMRT wall sticker at MRT station

Autism Awareness Campaign

To raise autism awareness, SMRT collaborated with Rainbow Centre to produce an educational video which was aired through all our digital advertising panels in April 2022. Together with the video, we also gave out tissue packs designed with caring behaviour messages to commuters in our transport network. Through these efforts, we hope to encourage everyone to be inclusive and show greater care towards people with special needs while commuting in the public transport network.

To help students of Rainbow Centre, we also supported the creation of

the “Miles Park at Rainbow Centre” so that students can have better experiential learning on how to take public transport independently.

Partnership with Special Education (SPED) Schools

To familiarise children with special needs with our MRT stations, and help them learn how to travel independently, we have reached out to all 9 SPED schools within 1km distance from our train stations and another 3 more SPED schools beyond 1km radius. In addition, we have started partnerships with MINDS, Rainbow Centre and APSN schools to provide Learning Journey tours at our stations, bus

interchanges and depots. We also give talks at their school assemblies to share about gracious and safe commuting.

STRIDES Care

STRIDES Care provides safe, reliable, and inclusive wheelchair-accessible transport for passengers with special needs. Together with our subsidiary, Silveray by STRIDES Care, we have over 13 years of dedicated experience supporting the wheelchair transport industry. Silveray’s wheelchair accessible vans are retrofitted with hydraulic lifters, allowing wheelchair passengers to board/alight while seated comfortably throughout. The vehicles are equipped with safety restraint systems to ensure passengers’ safety onboard. In addition to cardiopulmonary resuscitation and Automated External Defibrillator training for our drivers and attendants, our drivers undergo STRIDES Care’s specialised training on safe driving techniques, wheelchair and lifter operations, attending to passengers with dementia or autism, and other disabilities.

Our Silveray’s wheelchair accessible buses (WABs) provide services that allow passengers



Agency for Integrated Care (AIC)

in wheelchairs to ride safely and comfortable together. This WAB initiative will reduce the hassle of arranging multiple trips or vehicles, as advanced bookings can be made. Each WAB accommodates approximately 10 wheelchair passengers and 10 attendants. It comes with special safety systems and a hydraulic lifter to ensure passengers’ safety and comfort onboard.



Responsible Practices

- 🌿 Cybersecurity & Data Protection
- 🌿 Anti-corruption & Anti-bribery
- 🌿 Regulatory Compliance
- 🌿 Corporate Governance & Board Diversity
- 🌿 Enterprise Risk Management
- 🌿 Supply Chain Management

Responsible Practices

Cybersecurity & Data Protection

Why this issue is material

As one of the Critical Information Infrastructure Operators in Singapore, SMRT is committed to maintaining the highest level of data protection and cybersecurity over its systems. We have conducted peer reviews on the best information technology and operational technology practices across the industry and tailored them to suit our businesses and operations. In the face of ever-evolving cyber threats, we have invested in technologies and people to further strengthen our cyber resilience and have conducted cybersecurity assessments and exercises to ensure the effectiveness of systems and procedures in place.

SMRT handles vast amounts of personal and confidential data, including passenger details, payment information and operational data. Safeguarding this data is crucial to maintaining

the general public's trust and compliance with strict data protection regulations such as the Personal Data Protection Act (PDPA) in Singapore.

In addition, SMRT is connected with various stakeholders including government agencies, suppliers, and partners, making us vulnerable to cyber threats that can spread across the whole ecosystem. Therefore, with the various cybersecurity measures and robust data protection strategies in place, SMRT can mitigate risk, prevent unauthorised access, ensure the integrity of the systems, and maintain the resilience of Singapore's transportation infrastructure.

How we manage this

To uphold our commitment as a trusted data steward, we have continued to improve our Data Protection Management System, managed by our Data Protection Officer and associates. During the year, our Group Chief Information Security Officer (GCISO) Office

has launched a proactive initiative to strengthen the existing cybersecurity measures. We have also refined our cybersecurity governance structure and risk management to realign with SMRT's business objectives.

In response to the dynamic landscape of cyber threats, an extensive effort was made to update the existing cybersecurity

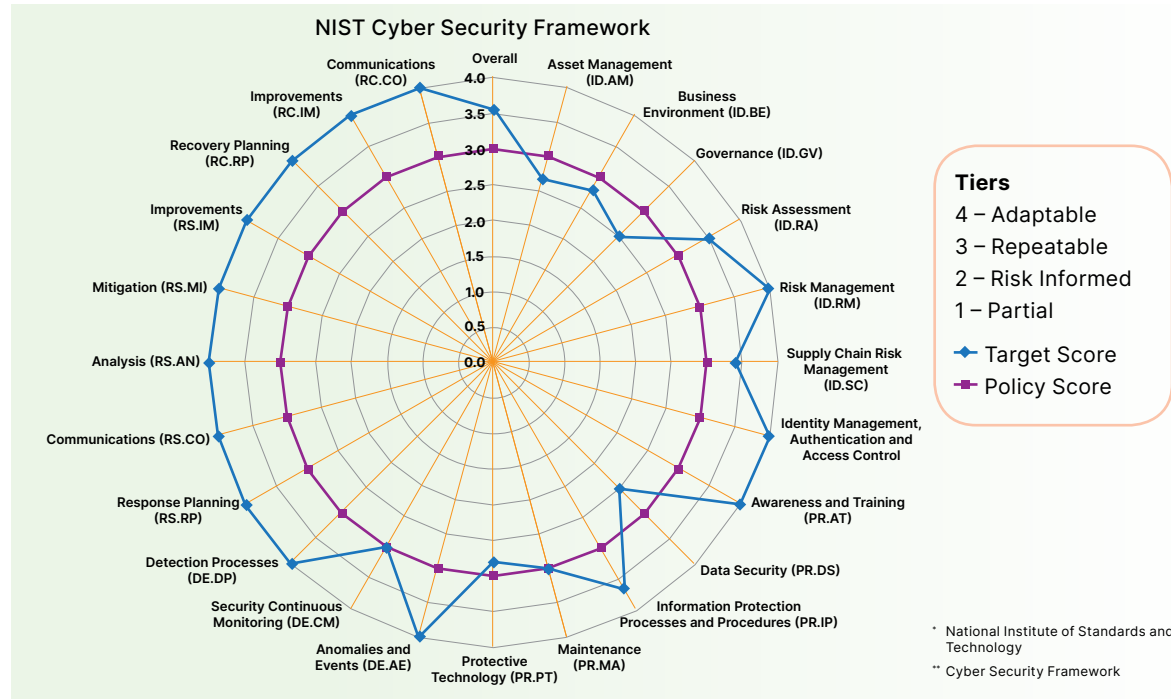
policy and governance framework in SMRT. This will enhance the company's preparedness to manage potential cybersecurity risks. The primary objective was to establish an effective cybersecurity governance framework, with a clear delineation of roles and responsibilities for cybersecurity policy and system lifecycle management. The implementation of this robust cybersecurity

governance framework has fostered accountability for cybersecurity throughout the company, enabling SMRT to effectively manage cybersecurity risks and respond promptly to emerging cyber threats. This commitment to sustainability and governance empowers SMRT to proactively safeguard its operations while ensuring cyber resilience and security.



Group CISO Office reviewing cybersecurity controls

Cybersecurity Maturity Levels Across 23 NIST^{*} CSF^{**} Categories



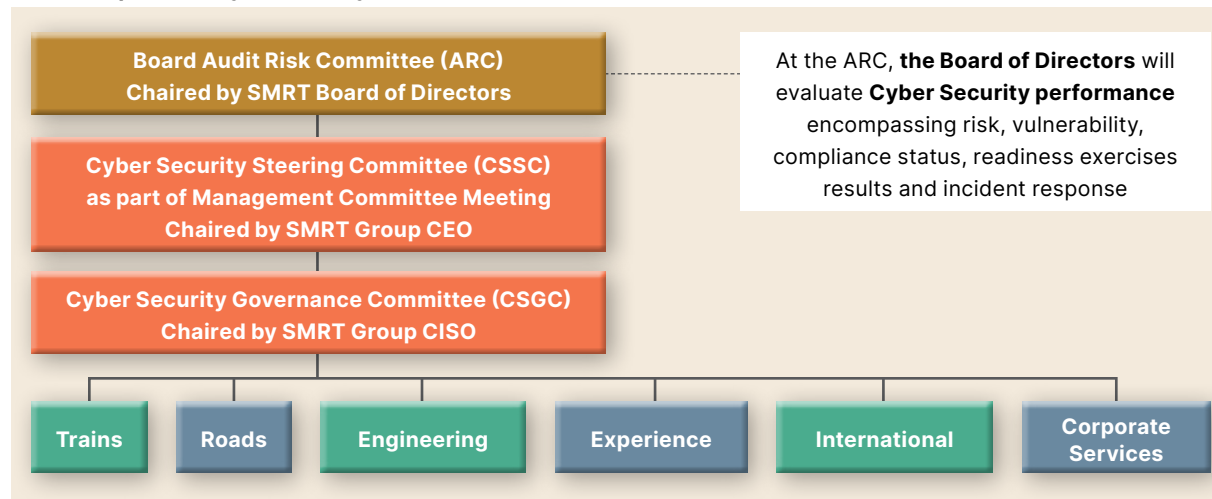
Data Protection

To further SMRT’s commitment to being a trusted steward of personal data, we appointed over 20 Data Protection Associates (“DPA”). These appointments are vital to SMRT’s compliance and governance processes vis-à-vis data protection and are governed by the DPA Terms of Reference – developed to enhance the robustness of the Group’s risk management control measures. As the primary point of contact within each Business Unit/ Corporate Function (“BU/CF”) to address routine queries and to provide guidance where necessary, DPAs are *inter alia* SMRT’s advocates and channels for disseminating best practices in its data protection and compliance efforts. In light of increased digitisation across the group and heightened cyber risks generally, more courses and trainings are developed by our Data Protection Officers (“DPO”) and conducted periodically to better equip DPAs for their roles, and to ensure that they are familiar and kept abreast with SMRT’s Data Protection Policy, related processes and resources (including incidents of data breaches). Pursuant to the PDPA, the DPOs are appointed to oversee data protection responsibilities and ensure compliance with the PDPA.

Other responsibilities of DPAs include:

- Assisting the DPO with respect to the implementation, monitoring and reviewing of BU/CF’s data protection compliance efforts, including the conduct of relevant impact assessments
- Developing a holistic understanding of the relevant BU/CF’s datasets collected, used, retained, transferred and/or disposed of, and identify the key compliance risks involved
- Handling routine data protection queries raised by stakeholders within the relevant BU/CF and to escalate non-routine/ peculiar queries to the DPOs
- Reporting actual or suspected data breach incidents to the DPOs, and working with them to conduct a preliminary assessment of the data breach, its extent and potential impact
- Developing and providing guidance to stakeholders within relevant BU/CF with respect to data retention periods and destruction methods
- Liaising with the DPOs to identify topic areas where data protection training is required and assist in the relevant coordination efforts

SMRT Corporation Cybersecurity Governance Structure



Anti-corruption & Anti-bribery

Why this issue is material

Integrity lies at the heart of our businesses and operations, and we intend to comply with local laws and regulations, as well as uphold the very highest standards of honesty in all our dealings. We greatly value the public's trust in us. A breach of standards in the form of corruption and bribery would not only tarnish our short-term reputation but affect stakeholders' trust in us and our ability to conduct business in the long-term. We take such cases seriously and have zero-tolerance for bribery or corruption.

How we manage this

As part of SMRT's Enterprise Risk Management (ERM) Framework, all Business Units and Corporate Departments are required to conduct risk assessments, which would include assessing for fraud and bribery risks. No significant corruption risks have been identified thus far. Control plans are also in place (e.g., Ethics & Anti-Bribery Policy, Group Expense Policy, Anti-bribery declarations and annual Control Self-Assessment Exercise) to ensure fraud/corruption risks are mitigated. There was no significant risk relating to fraud and bribery identified during the year

ended 31 March 2023. We have communicated and provided annual training on SMRT's corruption policies and procedures to all members of our governance body, senior management and employees.

Since obtaining the ISO 37001 Anti-bribery Management System certification in May 2022, SMRT diligently sought to implement and enhance internal measures to address its increasing regulatory, ISO and contractual obligations. Furthermore, as we actively ventured into foreign markets and collaborations with various foreign entities, we worked towards developing a framework to manage and evaluate its prospective business partners, suppliers, vendors and/or investments. Notably, we procured compliance solutions to screen these individuals and corporate entities for various categories of sanctions, exposure to money-laundering, terrorism financing and financial crime, as well as adverse media. With this solution, individuals and entities would be flagged out for their lapses in practices at the earliest instance. This upholds SMRT's effort to maintain the highest standards of integrity and honesty in conducting our businesses.

Anti-Bribery Surveillance Audit ISO 37001

In April 2023, a week-long surveillance audit was conducted by external auditors to ensure that the organisation continues to meet ISO 37001 standard requirements. Executives from 7 Business Units participated in the external audit, and SMRT was found to have satisfied all requirements to maintain its ISO 37001 certification.

Following the successful audit, the following mandatory e-learning courses were introduced to ensure that SMRT's stance against bribery, corruption and money laundering is percolated throughout and to empower employees to safeguard SMRT's interests from their various posts:

- Anti-Money Laundering (AML) Fundamentals and AML Country Guides;
- Anti-Bribery and Anti-Corruption Global Edition; and
- US Office and Foreign Assets Control (OFAC)

These e-learning courses provide an overview of money-laundering, laws that criminalise bribery and corruption, and the economic sanctions programs administered

by the OFAC and are intended to equip employees with the requisite knowledge to identify specific risks as well as potential exposures and red flags that may be encountered daily.

Going Forward: Revision of SMRT Code of Business Conduct and Ethics

Going forward, SMRT intends to update the SMRT Code of Business Conduct and Ethics, to ensure its currency and relevance to changing needs. SMRT continues to strive to conduct its affairs with the highest standards of integrity and compliance with the law in pursuit of its zero-tolerance approach to bribery and corruption.

Regulatory Compliance

Why this issue is material

As a public transportation provider, our rail, bus and taxi operations are subject to extensive regulations. Potential regulatory risks relate primarily to operating licences, transport policies and legislation, transport fares and operating performance standards. In addition, our brand reputation and trust forged with our stakeholders over the years are at risk in case of any non-compliance which in addition may expose us to, potential legal and financial risks and penalties.


Hence, it is highly critical for SMRT as a business to ensure that our operations, including our employees and suppliers, always fully comply with applicable laws and regulations.


How we manage this

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

For Taxi Operations, STRIDES Taxi is aligned with the new Point-to-Point regulatory framework implemented by the Land Transport Authority (LTA) since October 2020. Under the new regulatory framework, our Taxi Service Operator Licence has now transitioned to a Street-Hail Service

Operator Licence and a Ride-Hail Service Operator Licence - Class 2 (for operating a call booking centre). Additionally, we also comply with the following standards:

 Quality of Service (QoS) Standards.

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

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

New Initiatives and Ongoing Efforts

To strengthen our working relationship with the regulators, SMRT Trains hold regular Joint-Board and Joint-Management meetings with LTA to ensure tight oversight on key issues pertaining to safety and security standards, statutory and Licence

requirements, asset renewal programme, operational and maintenance management, and technology collaborations. SMRT reports no non-compliance with any environmental laws and regulations including social and economic area.

Corporate Governance & Board Diversity

Why this issue is material

The Board and Management of SMRT are firmly committed to the highest standards of corporate governance, which are essential to the sustainability of SMRT's businesses. Strong and prudent corporate governance cultivates a culture of accountability and signals to the market that the interests of our management are well aligned with external stakeholders. We also believe that the diversity of the Board in terms of age, gender, and ethnicity plays a pivotal role in fortifying the Board's capabilities, consequently enhancing the quality of decision-making and fostering improved governance.

How we manage this

SMRT's corporate governance framework adheres to the material aspects of the Code of Corporate Governance 2018 (the "Code"). We regularly review the corporate governance guidelines and

practices to enhance governance and maintain their relevancy and currency. During the year under review, we established a Tender Board Committee on 1 August 2022 to respond to rapidly changing business environments.

The Board consists of Directors with core competencies in areas such as accounting, finance, risk management, audit, law, management, engineering, Environmental, Social & Governance (ESG) and service-excellence. We continue to strictly adhere to our Board Diversity Policy. The skills and experience that each Director possesses is also evaluated by the Chairperson of the Board to further ensure that diversity is achieved.

Enterprise Risk Management

Why this issue is material

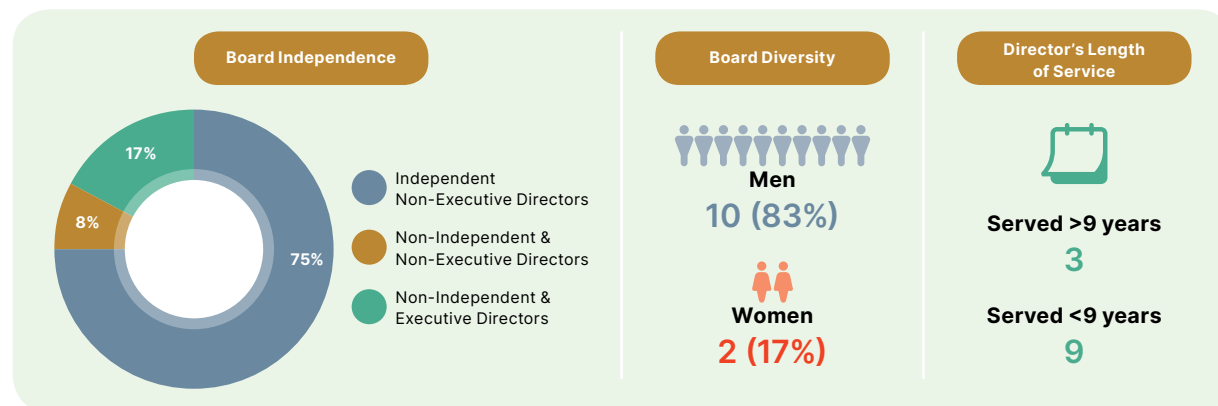
Risk management equips us with the ability to identify potential threats and mitigate the impact they might have on our operations, avoiding unnecessary losses. ESG-related risks themselves could hold both positive and negative value. Adopting them into a robust risk framework would allow us to leverage their multifaceted nature, adding to enterprise value. Appropriate risk management also acts as an extra layer of assurance for our stakeholders.

How we manage this

SMRT recognises that incorporating ESG into our ERM framework will enable us to identify and assess the ESG-related risk events that

impact the overall ESG performance of the organisation. By evaluating both favourable and unfavourable aspects of ESG-related risks, the Board and Management can more effectively allocate resources and identify emerging ESG trends that could lead to new opportunities for SMRT.

We recognise that our operations, including our electricity consumption, vehicle emissions and waste generation, have direct and indirect impacts on the environment. SMRT has elevated Environmental Sustainability as a Group Top Risk and improved the representation of environmental risk events in view of our commitment and emphasis on effective management and stewardship of resources to reduce our carbon footprint.



Going forward, we will integrate the Taskforce on Climate-related Financial Disclosures (TCFD) framework into our risk management processes to enhance our disclosure and reporting on climate-related risks and opportunities. Aligned with TCFD’s categorisation of transition and physical climate risks, we will conduct a more detailed scenario analysis to identify and understand the potential impacts of climate risk and opportunity drivers on our operations and businesses. By focusing on the operational and financial implications of climate change, we will prioritise the issues that are most material to our operations and businesses, leading to more effective risk management and decision-making.

Supply Chain Management
Why this issue is material

Supply chain management is essential in allowing us to establish strong ties with our suppliers. We believe in holding our suppliers to strict standards as suppliers whose strategic goals are misaligned with SMRT’s could harm the entire value chain. This includes ESG goals. We acknowledge that a stringent procurement process is required to ensure that our suppliers are also striving for the same sustainability standards we intend to uphold at

SMRT. Thus, we define sustainable procurement as positive economic and ESG impacts over the entire life cycle in accordance with ISO20400:2017 Sustainable Procurement Guidelines.

How we manage this

In SMRT, our supply chain primarily operates within the transportation sector. Our key suppliers include OEM manufacturers, parts distributors, facilities management companies, software & solution providers. 93% of our total supplier base were local and this accounted for 92% of the total procurement expenditure.

Over the past year, we have worked closely with our suppliers, fostering strategic partnerships where similar skillsets or technologies can be shared to improve the whole value chain in terms of sharing environmental and green practices. By collaborating in a mutually beneficial relationship with our suppliers, we are able to reduce operational cost, minimise any form of delays, reduce quality and price variances and overall improvement to the whole value chain process.

In addition, our robust procedures ensure transparency in our procurement process, based on the principles of open and fair competition. Sustainability

considerations are added into the procurement checklist when sourcing for suppliers. A Supplier Sustainability Questionnaire is added to evaluate potential suppliers on their ESG Standards and Reporting.

The potential suppliers are evaluated on their ability to adopt internationally recognised sustainability standards and quality management systems and reduce Scope 3 emissions for SMRT.

As part of educating our suppliers, we have also organised our inaugural Sustainable Procurement workshop for our suppliers in February 2023. The workshop was attended by 28 suppliers with the following topics:

- SMRT’s evaluation criteria for sustainability
- SMRT’s commitments to Singapore Green Plan 2030
- Monitoring and measurement of Scope 1, 2 and 3 GHG emissions

The workshop was very well received. The following are snippets of feedback from our suppliers.

“ **Good knowledge sharing**”
Gary Seah
Seah Yong Heng Trading

“ **Very good job from all the team. Well done. Let’s all work together.**”
Bechir Hellal
Otis

“ **Thanks for the workshop. It is good to see SMRT moving and leading the effort on CO₂ reduction.**”
Mercier
ALSTOM

“ **Good sharing session and clear key takeaways. Good job!**”
Chia Boon Chong
SingTel

SMRT has plans to conduct 3 workshops annually for our suppliers as part of our concerted effort to align supplier’s ESG goals with us.



New Initiatives and Ongoing Efforts

Inclusion of ESG Scoring to Procurement Evaluation

The following initiatives/program were introduced:

For tenders of value more than SGD1.0 million, there is a mandatory Sustainable Procurement Checklist which serves to include sustainability considerations in sourcing requirements and to emphasise the importance and impact of life-cycle costing and management in sustainable procurement. As part of the tender process, a Supplier Sustainability Questionnaire is required to be filled up where a maximum of 5% scoring weightage is given to ESG topics. The 5% score weightage encourages suppliers to:

- Adopt internationally recognised sustainability standards and quality management systems
- Provide proposals that help to reduce SMRT's Scope 3 emissions

For the year ended 31 March 2023, a total of 8 tenders were reviewed for sustainability considerations based on the 5% criteria.

All prospective and existing suppliers are provided with and informed about SMRT Supplier Code of Conduct (SCOC). SMRT expects its suppliers to abide by this SCOC and to make every effort to minimise the environmental impact and avoid negative social effects arising from their business activities.

An extract of a relevant clause from the SCOC:



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

Moving forward, we will include the requirement for potential tenderers to submit their relevant Scope 3 emissions specific to SMRT's purchase and their solutions and plans to mitigate Scope 1, 2 and 3 emissions.

What's Next

Forging ahead, we will continue to decarbonise our operations and businesses as we journey towards 2030. We intend to publish our climate-related financial disclosures in four key areas as recommended by the TCFD in our next Sustainability Report. We also intend to incorporate the IFRS S1 general requirements for Disclosure of Sustainability-related Financial Information and IFRS S2 Climate Related disclosures developed by the International Sustainability Standards Board.

Additionally, in tandem with the increased need for transparency and accountability, we will continue to enhance our internal audit over social and governance metrics by expanding the scope and depth of our assurance. To ensure timely and efficient data collection for the purposes of internal assurance, we are also in the midst of automating our processes using a data management system. We continue to progressively improve our sustainability disclosures to ensure that we address the demands placed on environmental, social and governance issues.

Appendices

Appendix 1: GRI Index

GENERAL DISCLOSURES			
GRI Standard	Disclosure	Page Number or Reference	
GRI 2: General Disclosure 2021	The organisation and its reporting practices		
	2-1	Organisation details	Page 2
	2-2	Entities included in the organisation's sustainability reporting	Page 2
	2-3	Reporting period, frequency, and contact point	Page 2
	2-4	Restatement of information	Page 34
	2-5	External assurance	Page 2
	Activities and workers		
	2-6	Activities, value chain and other business relationship	Page 27-28, 35-37 Group Review 2022/2023 – Page 3
	2-7	Employees	Page 46
	2-8	Workers who are not employees	Omitted due to fluidity of number of workers
	Governance		
	2-9	Governance structure and composition	Page 16
	2-10	Nomination and selection of the highest governance body	Group Review 2022/2023 – Page 70
	2-11	Chair of the highest governance body	Group Review 2022/2023 – Page 69
	2-12	Role of the highest governance body in overseeing the management of impacts	Page 16 Group Review 2022/2023 – Page 65
	2-13	Delegation of responsibility for managing impacts	Page 16
	2-14	Role of the highest governance body in sustainability reporting	Page 16
2-15	Conflicts of interest	Group Review 2022/2023 – Page 68	
2-16	Communication of critical concerns	Page 16	
2-17	Collective knowledge of the highest governance body	Page 7	

GENERAL DISCLOSURES			
GRI Standard	Disclosure	Page Number or Reference	
	2-18	Evaluation of the performance of the highest governance body	Group Review 2022/2023 – Page 70
	2-19	Remuneration policies	Group Review 2022/2023 – Page 71-72
	2-20	Process to determine remuneration	Group Review 2022/2023 – Page 71-72
	2-21	Annual total compensation ratio	Employee compensation is company's confidential information.
	Strategy, policies and practices		
	2-22	Statement on sustainable development strategy	Page 3
	2-23	Policy commitments	Page 40, 60-63 Group Review 2022/2023 – Page 74-78
	2-24	Embedding policy commitments	Page 40, 60-63 Group Review 2022/2023 – Page 74-78
	2-25	Processes to remediate negative impacts	Page 39
	2-26	Mechanisms for seeking advice and raising concerns	Group Review 2022/2023 – Page 77
	2-27	Compliance with laws and regulations	Page 62-63
	2-28	Membership of Associations	Page 12
	Stakeholder engagement		
	2-29	Approach to stakeholder engagements	Page 17-19
	2-30	Collective bargaining agreements	Page 47
GRI 3: Material topics 2021	Material topics		
	3-1	Process to determine material topics	Page 20
	3-2	List of material topics	Page 20

Appendix 1: GRI Index

MATERIAL TOPICS			
GRI Standard	Disclosure	Page Number or Reference	
Energy Consumption			
GRI 3: Material Topics 2021	3-3	Management of Material Topics – Energy	Page 34
GRI 302: Energy 2016	302-1	Energy consumption within Organisation	Page 36
	302-3	Energy intensity	Page 36
Greenhouse Gas (GHG) Emissions			
GRI 3: Material Topics 2021	3-3	Management of material topics – Greenhouse Gas Emission	Page 31
GRI 305: Emissions 2016	305-1	Direct GHG emissions (Scope 1)	Page 34
	305-2	Energy indirect GHG emissions (Scope 2)	Page 34
	305-3	Other indirect (Scope 3) GHG emissions	Page 34
	305-4	GHG emissions intensity	Page 8
Resource Stewardship			
GRI 3: Material Topics 2021	3-3	Management of material topics – Water	Page 36
GRI 303: Water and Effluents 2018	303-3	Water withdrawal	Page 8
GRI 3: Material Topics 2021	3-3	Management of material topics – Waste Management	Page 37
Human Capital			
GRI 3: Material Topics 2021	3-3	Management of material topics – Employee Health & Well-Being	Page 39
GRI 401: Employment 2016	401-1	New employee hired and employee turnover	Page 46
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 39
GRI 3: Material Topics 2021	3-3	Management of material topics – Workforce Safety	Page 40
GRI 403: Occupational Health and Safety 2018	403-1	Occupational Health and Safety Management system	Page 40
	403-2	Hazard identification, risk assessment & incident investigation	Page 42, 45
	403-3	Occupational health services	Page 45
	403-5	Worker training on Occupational Health and Safety	Page 43
	403-6	Promotion of worker health	Page 39
	403-9	Work-related injuries	SMRT will constantly work with its contractors to place greater emphasis on reducing work-related injuries.
GRI 3: Material Topics 2021	3-3	Management of material topics – Development of Workforce	Page 47
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	Page 9
	404-2	Programmes for upgrading employee skills and transition assistance programmes	Page 47-49
GRI 3: Material Topics 2021	3-3	Management of material topics – Diversity & Non-discrimination	Page 45
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governing bodies	Page 46
GRI 406: Non-discrimination 2016	406-1	Non-discrimination policies	Zero incidents of discrimination reported

MATERIAL TOPICS			
GRI Standard	Disclosure	Page Number or Reference	
Customer Service & Satisfaction			
GRI 3: Material Topics 2021	3-3	Management of material topics – Customer Service & Satisfaction	Page 51
GRI 3: Material Topics 2021	3-3	Management of material topics – Public Health & safety	Page 53
Our impact on the community			
GRI 3: Material Topics 2021	3-3	Management of material topics – Local Communities	Page 56
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programmes	Page 56-58
GRI 3: Material Topics 2021	3-3	Management of material topics – Accessibility	Page 57
Cybersecurity & Data Protection			
GRI 3: Material Topics 2021	3-3	Management of material topics – Cybersecurity & Data Protection	Page 60
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Zero cases of cybersecurity breaches reported.
Business Ethics & Integrity			
GRI 3: Material Topics 2021	3-3	Management of material topics – Corporate governance & board diversity	Page 63
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governing bodies	Page 63
GRI 3: Material Topics 2021	3-3	Management of material topics – Anti Corruption & Anti-bribery	Page 62
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	Page 62
	205-2	Communication and training about anti-corruption policies and procedures	Page 62
	205-3	Confirmed incidents of corruption and actions taken	Page 62
GRI 2-27: Compliance with laws and regulation	2-27	Compliance with laws and regulations	Page 62-63
GRI 3: Material Topics 2021	3-3	Management of material topics – Enterprise Risk Management & Supply Chain Management	Page 63-64
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	Page 64
	308-2	Negative environmental impacts in the supply chain and actions taken	SMRT is working on conducting assessment for social impacts based on the information received from our sustainability and the results are not yet available. SMRT aims to obtain the information in future reports.
GRI 414: Supplier Social Assessment 2016	414-2	Negative social impacts in the supply chain and actions taken	SMRT is working on conducting assessment for social impacts based on the information received from our sustainability and the results are not yet available. SMRT aims to obtain the information in future reports.

Appendix 2: United Nations Global Compact Index

Principle	Description	Page Reference
Human Rights		
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights; and	Page 39-49
Principle 2	Make sure that they are not complicit in human rights abuses.	Page 39-49
Labour		
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	Page 39-49
Principle 4	The elimination of all forms of forced and compulsory labour;	Page 65
Principle 5	The effective abolition of child labour; and	Page 65
Principle 6	The elimination of discrimination in respect of employment and occupation	Page 45, 65
Environment		
Principle 7	Businesses should support a precautionary approach to environmental challenges	Page 16
Principle 8	Undertake initiatives to promote greater environmental responsibility; and	Page 27-28, 31-37
Principle 9	Encourage the development and diffusion of environmentally friendly technologies	Page 27-28, 31-37
Anti-Corruption		
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery.	Page 62



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