

# Mobility at your service

SMRT Corporation Ltd Group Review 2017



**SMRT**  
CORPORATION



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This logo represents SMRT Corporation Ltd (SMRT Corp).

The **SMRT** and red roundel represent our enduring heritage.

The "SMRT" typeface is oriented towards the right, projecting SMRT as a dynamic and forward-looking company that strives relentlessly towards excellence in public transport. Red highlights the passion and energy we embody.

When the roundel was first conceived in 1983, the two bands were meant to symbolise the two main rail lines being built then – the North-South and East-West Lines. Cutting across the circle at the centre, the bands portray how the system is a combination of at grade, viaduct and underground rail lines. Over the years, the roundel has come to symbolise our island-wide operations that encompass our trains, buses and taxis.

The gold band accentuates our continued emphasis on excellence.

## About SMRT

### Our Vision

Moving People, Enhancing Lives

### Our Mission

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

### Our Core Values

**S**afety & Service Excellence

**M**astery

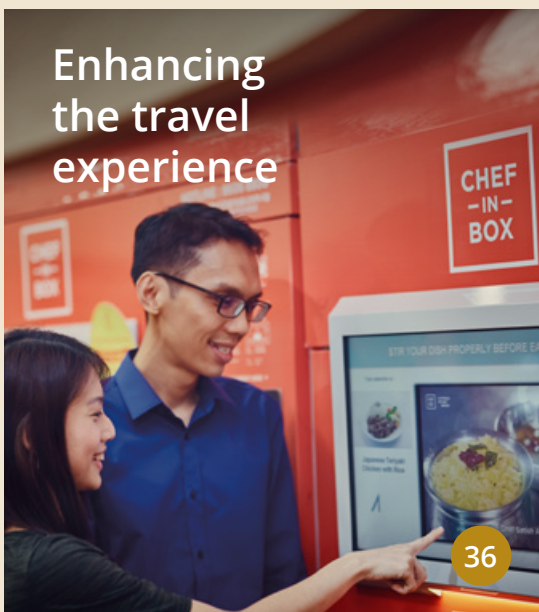
**R**esponsibility & Respect

**T**eamwork

**n**urture

**I**ntegrity

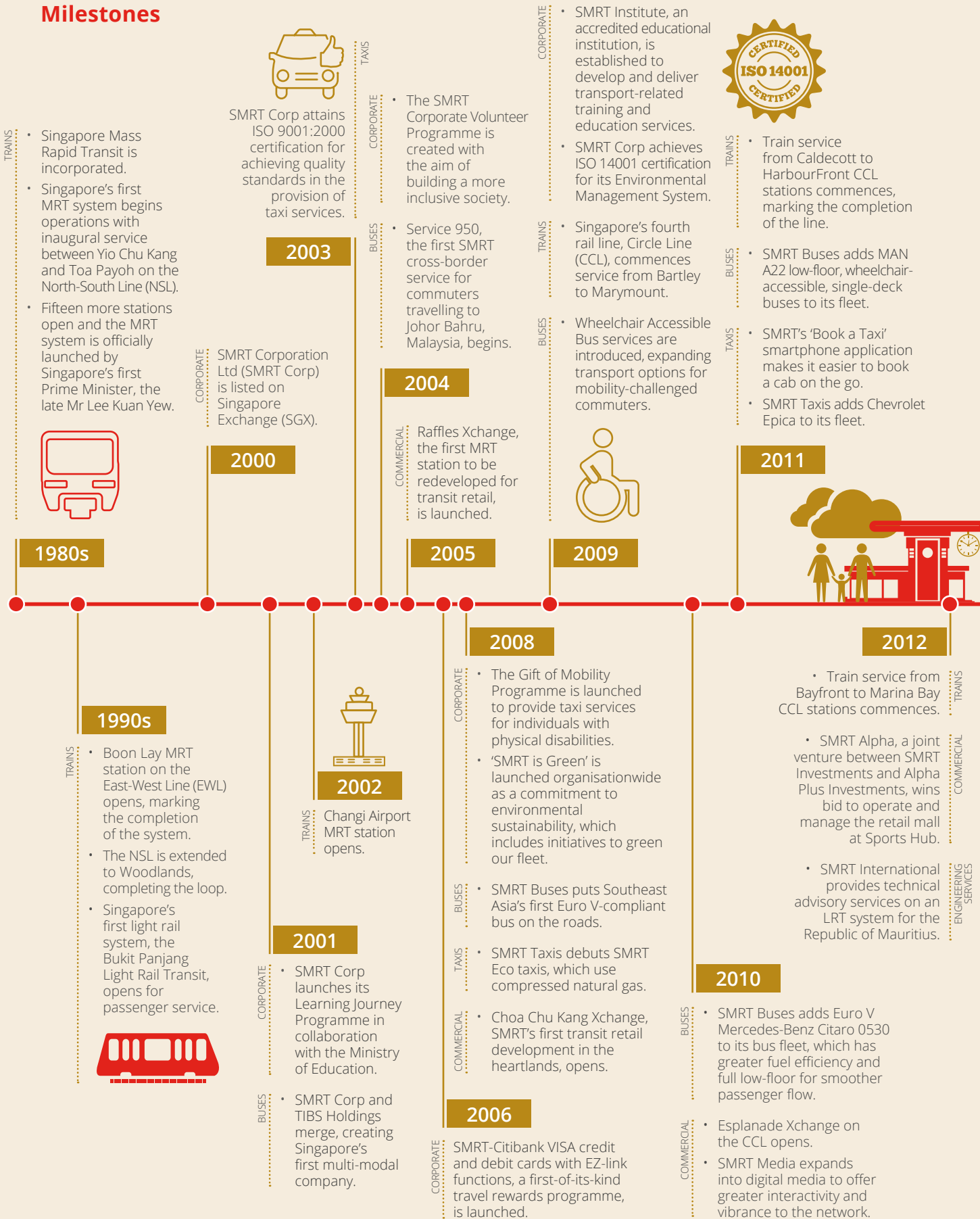
## Mobility at your service



We are driven by service excellence and are working hard to provide safe, reliable and pleasant journeys for all.

With a portfolio of effective, efficient and sustainable mobility offerings, SMRT Corp reimagines the commuter experience through new technologies, innovative solutions and diverse travel options to meet all travel needs. With Mobility at Your Service, SMRT Corp transforms the way our community lives, works and plays.

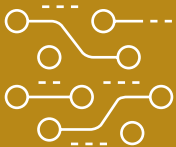
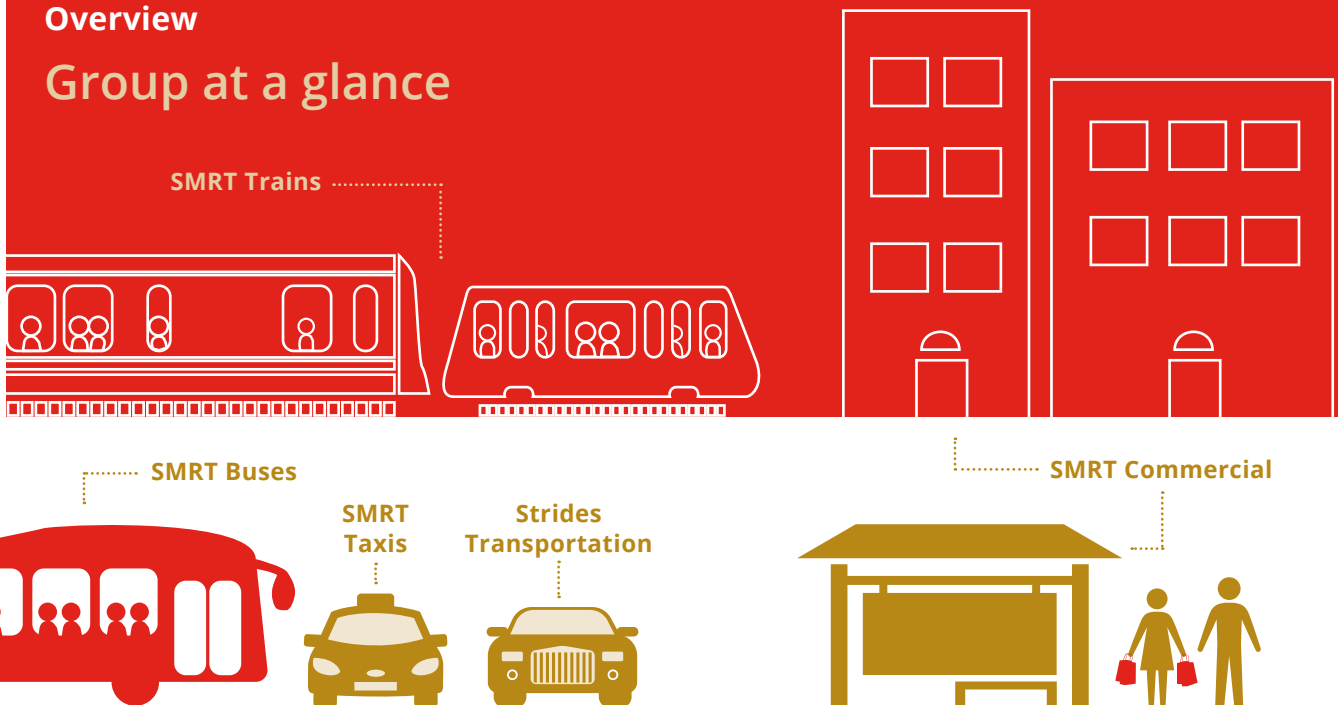
## Milestones





Overview

Group at a glance



A network of transport solutions

- **SMRT Trains** is the dominant train operator in Singapore, operating and maintaining the North-South and East-West Lines, Circle Line and Bukit Panjang Light Rail Transit system.
- **SMRT Buses** manages a fleet of over 1,450 buses and provides 99 bus services.
- **SMRT Taxis** is the third largest taxi operator in Singapore, managing a fleet of over 3,000 taxis, and has more than 20 years of experience in taxi operations.
- **Strides Transportation** offers a whole fleet ranging from luxury limousine and spacious private car services to premium bus transportation, providing abundant options for travelling in comfort and style.

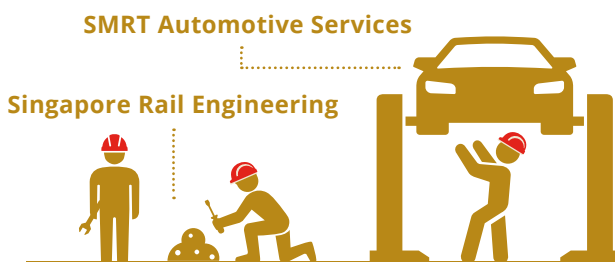
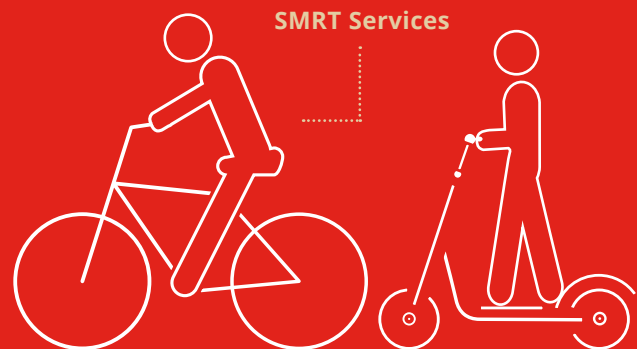


Enhancing the travel experience

- **SMRT Commercial**
  - manages the retail and advertising spaces within the SMRT network of MRT stations and bus interchanges, as well as our trains, buses and taxis. It achieved 97% occupancy, with over 860 retail units in the network.
  - also manages businesses in media and marketing, as well as properties and retail management, including 40,000sqm of retail and food areas at Kallang Wave Mall, Singapore Indoor Stadium and Water Sports Centre.

See page 28

See page 36





**Expanding our technical capability**




**The future of urban mobility**

- **SMRT Automotive Services** maintains close to 6,500 vehicles and is the market leader in Government-owned, non-military fleet maintenance. It provides comprehensive repair and maintenance services to external fleet owners as well as SMRT Buses' and SMRT Taxis' vehicles.
- **Singapore Rail Engineering** provides rail engineering solutions to mass transit operators locally and internationally. It has joint ventures with Toshiba to market and supply energy-efficient propulsion systems to mass transit operators globally (excluding Japan), and with Faiveley Transport to provide Maintenance, Repairs and Overhaul services for rolling stock components in South East Asia (excluding Thailand).
- **SMRT International** provides operations and maintenance, engineering consultancy and project management services overseas, and has been appointed as consultants for projects in Mauritius, Indonesia and India.

- **SMRT Services** provides transport-related technical services and support capabilities, both locally and overseas. It also spearheads new and innovative growth paths in urban mobility for Singapore.

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## Overview

# Business model



Our business model has been developed to transform the way commuters and our community live, work and play, bringing to life the concept of 'Mobility at your service'. It is designed to build upon our strengths in Singapore, support our growth in the global transportation sector and reimagine urban mobility for the long-term benefit of our key stakeholders.

## Our focus

### Dedicated and professional workforce

We employ about 10,500 dedicated and committed people. We are committed to their development and training so they are able to serve and delight our commuters while working to achieve high standards of excellence in our daily operations.

### Engineering and technological strength

Our expertise in engineering and technological innovations open countless doors for us to enhance our operations and allow us to conceive and incubate different models for urban mobility. In addition, our partnerships with various institutes enable us to tap multiple pools of resources for inspiration and to grow our capabilities.

### Enabling the vision of a Smart Nation

We are onboard to realise Singapore's vision of becoming the world's first Smart Nation. As we move a nation, we are also developing capabilities for urban mobility for all.



We provide a complete suite of first- and last-mile connectivity solutions and aim to shift the paradigms of urban mobility through new technologies, innovative solutions and diverse travel options.

## Driven by our culture

Our culture and core values underpin our focus on providing reliable, safe, efficient and sustainable services.



## Our urban mobility capabilities

We provide a multi-modal transportation service across Singapore, combining our role in the operation of train and road networks with an eye on the future by reimagining urban mobility throughout the wider region.

Our capabilities lie in:



Our network of transport solutions



Our ability to deliver service excellence



Our focus on enhancing travel experiences



Our engineering expertise



Our drive towards the future of urban mobility

See pages 28–52

## How we create sustainable value

### Customers and community

We provide our commuters with public transport options that are safe, reliable, of high quality and affordable. We continue to innovate and improve on our services to enhance our customers' experience when travelling with us. We recognise that we play a critical role for a more inclusive society through accessible transport for everyone.

~3m

Daily customer journeys in 2017

### Strategic business partners

Our ability to change urban mobility paradigms and provide excellent service to our customers relies on strong strategic alliances and collaborations with our business partners.

>90%

Spending on local suppliers

### Employees and union

We invest heavily in training and engagement initiatives to continuously develop our employees' expertise and skills. Our people are engaged, energised, empowered and proud to share SMRT's vision.

86%

of our employees are sustainably engaged\*

\* Organisation Climate Survey by Towers Watson

See pages 18–21

## Steering our strategy

Our business model steers the five thrusts of our strategy to become a key player in the global transportation sector.

## Highlights



### Health and Safety:




# 1.41

Employee accident frequency rate

Employee accident frequency rate is significantly below the accident frequency rate for the Logistics & Transport sector. According to statistics from the Workplace Safety and Health Institute, Singapore, the accident frequency rate for the industry was 2.8 as at end of June 2017.





### Customer Satisfaction:



<b>Trains</b>	<b>91.8%</b>
<b>Buses</b>	<b>96.7%</b>

Results from the Public Transport Customer Satisfaction Survey by the Public Transport Council

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<b>Trains</b>	<b>64.6</b>
<b>Buses</b>	<b>66.6</b>
<b>Taxis</b>	<b>71.8</b>

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



**Community:**



>\$2 million

Cash and in-kind sponsorship



288 units of blood donated

In two successful blood donation drives at Raffles Place MRT Station concourse in 2017



**People:**

11.3%

growth in staff strength in 2017

26%

of employees with more than 15 years of service



**Sustainable Procurement:**



>90%

Spending on local suppliers for the past 3 years



**Environment:**

58,874 billion litres of bus diesel used

Figure rounded to nearest billion litres. Progressive fleet renewal as well as use of telematics solutions resulted in better fuel efficiency, reducing diesel consumption

## Chairman's Message



As we look ahead, our task is clear: to deliver an outstanding MRT system which puts commuters first and that can be the pride of Singapore.

In 2017, SMRT commemorated 30 years of train operations. Over the last three decades, we have journeyed to provide multi-modal public transport services. As we look ahead, our task is clear: to deliver an outstanding MRT system which puts commuters first and that can be the pride of Singapore.

### **Ensuring Reliability, Availability, Maintainability, Safety and Security**

The SMRT team must deliver cost-effective public transport services that provide reliable, seamless and a pleasant travel experience for our community. There should be fewer disruptions; and with an ongoing preventive and predictive maintenance regime, our trains and road vehicles must spend less time in the workshop. Our system therefore needs to rise to and be sustained at the highest standards of reliability, availability, maintainability, safety and security (i.e. RAMSS).

An SMRT Readiness Inspection Team (READI) has been set up to enhance quality standards in rail maintenance and engineering. This is being led by an Assistant Chief Executive at SMRT Trains, who is also working closely with the Land Transport Authority (LTA) as Chief of Joint Readiness Inspection to audit standards in rail maintenance and operations at SMRT.

In addition, we are working on our multi-year rail renewal efforts, strengthening the operations and maintenance teams, and building robust engineering capabilities to enhance RAMSS. These initiatives aim to continually deliver desired rail performance over the entire life of our MRT system. SMRT will continue to collaborate with LTA and various stakeholders to keep the MRT network resilient and robust.

### **Ongoing Plans & Focus**

We are pushing ahead to complete most of the renewal works on the North-South and East-West Lines by 2020. Later this year, we will scale up pre-opening preparations for the Thomson-East Coast Line, which opens progressively from 2019. We are also participating actively in the Rapid Transit System Link project that will connect Singapore and Johor Bahru to benefit the people of Singapore and Malaysia.

For our Bus business, we must keep pace with emerging trends as technology continues to transform the way public bus services are delivered. At the same time, our SMRT Commercial, SMRT Taxis, SMRT Services, SMRT International and corporate business teams should stay focused on making SMRT future-ready and support the push to offer best-in-class options in urban mobility.

### Putting People First

At SMRT, our Common Purpose is to “build trust and bring on smiles, every day and in everyone who journeys with us”. When our commuters experience reliable and comfortable transport services, we gain their trust and confidence.

We must continue to develop and train our people and build a highly disciplined and competent organisation that performs to its fullest potential. This is critical especially as we quicken our pace to acquire new technology in rail engineering and boost our capabilities.

Our priority is to improve the work lives and workflows of our workforce, while ensuring a safe working environment for our staff. To nurture a disciplined workforce culture, we are implementing *Kaizen* company-wide. At SMRT, *Kaizen* embodies “Continuous Improvement” (改善 in Mandarin, *Peningkatan Berterusan* in Malay, or நீடித்த முன்னேற்றம் in Tamil). We are establishing more efficient workflows and processes in our depot workshops, allowing our workers to carry out tasks diligently with stronger accountability, ownership and discipline.

This should enable us to achieve higher overall productivity, with higher Mean Kilometres Between Failures per labour cost: a more motivated, disciplined and productive worker will lead to MRT trains travelling a longer distance before encountering a delay of more than five minutes.

We must push for higher standards of service to serve commuters as best we can. A strong Service Culture goes beyond friendly and courteous service. It is about putting commuters at the heart of everything we do at SMRT. We have therefore appointed a Chief Commuter Engagement Officer to focus on commuter feedback and to better understand their needs.

We have also enhanced our SMRTConnect mobile application, providing commuters with real-time train arrival timings. In addition, we have appointed a Chief Technology Officer, two Chief Maintenance Officers, a Chief Operating Officer, and a Chief Spokesperson to strengthen specific job functions. We hope these steps will deepen SMRT's capabilities to better serve our commuters.

### Thank You

We thank our commuters for their patience and understanding as we work hard to provide safer, more reliable and customer-centric services.

At SMRT, we must all have the courage to undertake the task ahead of us. This is the only way to serve our commuters well and to build an outstanding MRT system we can all be proud of.

To the Board, I extend my deep appreciation for the support and guidance you provide to SMRT. I would also like to express my gratitude to the management, employees and union leaders for their continued diligence, discipline and passion. You have soldiered with us over the last 30 years. You have my unwavering and full support as we continue to work with key stakeholders to drive reliability and build trust by putting commuters first.

**Seah Moon Ming**  
Chairman



Our priority is to improve the work lives and workflows of our workforce, while ensuring a safe working environment for our staff. To nurture a disciplined workforce culture, we are implementing *Kaizen* company-wide.

## CEO's Message



We take our mission seriously, knowing that we touch the lives of millions of passengers because of their daily commute on our trains, buses and taxis.

Total journey time and train arrival punctuality are also important service quality measures, and are expected to improve with the stabilising of the new signalling system. In addition, we are harnessing technology as a key enabler to transform rail operations. A Future Systems Office has been set up to engender a knowledge-driven enterprise for operations and maintenance, with condition monitoring sensors and data analytics for predictive maintenance of our rail assets. A new integrated Maintenance Operations Centre will be established this year, further improving our ability to troubleshoot faults responsively. We launched an upgraded mobile application to aid commuters in journey planning, with relevant real-time information on train arrivals and station crowdedness.

Although much progress was made in rail reliability, public confidence was unfortunately shaken by a tunnel flood in October 2017 resulting from maintenance failure by the work team, and a train collision in November 2017 because of unexpected disabling of a protective feature on the affected train. Safety remains of paramount importance, and a comprehensive review was conducted to strengthen safety audits and procedures, control measures, and staff training to prevent future occurrence.

We continue to work closely with the Land Transport Authority to manage asset life cycle to achieve greater reliability, availability, maintainability, safety and security, under the new rail financing framework that was approved in 2016 and successfully implemented last year. Following the privatisation of SMRT from November 2016, we have also been addressing with our stakeholders the urgent resource demands for rail system sustainability over the long term.

Last year, we marked our 30<sup>th</sup> year of operations since the first MRT stations opened. Our journey continues, as we strive to be the people's choice by providing a world class public transport service and lifestyle experience that is safe, reliable and commuter-centric.

We take our mission seriously, knowing that we touch the lives of millions of passengers because of their daily commute on our trains, buses and taxis. Successive generations of Singaporeans have grown up with our stations and interchanges being part of their collective memories. At SMRT, we are committed to moving people, enhancing lives – serving with a common purpose to build trust and bring on smiles every day, and with everyone who journeys with us.

### Journeying toward Rail Excellence

Key to that service excellence goal is our emphasis on improving rail reliability and availability. Our multi-year, multi-project effort to renew and improve the North-South and East-West Lines, our oldest lines, is one of the most ambitious rail transformation programmes undertaken on a live system anywhere in the world. Extended engineering hours afforded by early closure and late opening of the lines have enabled

rail maintenance and renewal works to be accelerated. With the replacement of all 188,000 wooden sleepers, change-out of the entire power (third) rail system, expansion of the power system and introduction of a new Communication-based Train Control signalling system, we are now seeing significantly improved reliability on the lines.

Last year, Mean Kilometres Between Failure (MKBF), a reliability indicator used by international metros, improved on the Circle Line to 523,000km, 129% better than in 2016. The North-South Line (NSL) and East-West Line (EWL) achieved 336,000km and 278,000km, improving by 115% and 92% respectively compared with the previous year. Early indications this year show promising results, and we expect to reach even closer to our goal of 1 million in MKBF.

We have overcome the initial teething issues faced with the new signalling system on the NSL, and look forward to smoother implementation on the EWL in the coming months. When the project is completed this year and with more new trains delivered, the improved train availability and shortened headways will increase overall passenger capacity, especially during peak hours.

### Building People Competencies

With our eye on the future, we have been developing indigenous capabilities in rail engineering, procurement and construction, and our first locally refurbished trains will be fielded in the coming months. Our core of rail experts and technical staff have also been boosted, with engineering and technical manpower numbers growing more than 150% since 2013. We expect to raise our engineer numbers from 500 by another 40% over the next two years. 1,000 more staff will be added this year to our rail headcount to increase maintenance and engineering capability, strengthen commuter touchpoints, and prepare for the first phase of the Thomson-East Coast Line (TEL) in 2019.

We have been working in partnership with the National Transport Workers' Union to instil a culture of discipline and accountability amongst managers and staff. A milestone Memorandum of Understanding was signed to jointly create a future-ready workforce with life-long employability, increased productivity, enhanced professionalism and strong employee engagement.

### Shaping the Future of Urban Mobility

With better tools for demand aggregation, we look forward to meeting commuters' needs in first- and last-mile transport connectivity. SMRT has been developing its Mobility-as-a-Service capabilities to provide customised solutions and a digital platform through which users can decide on their preferred travel mode based on time, cost and convenience. Nanyang Technological University's lush campus and CleanTech Park in Jurong Innovation District have been transformed into a live test-bed for the integration of multiple transportation options and new technologies.

SMRT Buses also launched its first Integrated Transport Hub at Bukit Panjang, dramatically improving the connectivity and travel experience for residents and visitors using bus services to the LRT system and Downtown MRT Line.

### Expanding Our Operational Footprint

We are excited to have won the tender for the TEL which will add 43km and 31 new stations to our network when fully operational in 2024, improving accessibility for our commuters. We also accepted the offer by the Governments of Singapore and Malaysia to work jointly with Prasarana in the Johor Bahru-Singapore Rapid Transit System Link.

In 2017, SMRT Taxis successfully rolled out Singapore's first taxi sharing scheme, providing taxi partners more flexibility in managing their work schedule. We also entered an exclusive partnership with Grab for access to our current and future taxi and private-hire car fleet.

Overseas, our subsidiary Strides Transportation entered a joint venture with Toyota Tsusho Corporation and Myanmar's Alliance Urban Transport to establish limousine and car rental services in Myanmar. SMRT International also won consultancy contracts to assist local authorities in the upcoming Palembang and Jabodebek LRT projects in Indonesia, and with the Mauritius Government for their new LRT system.

### Reaching Out to the Community

As part of our 30<sup>th</sup> anniversary commemoration, we launched The Gift of Mobility Fund with \$30 million in cash and contributions in kind, working with Community Chest to lend a helping hand to those with mobility needs. Together with the Ministry of Social and Family Development and NTUC Learning Hub, we initiated an inclusive service delivery programme to train frontline staff in supporting the elderly, visually impaired, and those with special mobility needs.

Students and community groups have been active on Learning Journeys at Kim Chuan Depot. Since introducing the Adopt-a-Station/Interchange project in 2014, over 1,500 students from more than 30 schools have become our ambassadors to serve the community while upholding themselves as gracious commuters. More community engagements are being planned around existing stations and along the TEL in the coming year.

### Appreciation

Our appreciation goes to Mr Koh Yong Guan, who stepped down as Chairman in July 2017 after 11 years on the SMRT Board. We welcome Mr Seah Moon Ming as our new Chairman and look forward to his stewardship with the Board and Management as we forge ahead to the future.

I would like to thank my Management and staff for their incredible teamwork and dedication as they commit each day to do their best in providing safe, reliable and comfortable journeys for all our commuters. As our network expands to provide better accessibility and older lines are renewed to ensure higher reliability, we are confident that the quality of our public transport services will continue to improve. We appreciate the support and understanding of our commuters as we work through these many initiatives to bring about higher operational and service excellence.

### Desmond Kuek

President & Group Chief Executive Officer

## Strategy

### Vision



# Moving People, Enhancing Lives

## Strategic Thrusts



### Improving Operational Performance

We are committed to raising and sustaining reliability, availability, maintainability, safety and security (RAMSS) for superior service operations and asset management. We will ensure a safe and secure operating environment; this anchors the service that we provide to our commuters.



### Strengthening Workforce Health

We hold our people to high standards of quality and accountability. We engage and empower each individual to serve with pride, proficiency and professionalism. We optimise our organisational systems and structures for effectiveness.

## Highlights

# 45

new trains delivered for the North-South and East-West Lines for a better travel experience for commuters

# 1,400

SMRT frontline service professionals will have undergone Inclusive Service Delivery Programme by mid-2018





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

**Mission**



**Entrenching Organisational Excellence**

We aim to engender a knowledge-driven and intelligent enterprise, with a focus on developing future systems capabilities for Operations & Maintenance, and enabling productivity and process innovation through infocommunications and supply chain transformation.



**Winning Hearts and Minds**

We are focused on delivering excellent customer experiences. We nurture partnerships with our community, to build the trust and confidence of the people of Singapore. We will sustain our corporate social responsibility efforts in enabling mobility and promoting environmental responsibility.



**Driving Sustainable Growth**

We continue to develop organic train engineering capabilities, while expanding our train and road operational footprint both locally and overseas. We are gearing up to lead the transformation of urban mobility in Singapore to be future-ready in a digital landscape.

**Future Systems Office**

set up to harness digital technology and data analytics for predictive maintenance

**\$30m**

Gift of Mobility Fund unveiled to aid those with mobility needs in our community

**Thomson-East Coast Line**

contract awarded for \$1.7b and set to open progressively from 2019

## Leadership Board of Directors



**Seah Moon Ming #@**  
Chairman, SMRT Corporation  
and SMRT Trains



**Desmond Kuek Bak Chye #@**  
President & Group Chief Executive  
Officer, SMRT Corporation



**Lee Ling Wee @**  
Chief Executive Officer,  
SMRT Trains



**Lee Fook Sun #**



**Lee Seow Hiang #**



**Moliyah Hashim @**



**Philip Nalliah Pillai #@**



**Quek Gim Pew @**



**Peter Tan Boon Heng #**



**Tan Ek Kia #@**



**William Tan Seng Koon @**



**Yap Kim Wah #@**



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**Legend:**

- # Board member of SMRT Corporation Ltd
- @ Board member of SMRT Trains Ltd.

**Leadership**  
**Group Senior Management**



**Desmond Kuek Bak Chye**  
 President & Group Chief Executive Officer



**Cindy Lau Kee Mei**  
 Group Chief Financial Officer



**Gerard Koh Keng Swee**  
 Chief Corporate Officer



**Lee Ling Wee**  
 Chief Executive Officer, SMRT Trains



**Ng Bor Kiat**  
 Chief Technology Officer and Senior Vice President, Future Systems



**Tan Kian Heong**  
 Managing Director, SMRT Buses and Roads Services



**Tony Heng Yew Teck**  
 Managing Director, SMRT Taxis & Private Hire Services



**Dawn Low Kar Mun**  
 Managing Director, SMRT Commercial Business



**Mario Favaiats**  
 Managing Director, Singapore Rail Engineering



**Colin Lim Fung Wan**  
 Managing Director, SMRT Services and Vice President, Strategic Relations Office



**Goh Eng Kiat**  
 Managing Director, SMRT International and Vice President, Business Development



**Margaret Teo**  
 Vice President, Corporate Communications



**Jacquelin Tay Gek Poh**  
 Vice President, Legal and Corporate Secretariat



**Anson Lim**  
 Head, Safety & Inspectorate



**Wong Kiew Kwong**  
 Head, Internal Audit



**CLICK HERE FOR BIOGRAPHIES**

## Sustainability

# Our Commitment to Sustainability



Seah Moon Ming, SMRT Chairman and Desmond Kuek, SMRT President and Group CEO regularly engage with staff to understand their needs and concerns.

### Materiality Process

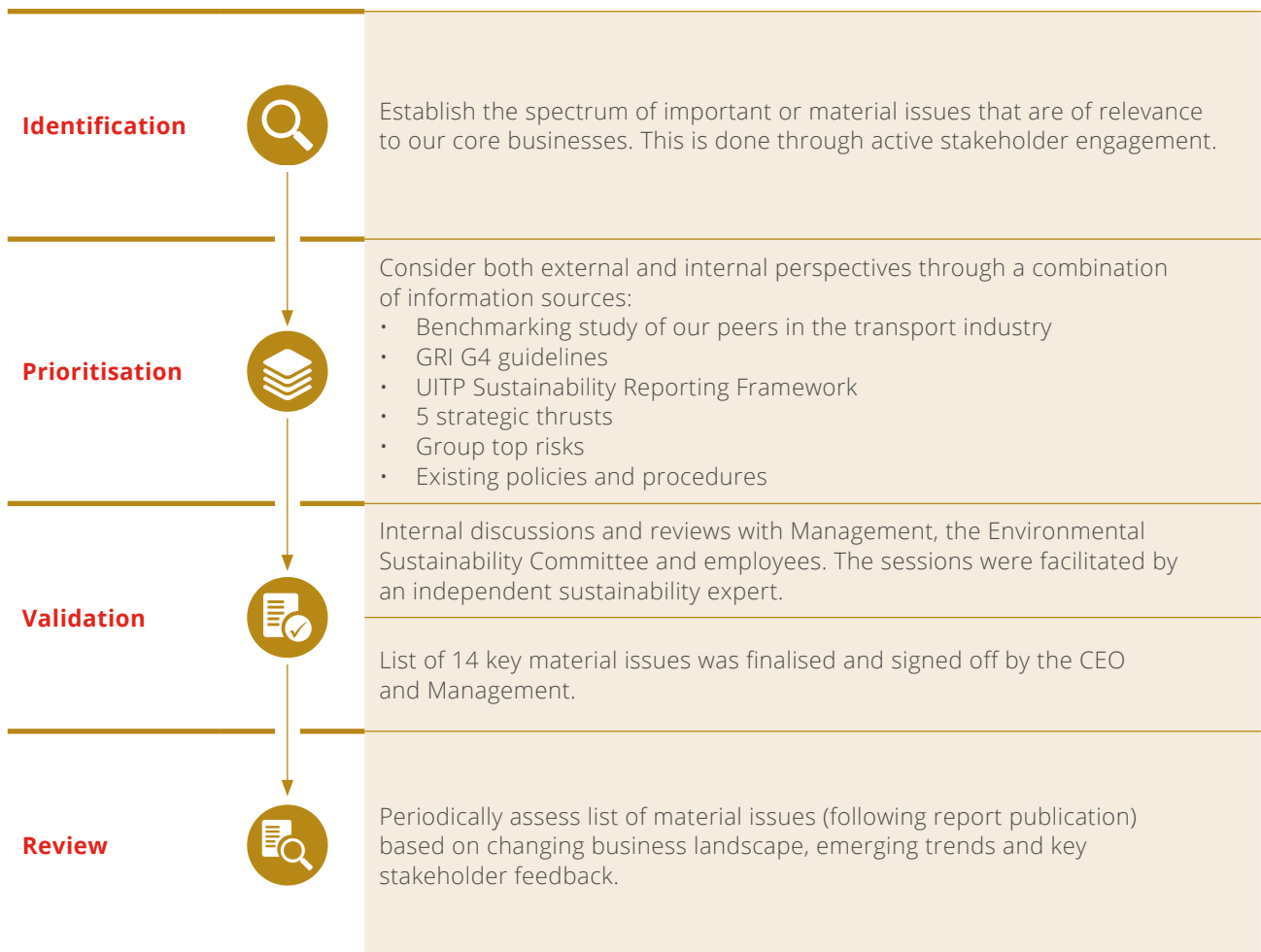
As part of SMRT’s strategic approach to sustainability, a robust materiality assessment was conducted in early 2016. This assessment was in line with the Accountability AA1000 Assurance Standard and Global Reporting Initiative’s (GRI’s) four-step process of identification, prioritisation, validation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

to defining SMRT’s economic, environmental, social and governance material issues that influence the decisions of our key stakeholders.

As our key stakeholders remain largely the same as when the previous materiality assessment was conducted, with the exception of our shareholders, the material issues identified last year are still considered material now. We therefore consider the materiality assessment to be still valid for 2017.

Our approach to sustainability is based on accountability and transparency. We are committed to open communications with our various stakeholders about our operations and business. Sustainable business growth is a key strategic thrust for SMRT, and we aim to embed sustainability into our core operations.

**Materiality Assessment**



Our 2016 materiality assessment followed GRI's four-step process to define material issues.

## Sustainability



### Identification

#### Stakeholder Engagement

Our stakeholders are critical to the sustainability of our business. We are committed to actively engaging our stakeholders to understand and look for better ways to address their economic, environmental, social and governance concerns.

In 2017, we engaged our key stakeholder groups through a wide variety of formats. We communicated regularly with them and sought their feedback on areas of mutual concern.

Stakeholders	Forms of engagement	
<b>Customers and Community</b>	<b>Customers</b>	<ul style="list-style-type: none"> <li>• Social media (Facebook, YouTube, Twitter, LinkedIn)</li> <li>• Feedback handling</li> <li>• Commuter focus groups</li> </ul>
	<b>Community</b>	<ul style="list-style-type: none"> <li>• Educational tours and community programmes</li> <li>• Regular volunteering activities and programmes</li> <li>• SMRT's Green Committee collaborates with PUB to raise public awareness on water conservation</li> </ul>
<b>Regulators</b>		<ul style="list-style-type: none"> <li>• Regular meetings on statutory requirements and new developments for a wide range of issues ranging from safety to employment</li> <li>• Communication of energy consumption and production data, and greenhouse gas emission levels to the authorities</li> </ul>
<b>Business Partners</b>		<ul style="list-style-type: none"> <li>• Ongoing progress meetings</li> </ul>
<b>Employees and Union</b>	<b>Employees</b>	<ul style="list-style-type: none"> <li>• Townhalls and senior Management walkabouts</li> <li>• Staff engagement sessions by Chairman and CEO</li> <li>• Newsletters and circulars</li> <li>• Biennial staff engagement surveys</li> </ul>
	<b>Union</b>	<ul style="list-style-type: none"> <li>• Frequent meetings on upcoming changes in policies and schemes as well as briefings to gather feedback</li> </ul>
<b>Suppliers and Contractors</b>		<ul style="list-style-type: none"> <li>• Ad hoc workshops to exchange procurement ideas and procedures</li> </ul>
<b>Investors</b>		<ul style="list-style-type: none"> <li>• Dedicated investor relations email to address queries</li> </ul>



## Prioritisation & Validation

### Material Issues

Following consultations with external as well as internal stakeholders, we prioritised the material issues identified into two tiers. Critically important issues were classified as Tier 1, while those of high importance were classified as Tier 2.

#### Tier 1

Operational Performance and Excellence

Anti-corruption/Fair and Ethical Operating Practices

Access to Essential Services

Customer Health and Safety

Occupational Health and Safety (Employees and Contractors)

Environment (Climate Change, Energy Management, Water Management, Waste Management, Noise Management, Sustainable Resource Use, Compliance)

Customer Satisfaction

#### Tier 2

Community Investment, Involvement and Development

Managing Supply Chain Sustainably

Diversity and Equal Opportunity

Labour Rights

Employee Development and Training

Research and Development/Innovation for Engineering Capabilities

Noise



## Review

### Next Steps

We aim to conduct a review of these material issues at an appropriate time. Our focus is to drive performance improvements around our key material issues, as these represent our main sustainability risks and opportunities.

We have taken steps to address our material issues. For example, we have put in unstinting effort to improve train reliability with our multi-year, multi-project renewal works. We have established four sub-committees to spearhead our environmental sustainability pillars throughout the organisation.

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

## Governance

# Corporate Governance

The Board and Management of the Company are committed to ensuring high standards of corporate governance. The Group's corporate governance guidelines and practices are regularly reviewed to ensure they remain current and relevant.

The Company closely adheres to the principles set out in the Singapore Code of Corporate Governance 2012 (the Code) for listed companies although it is not required to do so following the delisting of the Company's shares from the Singapore Exchange (SGX). The Company has adopted the Code as its guide and has put in place an internal framework to ensure good corporate governance in its business practices and activities.

As the Company is not listed on SGX, it is not obliged to comply with the principles, guidelines and recommendations in the Code. This report is modelled on but not in full compliance with the Code; it sets out the Company's key corporate governance practices.

### Board's Conduct of Affairs

The Board provides stewardship to, and oversees the overall strategy and business direction of the Group. In addition to its statutory duties, the Board:

- provides entrepreneurial leadership, sets strategic objectives, and ensures that the necessary resources are in place for the Group to meet its objectives;
- establishes and maintains a guiding framework of prudent and effective controls to enable risks to be assessed, managed and contained in order to safeguard shareholder's interests and the Group's assets;
- reviews Management's performance;
- identifies the key stakeholder groups and recognises that their perceptions affect the Group's reputation;
- sets the Group's values and standards (including ethical standards), and ensures that obligations to all stakeholders are understood and met; and
- considers sustainability issues, e.g. environmental and social factors, as a component of its strategic formulation.

### Board Composition

As a cornerstone to achieving high standards of corporate governance, there is a strong independent element on the Board.

The Board consists of Directors with core competencies in areas such as accounting, finance, audit, law, management, engineering and customer service excellence. In addition, the Directors' combined work experience spans the areas of risk management, strategic planning and business development. The Board believes that the present Board size and composition are appropriate for the requirements of the Group's businesses.

### Access to Information

Board meetings are scheduled quarterly to, *inter alia*, approve the Group's financial results. A Board meeting is also scheduled at the end of each financial year for Directors to consider the Group's annual budget for the next financial year. In addition to these scheduled meetings, Board meetings are held whenever the Board's guidance is required. To give Directors the opportunity of having in-depth discussions with Management on the Group's longer-term strategies, a Board retreat is held annually. Members of the Board are provided with relevant information prior to Board meetings and on an ongoing basis so as to enable them to make informed decisions to discharge their duties and responsibilities.

The Board has separate and independent access to senior Management. Where necessary, in the furtherance of the relevant Director's duties, the Director can seek independent professional advice at the Company's expense.

As part of the Company's continuing education for all Directors, the Company Secretary circulates, to the Board, articles, reports and press releases which are relevant to the Group's businesses. In addition, Directors are regularly updated on changes to applicable laws, regulations and accounting standards. The Company Secretary informs Directors of relevant upcoming conferences, courses and seminars.



Management conducts a comprehensive and tailored induction and orientation programme for newly appointed Directors. This programme includes briefings on the businesses and corporate units of the Group, its strategic plans and objectives, key business risks, the regulatory environment, its financial performance, meetings with the Group's senior Management team and site visits. First-time Directors will also be provided with comprehensive training on their roles, duties and obligations as Directors.

### **Ethics and Accountability**

The Board is responsible for presenting to the shareholder, a balanced and transparent assessment of the Company's and the Group's performance, positions and prospects.

The Board provides the shareholder with quarterly and full-year financial results which include a detailed explanation and analysis of the Company's performance, position and prospects. Directors receive monthly operational and financial reports on the performance of each business unit and key corporate departments. These monthly reports, which include key performance indicators such as financial and productivity indicators, are given to Directors to provide the Board with a better view of each business unit's performance.

To strengthen ethical business conduct in the Group, the Company has clearly defined and well-established whistle-blowing channels for reporting and investigating any alleged improper conduct, including corruption.

### **Board Committees**

Various Board Committees, namely the Audit and Risk Committee (ARC), Nominating and Remuneration Committee (NRC), Executive Committee (EXCO) and Board Safety and Security Committee (BSSC), have been established to assist the Board in discharging its responsibilities. Every Board Committee has its own Charter

which sets out, *inter alia*, each Board Committee's terms of reference, composition and responsibilities.

### **Audit and Risk Committee**

A majority of the ARC members have accounting, finance qualifications or work experience.

The primary function of the ARC is to assist the Board in fulfilling its oversight responsibility pertaining to the systems of internal controls including financial, operational, compliance and information technology controls, and risk management policies and systems, of the Group, established by the Management and the Board. The ARC also assists the Board in fulfilling its oversight responsibility pertaining to the Group's risk profile, controls, policies and the effectiveness of the Group's risk management system. In order to do so, the ARC is supported by the Risk Management Committee to review the robustness of the risk management system and key enterprise-wide risks.

The ARC examines and reviews the following items:

- the quarterly financial statements prior to approving or recommending their release to the Board for approval, as applicable;
- the annual audit plan of the external and internal auditors and the results of the audits performed by them;
- the non-audit services rendered by the external auditor in connection with its review of the independence and objectivity of the external auditor;
- oversight of the Group's internal audit function;
- the appointment, re-appointment and removal of the external auditor for recommendation to the Board and approving its remuneration;
- the independence of the external auditor; and
- the Group's Whistle-blowing Programme.

The ARC typically meets at least four times a year.

### **Nominating and Remuneration Committee**

The main functions of the NRC are as follows:

- to formulate and review the Board succession plans for Directors and senior Management;
- to recommend to the Board, on an annual basis, various processes for the evaluation of the performance of the Board, the Board Committees and each individual Director as well as the Chief Executive Officer (CEO);
- to set objective performance criteria for individual Directors for the purposes of evaluation by the Chairman of the Board;
- to review and evaluate, on an annual basis, the independence of Directors;
- to review annually, and recommend the Board size and composition of the Board and Board Committees;
- to review and recommend to the Board the most suitable candidates for appointment to the Board and Board Committees;
- to review and recommend to the Board the nomination, appointment and promotion of the CEO; and
- to approve all nominations, appointments and promotions of senior Management.

In addition to the above, the NRC performs the following functions:

- to assist the Board in implementing a formal and transparent procedure for developing policies on remuneration matters in the Company;
- to review and recommend to the Board the remuneration framework for compensation to each Director and the CEO; and
- to review and approve the general framework of remuneration and specific remuneration packages of senior Management.

The remuneration packages for the Board and the CEO are ultimately approved by the Board. No person is involved in deciding his own remuneration.

The NRC typically meets at least four times a year.

## Governance

### Corporate Governance

#### Executive Committee

The responsibilities of the EXCO include:

- approving transactions within designated financial limits in accordance to the Financial Policy Manual (FPM);
- acting on behalf of the Board in urgent situations, when it is not feasible to convene a meeting of the entire Board; and
- evaluating and approving proposed strategic investments, divestments, acquisitions and disposals of businesses and assets and other similar corporate transactions relating to the core and non-core businesses of the Company and its subsidiaries which are within the designated financial limits in accordance to the FPM.

The EXCO meets as often as may be required.

#### Board Safety and Security Committee

The BSSC assists the Board in fulfilling its oversight responsibilities by:

- putting in place a safety and security-related framework which complies with laws and regulations and ensuring that procedures and processes will be in place for such compliance;

- establishing goals to enhance safety and security awareness and culture within the Group;
- ensuring sufficient resource for the safety and security functions;
- reviewing the security framework of the IT systems and operations, including defences against cyber threats; and
- investigating into accidents, concerning safety and security, and ensuring that remedial actions are implemented.

The BSSC typically meets at least two times a year.

#### Board Developments

The Board has identified the following Board focus areas for the financial year ending 2018:

- Establishment of a Board Crisis Management Framework
- Operational discipline towards excellence and enhanced rail reliability and safety
- Business Model Innovation – Urban Mobility
- Alignment of Management's KPIs to reliability and growth
- Investments that build on the Group's core competency
- Use of technology for operational effectiveness and efficiency
- Stakeholders' engagement strategies

### Composition of Boards<sup>+</sup> and Board Committees

Board Members	Audit and Risk Committee	Nominating and Remuneration Committee <sup>*</sup>	Executive Committee	Board Safety and Security Committee <sup>^</sup>
Mr Seah Moon Ming ( <i>Chairman</i> ) <sup>#@</sup>	–	Chairman	Chairman	–
Mr Desmond Kuek Bak Chye ( <i>CEO</i> ) <sup>#@</sup>	–	–	Member	–
Mr Lee Fook Sun <sup>#</sup>	Chairman	–	Member	–
Mr Lee Ling Wee <sup>@</sup>	–	–	–	–
Mr Lee Seow Hiang <sup>#</sup>	–	Member	Member	–
Mdm Moliyah Hashim <sup>@</sup>	–	Member	–	–
Dr Philip Nalliah Pillai <sup>#@</sup>	–	–	–	Member
Mr Quek Gim Pew <sup>@</sup>	–	–	–	Member
Mr Peter Tan Boon Heng <sup>#</sup>	Member	–	–	–
Mr Tan Ek Kia <sup>#@</sup>	Member	Member	Member	Chairman
Mr William Tan Seng Koon <sup>@</sup>	–	–	–	Member
Mr Yap Kim Wah <sup>#@</sup>	Member	–	–	Member

<sup>+</sup> Composition of Boards is as of 31 December 2017

<sup>\*</sup> Mdm Moliyah Hashim is the co-opted member of the NRC

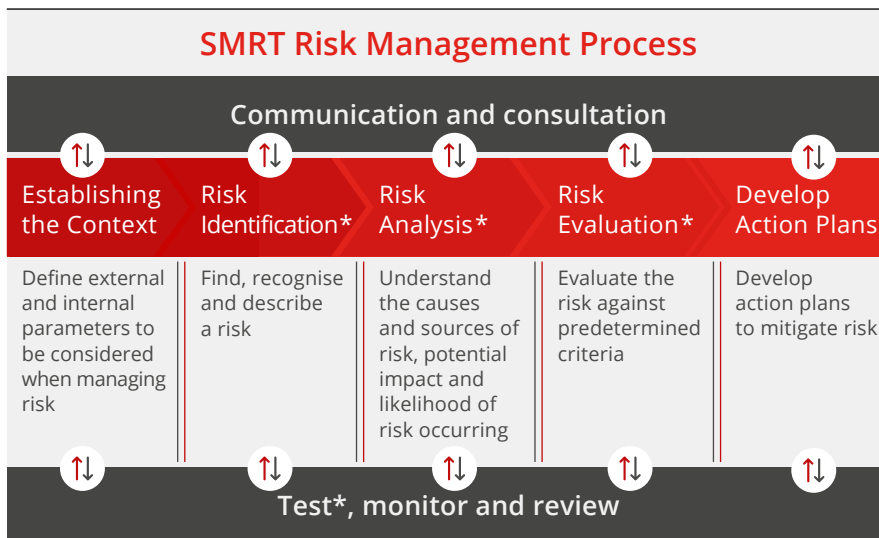
<sup>#</sup> Board member of SMRT Corporation Ltd

<sup>@</sup> Board member of SMRT Trains Ltd.

<sup>^</sup> BSSC was constituted on 8 February 2018

# Governance

## Key Dynamics and Risk Management



\* Risk assessment

The Risk Management Process, based on the ISO 31000:2009 Risk Management – Principles and Guidelines, enables the Company to deal with business and operational uncertainties by identifying key risks and implementing the appropriate mitigating plans and actions. Key steps are outlined above.

### Safety, Security and Business Continuity Risks

Safety is a core value the Company embraces to protect commuters and employees as we deliver a public transport service that is safe, reliable and customer-centric. Our safety system is reviewed constantly to mitigate any risk in the changing environment. Before commencing their roles, all our employees are trained for competency, to adhere to authorised instructions and honed on safety awareness.

A Technical Safety Board was established in 2014 to review modifications of our transport system and protect the design integrity of equipment and facilities

for safe operations. The Company adopts a risk-based maintenance approach supported by automated condition monitoring and tracking systems. This enables us to anticipate required maintenance interventions early as we continue to conduct existing corrective and preventive maintenance regimes designed to identify and address potential technical issues before they become system-level risks. We aim to inculcate a shared vision of a Zero Security Breach operating environment, shaped by our three principles of strong leadership, individual commitment and system discipline.

A Safety and Security Steering Committee, chaired by the Group CEO, oversees and governs the Company's safety and security. This is cascaded to the respective business units and division meetings. Division Safety Officers directly assist the divisions in planning, organising, directing, coordinating and evaluating all safety efforts within the divisions, serving as a conduit between

Management and Line Units to promote tighter safety-operation integration, ground engagement, and to deepen ties within and amongst business units. Security platforms at all levels institutionalise policies, procedures and practices aimed at incorporating security into our daily operations.

We actively engage in a network of inter-agency and international collaborations, such as with the Public Transport Security Committee, Protective Security Workgroup, Crisis Consequence Management Workgroup, Public Vigilance & Education Training Workgroup and the UITP Security Commission. We regularly conduct security vulnerability studies to assess the risks in our infrastructure and network. Identified gaps in security are managed through structure and system enhancements. We have started to use active surveillance systems such as Video Analytics CCTVs to augment the overall security of all our depots. Supervisory checks, security inspections and Red Teaming exercises are constantly conducted by both Premise Managers and our Security Operations Team to validate effectiveness of security systems, ensure compliance with security procedures under the Code of Practice (CP 1 and 6), and check the operational functionality of security equipment.

We maintain organisational vigilance and readiness through drill exercises that help us to enhance our capacity to handle potential threats including terrorism, as well as through the validation of our business continuity plans. Inter-agency collaboration, with key ministries and agencies including the Singapore Police Force, Singapore Armed Forces and Singapore Civil Defence Force, is central in such exercises.

The Company is certified ISO 9001, ISO 14001 and OHSAS 18001, underscoring our

**Governance**  
**Key Dynamics and Risk Management**

commitment to adopt international standards and best practices in quality, health, safety and environmental management. We are also certified ISO 22301 in Business Continuity Management Systems.

**Workforce Health Risks**

The Company works to align our People, Processes and Technology to meet both immediate and strategic challenges, by reinforcing a workplace culture of integrity, discipline and accountability, sustaining staff engagement, and boosting staffing and competency levels.

We have strengthened our suite of leadership programmes, complemented by on-the-job coaching facilitated by DuPont Sustainable Solutions. We have optimised the structure and processes of our work teams for greater efficiency (e.g. delayering to streamline reporting lines to enable better line-of-sight between managers and their teams).

We continue to engage our workforce through regular touchpoints such as townhalls, dialogue sessions and internal feedback platforms, and maintain open two-way communication channels.

The Company strives to deepen employees' competencies to deliver high standards of rail reliability, with programmes such as the SMRT Train Engineer Professionalisation programme and Engineering Maintenance Manager career scheme.

We continually enhance our training capability with new courses and training systems, such as the Singapore Bus Training and Evaluation Centre, Singapore's first team-based bus training centre. SMRT continues to partner LTA and other industry partners and academic institutions, both locally and globally, to launch initiatives such as the Chartership in Railway and Transportation Engineering, Postgraduate Certificate in Urban Railway Engineering, and the set-up of Singapore Rail Academy, in support of the national effort to raise rail competency levels in Singapore.

We adapt to the changing needs of our workforce as it ages. SMRT has partnered National Transport Workers' Union (NTWU) to address the implications of our ageing workforce and also with the Fullerton Health Group in implementing initiatives such as free flu vaccinations, on-site physiotherapy and a chronic disease management programme. SMRT also partnered UniSIM on age management research to enhance the work environment for mature employees. Various design enhancements have been made to leverage automation and ergonomics to transform existing jobs, processes and equipment to improve posture, illumination, visibility and safety.

**Regulatory and Operational Risks**

The Group's train, bus and taxi operations are subject to extensive regulation by the authorities and the Public Transport Council (PTC). Fares charged by SMRT Trains and SMRT Light Rail require the approval of PTC. However, this is not the case for SMRT Buses which comes under the Bus Contracting Model (BCM).

In our rail operations, SMRT is required to comply with the Asset Management Requirements, Key Performance Indicators, Operating Performance Standards and Maintenance Performance Standards governing train service delivery, train punctuality, safety and equipment reliability and is subject to financial penalties as set out in the Company Overview in the event of non-compliance. As a rail operator, SMRT also complies with various Codes of Practices issued by LTA and other agencies.

The Bus Service Operating Licenses for SMRT Buses expired on 31 August 2016. From 1 September 2016, the LTA completed the transition of the public bus industry into the BCM, formerly known as the Government Contracting Model. LTA oversees bus services and service standards and pays a service fee to bus service operators. All fare revenue is retained by the Government.



**CLICK HERE  
 FOR MORE ABOUT  
 OUR WORKFORCE**

Under BCM, LTA owns all operating assets (except for our SMRT-owned buses and Woodlands Depot, which are leased to LTA via availability fees) and collect all fare revenue. LTA has bundled Singapore's bus services into 14 bus packages; three packages (20%) were tendered out with each contract lasting for five to seven years and the remaining 11 packages (80%) were negotiated with incumbent operators and run for a period of two to 10 years. When the negotiated contracts expire, the bus services in the 11 packages will be gradually tendered out.

Bus operators will bid for bus routes by packages through a competitive tendering process, and be paid a service fee based on cost per km to operate the bus services. Additional incentives can be earned based on service performance while penalties are levied for not meeting the service standards.

To excel in the BCM League, SMRT established action plans to continue our efforts on productivity improvement and cost management, such as ensuring sufficient Bus Captains and buses to run the bus services with a spares pool for contingency. SMRT will continue to strengthen our identity and develop our workforce as a key differentiator through career schemes to enhance our competitiveness.

SMRT Taxis operates under the Taxi Service Operator Licence and is required to comply with the Quality of Service (QoS), Taxi Availability (TA) standards, codes and audit requirements. While the QoS standards monitor the level of service and safety performance delivered by taxi operators and drivers to ensure commuters' satisfaction, the TA standards are set to ensure an adequate taxi supply on the road especially during peak periods through improving the availability of taxis to serve commuters. Likewise, new vehicle purchase is also subject to other policies like the Certificate of Entitlement, Vehicular Emission Scheme and European emission standards which are becoming

increasingly stringent. SMRT Taxis works closely with the regulatory authorities to keep abreast of developments and policies that may affect our businesses and the competitive landscape, especially from the Private Hire Vehicle trade. SMRT Taxis adopts competitive marketing strategies to attract and retain its taxi partners while it cultivates and forges long-lasting partnerships to strengthen the business.

### Energy Cost Risks

The Group is exposed to fluctuating oil prices, which affect its energy costs. The Group mitigates the effects of electricity price fluctuations by entering into fixed price electricity contracts over fixed tenures where appropriate. The Group may, where deemed appropriate, engage in short-term diesel hedging contracts to partially mitigate any diesel price fluctuations. Where appropriate, foreign exchange contracts are created to mitigate any currency risk from the purchase of diesel in a foreign currency. Such hedging practices adhere to the Group's Dealing Mandate approved by the Board of Directors. In addition, the Group engages in fuel-conservation and fuel-efficiency efforts, including conducting feasibility studies for alternate energy resources and emerging technologies, to efficiently manage electricity utilisation throughout the organisation.

### Investment Risks

The Group's investment risks relate largely to capital investments made for the maintenance of operating assets, and acquisitions or investments in business entities. The capital investment projects, including the selection of suppliers and contractors, are subject to financial procedures and internal selection criteria for the purpose of expenditure control.

Investment activities relating to acquisitions or investments in business entities are supported by experienced employees and, where necessary, by external professionals for specialised services. The Group adopts a disciplined approach in investment evaluation and decision-making aligned with the Group's strategy and investment objectives. Business proposals for such activities are also guided by operational and financial procedures and presented to the Management and, where relevant, the Board for approval.

### Financial Risks

The Group's activities are exposed to a variety of financial risks including credit, foreign currency, market, interest rate and liquidity risks. The Group's risk management strategy features a system of controls to create an acceptable balance between the cost of risks occurring and the cost of managing the risks. The Audit and Risk Committee oversees the Group's financial risk management process through timely reviews of the adequacy and effectiveness of the financial risk management policy, tools, practices, strategies and treatments.

### Property and Liability Risks

The Group has an insurance programme with reputable insurance companies to insure its exposure to property damage, terrorism and sabotage, business interruption and general liability risks. Professional indemnity insurance is also undertaken in respect of professional advice and services rendered by the Group. The Group adopts a proactive approach, with advice and recommendations from its appointed insurance brokers. Risk exposure is reviewed periodically to ensure that SMRT's insurance coverage continues to be appropriate and adequate in light of the cost of premiums and the relevant risk profiles of the Group's businesses.



## Portfolio

# A network of transport solutions

As Singapore's premier multi-modal land transport provider, we offer a range of transport options designed to suit the diverse needs of commuters. From modes of public transport such as MRT trains, buses and taxis, to private car services and premium bus transportation services, we connect people to the places they want to go.





# 137.3km

total route length of the North-South and East-West Lines and Circle Line



# 365m

passenger journeys on our buses annually



# >3,000

taxis in the SMRT Taxis fleet, including the largest number of environmentally-friendly hybrid taxis in Singapore

Service Ambassador Wee Kwee Wan serves a commuter at the open concept passenger services counter at Bukit Panjang Integrated Transport Hub (BPITH), SMRT Buses' first integrated transport hub, BPITH incorporates an air-conditioned bus interchange with the Bukit Panjang MRT and LRT stations for seamless connectivity.

 **weCar**  
Passenger Services



Our efforts to improve the journey for train commuters by enhancing rail operations, maintenance and engineering are seeing steady results. We strive to be a safe, reliable and responsible operator, committed to building trust and bringing on smiles every day in all who journey with us.

Lee Ling Wee  
Chief Executive Officer, SMRT Trains



**CLICK HERE  
FOR SMRT TRAINS  
OPERATIONS REVIEW**

### SMRT Trains

As Singapore's first mass rapid transit operator, SMRT Trains runs the North-South and East-West Lines (NSEWL), Circle Line (CCL) and the Bukit Panjang Light Rail Transit (BPLRT). Driven by our strategic priorities, we align our activities towards building on our strengths and capabilities to enable growth and sustainable value.

#### Improving Reliability

Our efforts in renewing the NSEWL – Singapore's oldest, longest and most heavily-used MRT lines – alongside the push to raise reliability on the CCL and BPLRT – are well on track. Our goal is an updated and renewed railway system that will allow us to run more trains, carry more passengers and offer faster connections. Commuters can look forward to better rail reliability, smoother and faster rides and a quieter environment.

To reduce waiting time, we deployed more trains during pre-peak and peak periods. New trains are being added progressively to the NSEWL, CCL and BPLRT, allowing older trains to undergo critical maintenance.

On the NSEWL, we completed the replacement of about 200km of the power rail, which powers the trains, to better cope with more trains and the new systems on which they run.

Our first and second generation train fleets, which have been in service for more than 20 years, have been progressively upgraded, for safer, more reliable journeys.

Our renewed system, with a comprehensive preventive and predictive maintenance regime in place, will mean higher system resilience, and even better train reliability and availability.

#### Increasing Capacity

Keppel, Cantonment and Prince Edward Stations will close the loop for the CCL when completed in 2025. This will enhance CCL's role as an orbital line, with a total of 33 stations, including 12 interchange stations, while strengthening the train network's resilience.

Kim Chuan Depot will be expanded and integrated to house 133 trains, up from 70, and 550 buses by 2024. It is the first in the world to integrate three train depots and one bus depot.

#### Significant Moments

We began operating the Tuas West Extension from June 2017. The 7.5km extension improves MRT connectivity in the Tuas area.

We were awarded the Thomson-East Coast Line (TEL) contract to operate and maintain the line in stages from 2019 for an initial nine-year period. The TEL will add 43km and 31 new stations to the existing rail network, with seven interchange stations linking the TEL to all five existing MRT lines.

SMRT Corporation Ltd and Prasarana Malaysia Bhd, Malaysia's leading public transportation provider, signed a Memorandum of Understanding to form the Johor Bahru-Singapore Rapid Transit System Link (RTS Link) operating company, to design, build, finance, operate, maintain and renew the RTS Link operating assets. The RTS Link will help to meet growing transportation needs and improve productivity between Singapore and Johor Bahru.

#### Looking Ahead

In 2018, we will continue to enhance reliability with our multi-project efforts to renew and upgrade the NSEWL. We will also further enhance safety through a comprehensive review of work safety processes and procedures.





We aspire to be the best bus operator in Singapore and an international transport solutions provider in smart cities.

**Tan Kian Heong**  
Managing Director, SMRT Buses & Roads Services

### SMRT Buses

SMRT Buses serves more than 1 million passenger journeys daily. We have a fleet size of more than 1,450 buses and 3,300 employees. We operate three bus packages under the Bus Contracting Model, consisting of 99 bus services, three bus depots and five bus interchanges.

### A Culture of Service Excellence

SMRT Buses successfully completed our first year under the Bus Contracting Model, achieving good results in operational performance, as assessed by the Land Transport Authority's Bus Service Reliability Framework.

The customer is at the heart of what we do. We go to great lengths to build a culture of service excellence that focuses on understanding our customers and offering best-in-class service across all customer touchpoints.

We value our commuters and constantly seek ways to enhance the travel experience. In the Customer Satisfaction Index of Singapore published in 2017, we achieved progressive improvements yearly and consistently outperformed our competitor in the last four years. Our first integrated transport hub at Bukit Panjang opened with thoughtful features and technological innovations for commuters and our workforce.

### Our People

Our people are our key differentiator. We value our employees and invest

heavily to develop them throughout their careers with us, so as to build a competent, committed and professional workforce.

We also place emphasis on our employees' health and welfare. In recognition of our contributions to the labour movement and furthering the interests of our workforce, we were presented with two awards at the May Day Awards 2017.

### Leveraging Technology

Technology and Innovation are our key enablers to achieve service excellence. We proactively leverage technologies that enable and drive strategic, industry-leading innovations in training, customer service and bus operations. A mobile application was introduced for our Bus Captains to keep track of their work schedules, monitor driving performance and carry out administrative tasks.

Our Singapore Bus Training and Evaluation Centre provides training to our bus professionals. We have also achieved full operational capability for PROLEARN, which employs big data analytics and evidence-based training customised to individual driver needs. We were awarded the Certification of Recognition in the Operational and Technological Excellence for our PROLEARN innovation at the UITP Awards 2017.

### Our Priorities

We strive to deliver the best bus service to our commuters and achieve the highest standards of safety and reliability for our operations. We are fully committed to develop our workforce by enabling their skills mastery and upgrading their technical competency. We are continuously embracing technology and building new competencies to stay relevant and remain competitive. We aspire to grow our local market share and establish a global footprint as an international transport solutions provider.



In a time of rapid changes, technology advances and disruptive innovation for the industry, SMRT Taxicab pushes on for transformative growth and improvements. We will continue to invest in technologies to better our service offerings for both partners and passengers. We remain committed to forming strategic business partnerships to ensure long-term sustainability.

**Tony Heng**  
 Managing Director, SMRT Taxicab &  
 Private Hire Services

### SMRT Taxicab

SMRT Taxicab continues to enhance passengers’ travel experience, raise customer service standards, and innovate with technology in order to adapt to the highly dynamic market conditions.

#### Building Strong Partnerships

Supporting Singapore’s push towards a cashless society, SMRT Taxicab collaborated with MasterCard to lower cashless transaction costs. Our taxis are now equipped with contactless payment terminals.

We strengthened our collaboration with Grab to build the largest and most advanced taxi and private-hire car fleet in Singapore. The partnership enables all SMRT Taxicab drivers to use Grab for taxi bookings and dynamic fixed fares.

At SMRT Taxicab, we refer to drivers who work with us as “taxi partners”, reflecting their value to our organisation.

To suit the different needs of our taxi partners, we introduced a flexible hourly rental scheme, [Taxi Share](#). We have more than 600 taxis at over 250 carparks, providing 24-hour access. This scheme has seen an increase in taxi availability on the road to keep up with demand.

We opened our first Driver Career Centre, providing a one-stop service to help potential drivers identify their best career path with SMRT Taxicab, through driver profiling and in-house consultations.

As part of our drive to offer stellar customer experience and

environmentally sustainable options, passengers enjoy newer and greener vehicles like the fourth generation Toyota Prius Hybrid, which boosts fuel efficiency and has a smaller carbon footprint. In 2017, we further strengthened our position as the largest hybrid taxi operator in Singapore.

Our taxi partners take pride in delivering high-quality rides. 109 taxi partners received Excellent Service Awards for 2017 and another eight were winners at the National Kindness Award – Transport Gold 2016.

Customer satisfaction increased for our taxi services compared to the year before. We scored 71.8 points, an increase of 2.4% over the previous year, in the 2017 Customer Satisfaction Index of Singapore.

#### Working with the Community

We support meaningful community initiatives with Temasek Foundation Cares, such as the Automated External Defibrillator (AED) on Wheels Programme. With 100 taxis installed with AEDs, in 2017, our drivers successfully responded to 47 activations.

In March 2017, we sponsored taxi rides for one of our adopted charities, Home Nursing Foundation, bringing patients to and from their homes and a Patients’ Outing Event.

#### The Road Ahead

We constantly review our business structure and processes to optimise our resources to cope with market shifts, and closely monitor for new regulations.

We continue to build close relationships with our partners, encouraging and rewarding quality services and continuous improvement. We will invest in technologies to further improve service offerings for our taxi partners and passengers.

As our fleet is expected to grow, we will further develop our fleet managing capabilities and system enhancements to achieve efficient, cost-effective ways to manage a larger fleet. We will also continue to reach out to potential business partners to form strategic alliances.



SMRT's Strides Transportation gives our customers an entire fleet of luxury and spacious private cars. In addition to filling the rising demand for on-demand point-to-point transport services, Strides will support our taxi partners with greater flexibility in managing their time, with more driving career options.

**Tony Heng**  
 Managing Director, SMRT Taxis  
 & Private Hire Services

### Strides Transportation

With the merger of Bus-Plus, Strides Transportation offers our customers a whole fleet ranging from luxury limousine and spacious private car services to premium bus transportation, at their call. Our customers have more options to plan their travel in Singapore in comfort and style.

#### Satisfying Journeys

Strides Transportation meets the desires of those who prefer point-to-point transportation service on demand. Our round-the-clock operations staff offer customisation and expert advice to ensure our clients have a seamless and satisfying journey. Whether it is providing airport transportation, corporate limousine service rides or point-to-point transfers, Strides always ensures journeys are safe, reliable and comfortable.

To provide new and innovative transport solutions for passengers and support Singapore's Smart Nation vision, we became one of the key partners behind Beeline, operating over 20 bus routes on the mobile application.

Service reliability is our top priority. Our limousines and sedans are leased and maintained regularly by reputable business partners to ensure that each vehicle is in optimum driving condition at all times.

Our bus fleet optimisation is achieved by leveraging on a mixed-fleet strategy of leased and owned buses. We work closely with suppliers to ensure service level requirements are maintained.

We have established channels of communication between clients and our operations team so that feedback can be promptly investigated and addressed.

#### Venturing Abroad

The joint venture (JV) in Yangon, SMRT Strides Toyotsu Alliance, is Strides' first overseas establishment. The JV seeks to offer limousine and car rental services in Myanmar after its successful incorporation. The limousine service will serve the need for premium transit opportunities such as pickups at airports and hotels as well as alternate transport options for business or high-end travellers. With our SMRT Strides branding, Yangon's travellers can look forward to safe and reliable transport service.

#### The Road Ahead

We offer end-to-end services from consultancy to service delivery with a view to helping reduce transportation cost. We will keep improving business profitability through cost reduction, by developing our core competency of driver and vehicle management with the use of technology and data analytics.

Our Strides bus services will continue to uphold our leadership position in the healthcare segment, leveraging on innovative technology. We will continue to grow by exploring other viable markets such as condominiums and shopping malls transportation routes.

Strides Transportation will continue to reach out to potential business partners to form strategic alliances as well as evolve more technology-driven processes. Keeping up-to-date with the changing needs of our customers is the key to the customer-service driven future.

# Commuter Touchpoints

We constantly strive to achieve higher standards of service excellence. We have rolled out new customer service initiatives for SMRT Trains and SMRT Buses in 2017, offering a better commuter experience to those travelling with us.

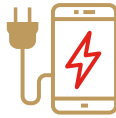
## At Your Fingertips



**SMRTConnect 3.0**, our multi-modal journey planning app offering real-time information, has been enhanced with an improved user interface, more accurate train arrival timings, crowd indicator at stations, and bus arrival timings for all bus operators – providing ‘mobility at your service’ to our commuters. Further enhancements will be rolled out in two phases in 2018.



## In our MRT Stations



**Charging kiosks** for quick charging of devices on-the-go



**iStand** consolidates and categorises in-station signages so commuters can easily access updated information



**Digital signage** quickly disseminates information on delays



**QR codes** allow easy access to information on alternative travel options

## At Bukit Panjang Integrated Transport Hub (BPITH)



**WeCare Shop** loans umbrellas and portable chargers to commuters



**Open-concept Passenger Services Counter** fosters more positive interaction between service staff and commuters



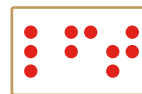
**Interactive information kiosks** allow commuters to plan trips point to point



**Video walls** add vibrancy to BPITH



**Nursing room** affords convenience for commuters with infants



**Features for the visually impaired** such as ground tactile and braille plates at queuing berths and in lifts



**Wheelchair Accessible Bus services** are available



**120 bicycle racks** installed at BPITH facilitate first- and last-mile connectivity



We expect to recruit and train 600 more staff before the first TEL stations open, with about 900 more by the time the TEL is fully open in 2024.



- Legend:
- North-South Line
  - East-West Line
  - Circle Line
  - Thomson-East Coast Line
  - Bukit Panjang LRT

*\* Not drawn to scale*

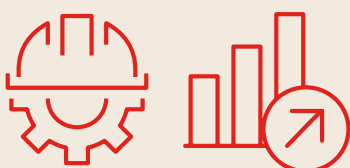
## Thomson-East Coast Line

On 15 September 2017, SMRT Trains was awarded the Land Transport Authority (LTA) contract to operate and maintain the Thomson-East Coast Line (TEL) from 2019 for an initial nine-year period.

When fully operational in 2024, the TEL will grow SMRT's rail network by a third. We expect to recruit and train 600 more staff before the first TEL stations open, with about 900 more by the time the TEL is fully open.

We will continue to push ahead with our multi-year projects to renew the North-South and East-West Lines. We remain committed to raising and sustaining reliability, availability, maintainability, safety and security (RAMSS) across our MRT network as it expands.

### Strategic Thrusts



+ Our Strategic Thrusts: See page 14



Portfolio

# Enhancing the travel experience

We enhance our commuters' travel experience with lifestyle conveniences on the go. Innovative media and retail concepts create choice, excitement and vibrancy in the SMRT network. With Singapore's largest and most connected media and retail network, we reach millions of customers and commuters daily with impactful advertisements, spaces and activations islandwide.



# CHEF -IN- BOX



## >860

retail units within the SMRT network  
of MRT stations and bus interchanges



## 2,200

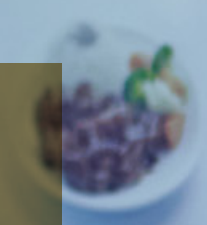
billboards in our network



## 97%

network occupancy rate for  
transit-oriented rental

STIR YOUR DISH PROPERLY BEFORE EATING



Japanese Teriyaki  
Chicken with Rice



I am Chef Satish Arora

At Lakeside MRT station, busy commuters can enjoy hot meals from Chef-in-Box, SMRT's first vending machine concept shop.



We will pursue opportunities and drive growth in non-fare rental and advertising through innovations, technological developments and strategic partnerships. This fortifies our position as we build upon our achievements while creating value for customers and partners alike.

**Dawn Low**  
Managing Director, SMRT Commercial

### SMRT Commercial: Lifestyle Business

SMRT Commercial contributes to SMRT Corporation's non-fare revenue and profit through our businesses in media and marketing, as well as properties and retail management.

#### Partnering for Success

SMRT Commercial actively develops partnerships across our businesses to bring value to our customers and partners.

Our joint venture SMRT Alpha Pte Ltd, leases and operates key commercial areas in the Singapore Sports Hub precinct, including 40,000sqm of retail and food areas at Kallang Wave Mall, Singapore Indoor Stadium and Water Sports Centre.

Our partnerships with The Walt Disney Company (Southeast Asia) and United International Pictures across our transport, retail and digital networks led to promotions for movies like *Beauty and the Beast*, *Transformers: The Last Knight* and *Star Wars: The Last Jedi*, engaging consumers throughout the year.

We continue to partner Citibank Singapore as our presenting bank. SMRT and Citibank launched a new enhanced card value proposition with improved benefits for cardmembers. Citibank SMRT Visa cardmembers can now enjoy promotions and redemptions in new categories – fast food, movies and online – on top of current categories such as groceries, coffee, health and beauty, bill payment and retail. New merchants such as McDonald's and Golden Village were also brought on board, in addition to existing merchants like FairPrice Xtra, Starbucks and Popular.

#### Our Digital Offerings

WINK+ rewards commuters with redemptions at retailers and merchants when they travel with SMRT. Currently, WINK+ has 57 merchants on-board, including Miniso, House of Seafood, and Paul Bakery as well as our online e-commerce platform iMOB Shop. SMRT Commercial will continue to grow WINK+ and introduce new and exciting retailers and merchants.

For the first time, retailers as well as out-of-home and digital advertisers in the SMRT network can integrate their offline and online campaigns with real-time tracking of eyeballs, conversions, other key metrics and analytics. WINK+ also entered into a two-year partnership with Nielsen Singapore to offer marketers survey packages that measure campaign effectiveness. The WINK+ CRM platform will be used to gather consumer response, while Nielsen Singapore will lend credibility to survey findings through analytics.

Our e-commerce platform, iMOB Shop, provides an online shopping experience for commuters, while integrating digital advertising and merchant listing services.



Shoppers can delight in exclusive deals and seasonal promotions across various product categories. With the Citibank SMRT Visa card as official card partner, special deals and privileges are extended to cardmembers on iMOB Shop.

**Advertising and Marketing Solutions**

The X Collective (XCO), a wholly owned subsidiary of SMRT Commercial, develops impactful platforms, powerful ideas and a social currency that creates authentic connections with its audiences. During the year, XCO was appointed to market advertising spaces at The Sail @ Marina Bay, a waterfront lifestyle condominium located in the heart of Singapore’s Financial District.

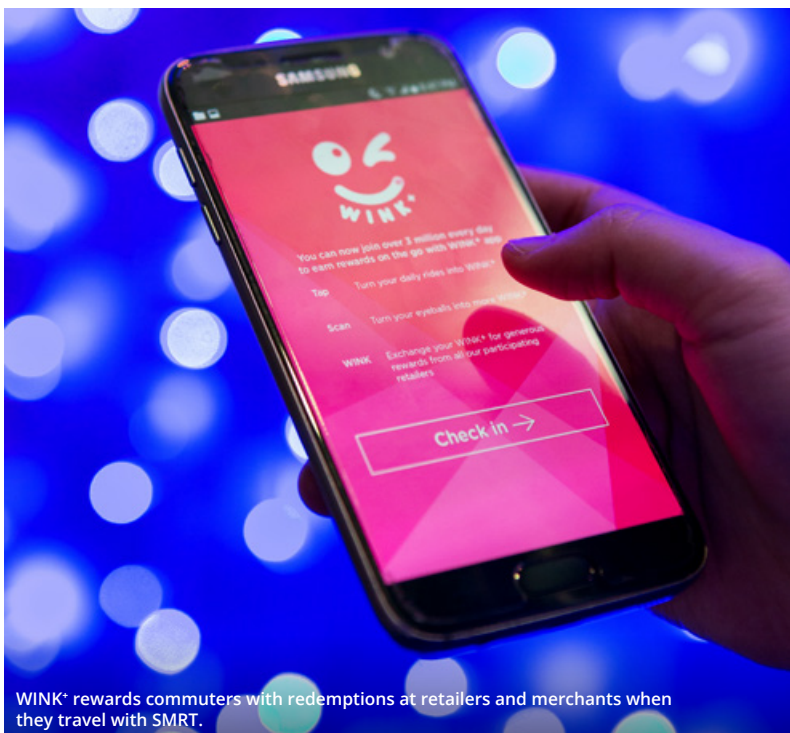
XCO also manages content creation, editorial and publishing, and marketing services for the National Arts Council’s (NAC)

*A List Singapore*, Singapore’s first multi-platform arts and culture guide, which includes comprehensive event listings and must-read articles covering the various arts, culture and lifestyle news and events. In 2017, NAC renewed XCO’s services for another year.

We will continue to focus on growing our inventory of advertising assets to offer multi-channel solutions and add value for our clients.

**Driving Business Growth**

In the year ahead, we will leverage new technological developments to drive growth for our non-fare retail and media businesses, and continue to grow our partnerships and collaborations. We are focused on enhancing brand variety and offerings as we drive growth across our business lines.



WINK\* rewards commuters with redemptions at retailers and merchants when they travel with SMRT.

Mobility at your service



We are committed to enhancing the commuter experience by offering lifestyle conveniences on the go and creating vibrancy with innovative media and retail concepts in the SMRT network. We will also continue to promote and support public transport and public education initiatives through partnerships and community campaigns.

**Dawn Low**  
Managing Director, SMRT Commercial

**SMRT Commercial: Transit-Oriented Rental and Media**

SMRT Commercial manages the retail and advertising spaces within the SMRT network of MRT stations and bus interchanges, as well as our trains, buses and taxis. Our retail spaces provide commuters with a wide range of convenient shopping and dining options as they travel, while our advertising spaces add vibrancy to the network.

**Brightening Journeys**

SMRT Commercial manages over 860 retail units and achieved 97% occupancy in 2017. We constantly enhance our Xchanges, MRT stations and bus interchanges to cater to consumers in and around our transport network. The Shop & Dine @ SMRT programme continues to reward the community and customers with attractive deals.

We introduced JR Group's Chef-in-Box at Ang Mo Kio and Lakeside stations – our network's first vending machine concept shops. This novel concept addresses a key manpower challenge in the F&B industry, and we encourage more of such innovative business formats and technology. This was followed closely by two vending machine concept stores at Bukit Panjang Integrated Transport Hub (BPITH), our first integrated transport hub. SMRT's first Vendshop houses machines that boast a variety of snacks, drinks and desserts. We also project-managed the interior design of BPITH, with a nature-inspired theme.

Project: Eco-Shop is a green initiative by SMRT Corporation Ltd and the

Singapore Environment Council (SEC). The SEC has now certified more than 100 of our tenants across our network. We continue to promote sustainability by encouraging new tenants to be Project: Eco-Shop certified.

In 2017, we transformed Tanjong Pagar Xchange to enhance commuter experience by adding six new shops, refreshing the directional and tenant signage, and installing energy-saving LED light fittings. In the coming financial year, we will also carry out similar upgrading works at Yishun and Orchard stations, and install interactive directory displays at our Xchanges.

**Our Advertising Network**

SMRT Commercial manages Singapore's largest advertising network of out-of-home platforms and digital screens across the public transport network, reaching millions daily through our interactive, multi-channel platforms.

We are continually moving towards more sustainable production practices, using eco-friendly out-of-home advertising papers and ink for our advertising assets.

During the year, we worked closely with government agencies and statutory boards to create impactful, multi-platform advertising island-wide campaigns, for key national events such as NS50 and National Day Parade 2017.

We actively supported public transport campaigns, community, environment, sporting and arts events, such as National Council of Social Services' President's Challenge and Land Transport Authority's Graciousness Campaign.

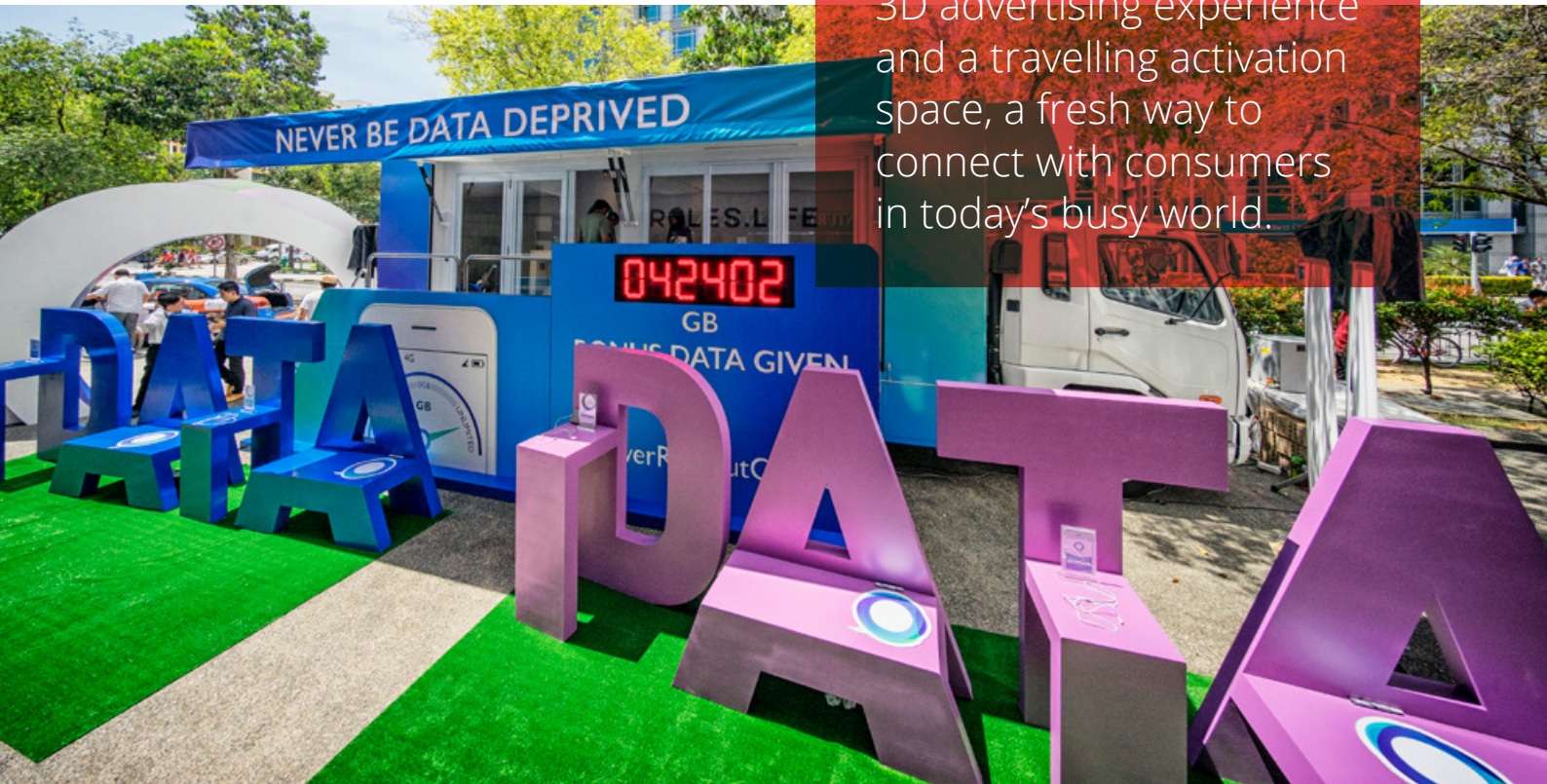
We continued to back the media and advertising industries, and local talents, by sponsoring trade events and awards.

**Improving Our Offerings**

In the year ahead, we will continue to add vibrancy to our train and bus networks by bringing in more new-to-market lifestyle convenience brands. We will encourage our tenants to adopt innovative business formats and technology. We will continue to support public transport and public education initiatives through partnerships and community campaigns.



XCO's OptiMax trucks offer brand owners a 3D advertising experience and a travelling activation space, a fresh way to connect with consumers in today's busy world.



## OptiMax Activation for Brand Campaign

Leveraging the wide reach and innovative approach of XCO, new mobile telco CirclesLife launched their brand campaign with a cross-platform media buy. The campaign comprised advertisements in our train stations and buses, as well as the activation of our OptiMax trucks to target millennial consumers at Century Square, Raffles City, Safra Punggol and i12 Katong. The trucks also plied residential and downtown areas around the island, reaching everyone from families to professionals.

XCO's OptiMax trucks offer brand owners a 3D advertising experience and a travelling activation space, a fresh way to connect with consumers in today's busy world.

### Strategic Thrusts



+ Our Strategic Thrusts: See page 14



Portfolio

# Expanding our technical capability

SMRT's engineering capabilities have grown significantly over the years. As Singapore's rail network expands in size and complexity, we invest in our engineers to deepen our in-house engineering expertise as well as system-wide knowledge of all aspects of rail engineering. With strengthened technical capabilities and our focus on maintenance as a core competency, we are well positioned to expand our contributions to rail reliability locally and overseas.



An SMRT Automotive Services technician carries out maintenance work on an SMRT bus at SMRT Woodlands Bus Depot.



# 500

rail engineers in SMRT, with plans to grow by 40% more rail engineers by 2020



# >6,400

vehicles maintained in-house



# 55%

market share in fleet maintenance services in the Government-owned, non-military segment



We constantly seek opportunities for growth, taking bold steps in harvesting the latest technology and knowledge to shape the future mobility landscape.

**Tan Kian Heong**  
Managing Director, SMRT Buses  
& Roads Services

### **SMRT Automotive Services**

SMRT Automotive Services provides comprehensive repair and maintenance services to SMRT Buses and SMRT Taxis as well as external fleet owners. Currently, we maintain a total of more than 6,400 vehicles comprising public buses, taxis, two wheelers, lorries, vans, cars and specialised vehicles. In addition to these services, we provide accident repair, vehicle grooming, vehicle component overhaul, vehicle system upgrading, accident claims management and new vehicle commissioning.

### **Business Focus**

As part of our commitment to be the trusted road partner, we continually support and improve the competitive advantages of our internal and external customers through safe and reliable vehicle maintenance with reduced downtime. We continuously review and introduce more predictive parts replacement to strengthen vehicle reliability. As such, SMRT Buses and SMRT Taxis consistently exceed the Land Transport Authority's vehicle reliability standards.

For our external business, we focus on fleet maintenance, agency, and one-stop service.

In fleet maintenance, we are the current market leader in the Government-owned, non-military segment with a market share of 55%.

We are an authorised service agent for vehicle air-conditioning system by Denso, the only public transport operator maintenance provider in the world to have obtained this status. We are also the authorised service agent for the Masats door system, which is fitted onto all MAN buses.

We currently operate two one-stop service centres, offering services such as car servicing, repair, spray painting, car grooming, accident reporting and accident claim for private vehicle owners. Presently, we are the authorised workshop for vehicle accident repair and motor claims for seven insurance companies.

### **Developing Our Competency**

Competency development is our impetus to encourage continuous skills upgrading. We have been working closely with the Institute of Technical Education (ITE) and vehicle manufacturers to keep reviewing and improving our technical training syllabus. SMRT Automotive Services has obtained an Approved Training Centre status from ITE for Automotive Technology (Heavy Vehicles) since 1999. Thus far, we have trained 76 apprentices, who have successfully completed their National Institute of Technical Education Certificate courses. In 2017, one of our apprentices won the Lee Kuan Yew Model Student/ Trainee award.

### **Opportunities for Growth**

We continue to grow by seeking opportunities to secure more fleet maintenance contracts as well as agency status for more automotive products. We are also working with more insurance companies to obtain the authorised workshop status and increase the market share in this segment.



A C651 train undergoing refurbishment



The interior of a refurbished C651 train

Singapore Rail Engineering was set up to grow an indigenous rail engineering capability in Singapore, in order to deepen our knowledge, expertise and contribution to rail reliability. We actively pursue growth opportunities that will add to our portfolio of rail engineering as well as maintenance, repair and overhaul services.

**Mario Favails**  
 Managing Director, Singapore Rail Engineering

### Singapore Rail Engineering

Singapore Rail Engineering (SRE) was incorporated in 2014 under SMRT Corporation Ltd to provide rail engineering services and transport solutions to rail operators, maintainers and asset owners. Leveraging on SMRT's 30 years of expertise and experience, we are growing rail engineering capabilities that will contribute towards improving the reliability and availability of trains. We are committed to developing our portfolio of rail engineering as well as Maintenance, Repair and Overhaul (MRO) services, for the long-term sustainability of our business.

#### Building on Our Capabilities

As Singapore's rail transport system expands in size and complexity, we foresee opportunities for SRE to deepen our engineering capabilities. We have identified three business opportunity areas: executing heavy rolling stock upgrade programmes; undertaking rolling stock component MRO; and providing Reliability-Centred Maintenance solutions, including data analytics. These are adjacent capabilities built within SMRT that would be critical in strengthening our Operations and Maintenance processes.

In 2015, we commenced the midlife refurbishment of SMRT Trains' second-generation Siemens C651 fleet. This project, involving 19 trains, is one of the most complex and extensive rolling stock upgrade projects in the market. It allowed us to set up an organisation, develop new processes and start our Engineering, Procurement and Construction activities. In the past year, we finalised the design, commenced building the

first two trains and completed static, dynamic and mainline tests. The last train will be delivered by mid-2019.

Through midlife refurbishment projects, SRE aims to attract passionate engineers by offering design and build opportunities. Over the past two years, we have noticed that an engineer's passion is unleashed when he or she is allowed to build what they have designed. Through SRE, SMRT will be able to present itself as an employer offering rolling stock projects encompassing the spectrums of design, build, operate and maintain to prospective engineers.

#### Joint Ventures

Railise Pte. Ltd., a joint venture between SRE and Toshiba Corporation, has exclusive global rights (excluding Japan) to deliver and integrate Toshiba's Permanent Magnet Synchronous Motor (PMSM) propulsion system. This system is more energy efficient and less costly to maintain. Two KHI C151 trains equipped with this system have demonstrated energy savings of close to 40%.

Faiveley Rail Engineering Singapore Pte. Ltd. (FRES) was established in June 2015 as a joint venture company between SRE and Faiveley Transport SA. FRES markets and supplies MRO services for rolling stock components in South East Asia (excluding Thailand).

#### Driving Future Growth

SRE will focus on delivering on our commitments to complete the refurbishment of the C651 trains, pursue new rolling stock refurbishment projects and growth opportunities that will add to our portfolio of rail engineering and MRO services.

Drawing on our multi-modal transport experience, SMRT International continues to make in-roads in growing SMRT's overseas business operations. We will focus on expanding our presence in the Asia Pacific region through our partnerships and consultancy projects.

**Goh Eng Kiat**  
Managing Director, SMRT International

### SMRT International

SMRT International was established to expand SMRT's overseas business operations by drawing on our multi-modal transport experience.

#### Our Consultancy Services

Continuing to spearhead our expansion of overseas business operations, we were recently appointed Operational Readiness consultant for the Palembang and Jabodebek LRT projects. A 25km, 13-station line located in the city of Palembang in Sumatra, the Palembang LRT is expected to begin operations in June 2018, two months before the Asian Games. Phase I of Jabodebek LRT comprises three lines with 17 stations and covering a total distance of 43.5km. It will connect the greater Jakarta region and is expected to begin operations in 2019.

In 2017, we successfully completed our consultancy contract in Mauritius to advise the Mauritius government in the procurement of their first LRT system. Following that, SMRT International secured a new consultancy contract to assist the Mauritius government in capacity building, such as institutional training, network planning and contract management.

SMRT International was also awarded contracts to provide consultancy services in India.

#### Expanding Our Reach

In the coming year, the objective of SMRT International is to continue to expand our presence in the Asia Pacific region through our involvement in existing partnerships and consultancy projects to expand our stable of contacts.







At the heart of this effort is the increased use of condition monitoring devices, simulation tools and data analytics.



Ng Bor Kiat, SMRT Chief Technology Officer and Senior Vice President, Future Systems, and Andy Schofield, University of Birmingham Head of the College of Engineering and Physical Sciences (seated) sign the research agreement.

## SMRT and University of Birmingham Collaborate to Enhance Rail Reliability

### Strategic Thrusts



+ Our Strategic Thrusts: See page 14

SMRT Corporation and the University of Birmingham, one of the UK's top universities for railway science and education, have embarked on four research projects that will enhance the reliability of our train networks.

These research projects, focusing on improving the reliability of rail infrastructure and power systems, complement the effort by SMRT Trains to work towards a reliability-centric maintenance approach. Engineering staff can intervene proactively to fix faults before they occur. At the heart of this effort is the increased use of condition monitoring devices, simulation tools and data analytics. The pairing of academic know-how with the experience gained by heavy rail engineers will lead to better reliability, availability and safety, and ultimately, a better journey for train commuters.



Portfolio

# The future of urban mobility

Developing our competencies to be a future-ready business is a key priority supporting SMRT Corporation's alignment to Singapore's Smart Nation vision. As the transport landscape continues to transform, we hone our technology advantage in electronics and data analysis to drive integrated urban mobility solutions. With our suite of transport options, we will provide our commuters with the benefit of a smart mobility system that will enable and enrich their day-to-day lives.





# Asia's first

integrated Mobility-as-a-Service (MaaS) platform, *Jalan*, launched as a testbed in August 2017



# Joint research lab

with National Technological University (NTU) and JTC Corporation launched to develop integrated transport solutions



# MomentUM,

a Corporate Venture and Incubation platform, was incorporated to support technology adoption and innovation needed to achieve our Urban Mobility vision

Using *Jalan*, an integrated MaaS platform, commuters can hop on e-scooters to ride around the NTU Campus.



Formed to expand SMRT's portfolio of rail-related operations and maintenance services, SMRT Services also spearheads new and innovative growth paths in urban mobility for Singapore and the region.

**Colin Lim**  
Managing Director, SMRT Services

### SMRT Services

SMRT Services manages and markets capabilities such as Operations & Maintenance (O&M) of transit systems, Automatic Fare Collection systems, the SMRT Active Route Map Information System (STARIS), Automated Vehicle (AV) and Mobility-as-a-Service (MaaS) solutions. We work closely with the authorities and our partners to provide a range of transport-related services in Singapore and the region.

#### Capabilities and References

We formed a consortium with Nanyang Technological University, Singapore (NTU) and JTC Corporation to test and develop innovative MaaS solutions, seamlessly integrating multiple transportation modes for better connectivity and accessibility by commuters on a digital platform. In August 2017, we launched Asia's first integrated MaaS platform, *Jalan*, as a testbed in NTU.

Our joint venture company 2getthere Asia Pte. Ltd., with Dutch AV solutions developer 2getthere, will market, install, operate and maintain the GRT systems for customers in Singapore and the Asia-Pacific region. We will leverage our strong business networks to target opportunities in the region as global demand for AV solutions increases.

We designed, manufactured and implemented the faregates asset replacement work for stations along the North-South and East-West Lines (NSEWL), Bukit Panjang LRT and the North-East Line.

We supplied STARIS 2.0 for 12 new trains on the NSEWL as well as designed, supplied and installed the supervisory control system for Canberra MRT station.

As the maintenance provider of the Sentosa Express since June 2009, SMRT Services has consistently delivered high train service availability beyond the prescribed standards.

We are also a Facility-Based Operator (FBO) licensed by the Infocomm Media Development Authority to provide fibre optics leasing services. Working in partnership with established local telcos to widen SMRT's fibre network infrastructure, we have extended our dark fibre coverage reach to Singapore's data centres, commercial buildings and fibre landing sites. Our strong business links with strategic FBO partners and recent contract renewals with existing customers further strengthen our position as an industry partner of choice.

#### Venturing Forward

We will continue to focus on deepening our knowledge and capability base in order to develop a portfolio of world-class and competitive rail-related O&M capabilities.

We aim to value-add as an integrated transport solutions provider enabled by a digital platform that integrates mobility solutions for clients while continuing to seed AV developments, in line with Singapore's Smart Nation and 'car-lite' vision.

As we continue to provide integrated mobility solutions for our clients, we aim to strengthen our presence regionally as a visionary urban mobility solutions provider.



Together with Nanyang Technological University (NTU) and JTC Corporation (JTC), SMRT Services is developing innovative solutions to improve commuters' travel experience.



The 'Mobility-as-a-Service Lab' brings together SMRT Services, Nanyang Technological University and JTC Corporation in a joint effort to develop innovative solutions to improve the travel experience.

## Mobility-as-a-Service Lab

### Strategic Thrusts



Together with Nanyang Technological University (NTU) and JTC Corporation (JTC), SMRT Services is developing innovative solutions to improve commuters' travel experience. The 'Mobility-as-a-Service Lab', the first of its kind in the region, taps the strengths of each partner to fulfil Singapore's vision of a car-lite society: NTU's capabilities in research and development, evaluating engineering trials and data analytics; JTC's expertise in master planning of industrial parks and developing innovative infrastructures; and SMRT's experience as a multi-modal transport operator.

The lab will seamlessly integrate existing modes of transport with next-generation transport modes, including electric automated vehicles, bike-sharing systems and personal mobility devices such as e-scooters.

+ Our Strategic Thrusts: See page 14

Mobility at your service



**Our Vision for the Future**

Urban mobility is evolving rapidly. In the near future, we will see a huge boost in connectivity across our island, while the advancement of smart technology such as condition monitoring tools and data analytics will improve the service quality of transport options, providing commuters with ever greater convenience and accessibility in their journeys.

**Seamless Travel Experiences**

The rail network has been growing, most recently with the Tuas Link expansion enhancing connectivity in the far west of Singapore. In the years ahead, the Thomson-East Coast Line (TEL) is set to expand the network even further and will serve about 1 million commuters daily by the time it is completed in 2024. By 2030, eight in 10 households will have an MRT station within a 10-minute walk. The upcoming Johor Bahru-Singapore Rapid Transit System Link (RTS Link), slated to begin passenger service in 2024, will take our rail network across the border.

With trains as a key mode of transport in Singapore, we recognise the need for ever higher standards of reliability, to make trains the transport mode of choice for commuters.

We have equipped our trains with condition monitoring tools to enable us to predict and rectify faults even before they occur. We are working on further improving rail reliability. The SMRT-NTU Smart Urban Rail Corporate Laboratory, launched in 2016, focuses on two research tracks for higher rail reliability: developing advanced conditioning monitoring systems to enhance our network’s resiliency and safety, and enhancing the overall integrity and reliability of our rail assets. Key projects in progress include an automated inspection system for train wheel and axle defects, a vibration sensor for the monitoring of the railway structure, and a new tool to detect defects of the railway electrification system.

Filling the demand for Mobility-as-a-Service (MaaS), we have been working to improve commuters’ travel experience, rolling out new commuter touchpoints in our MRT stations and at Bukit Panjang Integrated Transport Hub. Our award-winning multi-modal journey planning application, SMRTConnect 3.0, is undergoing further enhancements and truly provides ‘mobility at your service’ to commuters. Our taxis have been equipped with contactless payment terminals, so commuters

can enjoy greater convenience with cashless transactions.

We launched an integrated MaaS platform, *Jalan*, as a testbed. *Jalan* seamlessly integrates multiple modes of transportation, including e-scooters and e-bikes, for better first- and last-mile connectivity.

**Drivers of Change**

SMRT Services has started a new MaaS initiative focused on urban mobility solutions. Through the use of data analytics, the entire transport ecosystem is integrated to enable door-to-door commuting. Our travel planner charts a journey customised to each commuter, including the use of Personal Mobility Devices and emerging technologies such as Autonomous Vehicles, and allows booking and payment on the same platform.

In September 2017, we incorporated MomentUM, a Corporate Venture and Incubation platform, to support technology adoption and innovation needed to achieve our Urban Mobility vision. MomentUM will act as a catalyst for business unit and start-up collaboration across three focus areas: Deep Tech & Engineering, Commuter Experience and Transport Technology. Its established partnerships with global accelerators and investors will broaden the reach and quality of connections to the best in the start-up ecosystem.

**Future-Ready Competencies**

As we gear up for the opening of the TEL and the RTS Link, we are building up our competencies to be future-ready, by growing our technology bench strength for electronics and data analysis. We are developing our workforce and equipping them with the skills to manage more advanced technology.

## People

# Taking care of our employees



A professional and proud workforce is vital to achieving our reliability and sustainability goals. We believe in nurturing our people’s competencies to ensure continued relevance in a constantly changing world. Our emphasis on engaging hearts and minds have borne fruit. Our annual voluntary attrition rate is low at 6.2%.

### Building Integrity, Discipline and Accountability

SMRT’s core values of SMRTni – Safety & Service Excellence, Mastery, Responsibility & Respect, Teamwork, Nurture and Integrity – anchor our efforts to build a disciplined workforce that is committed to producing excellence and quality outcomes. We have stepped up efforts to create a collective ethos of pride in the organisation’s mission and each individual’s contribution toward it.

New employees undergo the SMRT Service Excellence programme. This programme was developed in collaboration with Disney Institute and National Trades Union Congress Learning Hub, and aims to enhance the service standards of all SMRT employees toward Safety, Reliability, Care and

Comfort. Our Service Excellence Campaign drives these service values further in daily operations through Leader Ambassadors – advocates appointed across all employee segments and business units.

Efforts are underway to enhance the quality of leadership across levels, particularly among our ground leaders. We have augmented ground leaders with additional deputies and consolidated the work teams and reporting layers for increased accountability, cohesion, engagement and development. To support ground leaders in their leadership roles, we have accelerated training in critical competencies such as EQ, coaching and performance management.

We have strengthened our quality assurance capability with an enlarged

inspector force, and a new joint Readiness Inspection (READI) Team, formed in partnership with the Land Transport Authority (LTA). READI will be instrumental in driving discipline and quality standards in Rail Maintenance and Engineering and governing the independent and systematic audit and monitoring of maintenance and asset renewal. We have also established organic quality assurance teams within the business units. We continually review our work processes for clarity, accountability in decision-making and adherence to quality standards, and leverage technology to streamline procedures and facilitate command and control.

### Nurturing a Future-ready Workforce

SMRT takes a long-term view to shaping a workforce that fulfils current and future needs. Our Bus and Trains competency-based career roadmaps are key in our efforts to build a competent and future-ready workforce for the public transport industry. We have strengthened ground maintenance leadership with the Engineering Maintenance Manager (EMM) Career Scheme which offers diploma holders the chance to assume key positions in frontline maintenance. These schemes offer an attractive career proposition to employees, with structured career development, progression and job rotation opportunities anchored on competency development, value inculcation and productivity. Coupled with competitive remuneration packages, the schemes have enabled us to better attract, develop and retain a cadre of passionate and proficient talent unwavering in their resolve to drive reliability, service excellence and business growth.

Mobility at your service

Rail engineers play a key role in SMRT, and we pay close attention to their professional development. To promote the rail engineering industry and professionalise our rail engineers, we drive collaboration with the authorities, industry partners and academic institutions. In 2014, SMRT collaborated with Singapore Institute of Technology (SIT), LTA and SBS Transit to develop the Sustainable Infrastructure Engineering (Land) degree programme, which features a year-long immersive internship. SMRT hosted the first batch of SIT interns this past year, and we look forward to having them join us as full-time employees upon graduation, with a distinct edge over other new hires, equipped with ground experience at SMRT.

In 2015, we launched the SMRT Train Engineer Professionalisation (STEP) programme to develop SMRT Trains and Singapore Rail Engineering's railway engineers. This was coupled with the Chartered Engineer programme for railway and transportation professionals, a product of our collaboration with the Institution of Engineers, Singapore. This professional accreditation recognises the skills and values attained by our railway engineers as they undergo STEP. To date, more than 250 of our engineers have embarked on their journey toward chartership.

To accelerate progress toward world-best rail excellence, we have set our sights on harnessing digital technologies and data analytics for predictive maintenance. The newly set-up Future Systems Office will look into the development of condition monitoring tools for critical systems, in collaboration with strategic partners such as A\*STAR.

SMRT invests heavily in our training capability to facilitate an engaging and effective learning experience. SMRT Institute, our in-house training arm, offers a full spectrum of functional, technical and behavioural competency development programmes, and partners academic institutions to augment our pedagogical capability. Our partnership with the University of Birmingham has seen the launch of the Postgraduate Certificate in Urban Railway Engineering (Singapore), the most advanced qualification that the university has co-developed with any railway operator, and the first programme of its kind in Asia. In support of SkillsFuture, the national effort to deepen skills vital to Singapore's key industries, SMRT collaborated with the Employment and Employability Institute (e2i) to develop and operate the Singapore Bus Training and Evaluation Centre (SG BTEC). Singapore's first team-based training centre for bus drivers and service controllers, SG BTEC features

state-of-the-art simulators and an integrated service control centre that enables customised team and scenario-based learning to enhance management of bus service safety and reliability.

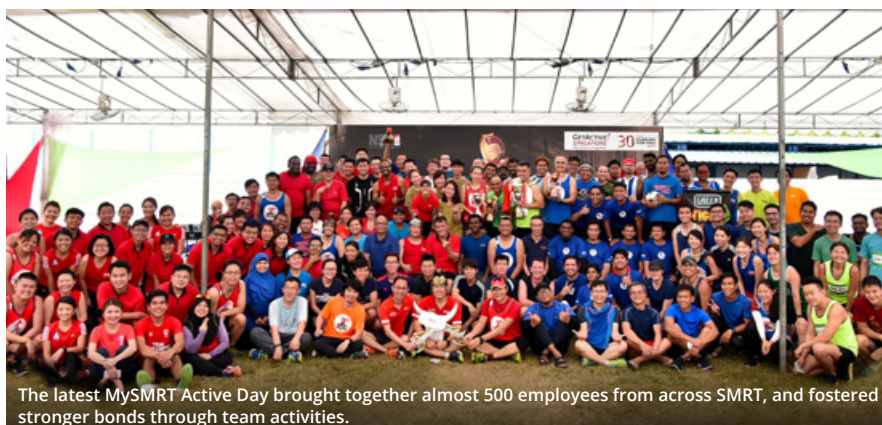
**Strengthening Employee Engagement and Industrial Relations**

SMRT recognises that it is essential to build an engaged, enabled and energised workforce that contributes to our organisational goals and serves our national public transportation needs. To strengthen employee relations and workplace harmony, we drive regular two-way engagement between employees and different levels of management to enable clear line-of-sight to the organisational direction and goals, alongside providing a platform for ground feedback. Closed-loop feedback structures and processes further ensure that all feedback is actively followed up on. Management walkabouts and townhalls, coupled with our staff newsletter and digital platforms like GENIE, our internal social media portal, provide staff with a range of informational touchpoints and direct communication channels to higher management.

These engagement efforts are undergirded by the close involvement of the National Transport Workers' Union (NTWU), our critical partner in working toward our vision of a cohesive workforce that says, stays and strives for SMRT. A Collective Agreement is in place to govern the rights of our non-executive employees, and the Union provides a platform for educating members about their rights, as well as a channel for communication with Management and airing of grievances, if any. A dispute resolution process is codified in the Collective Agreement to







The latest MySMRT Active Day brought together almost 500 employees from across SMRT, and fostered stronger bonds through team activities.

ensure that disputes are promptly addressed. SMRT actively encourages employees to exercise their right to join the NTWU through recruitment roadshows and facilitating the payment of membership fees through direct salary deductions and the provision of flexible benefits. As a result, union membership is high at 80%.

SMRT's relationship with NTWU is anchored on principles of trust and open communication, with frequent dialogue and consultation on policy and change management. We are committed to furthering this strategic partnership with the Union, and have inked two Memoranda of Understanding (MOU) to cement both parties' commitment to co-building our workforce. The first recognises NTWU as an important strategic partner in labour relations, and formalises our mutual commitment to building a future-ready workforce together through the 4E framework, featuring Employability for Life, Efficiency and Productivity Increase, Enhancement of Safety in our Working Environment, and Employee Engagement. The second signifies our recognition of NTWU as the representative of professionals, managers and executives in the areas of 4P – Protection, Professional Development and Progress, Placement and Privileges.

In recognition of our efforts to tighten labour relations, the NTUC has accorded various commendations to SMRT over the years. In 2017, SMRT Buses was the proud recipient of the May Day Partners Award for Uplifting Working People's Jobs and Welfare.

### **Building a Sustainable Workforce Profile**

As our headcount grows to meet rising capacity and maintenance needs, we continue to shape a lean and productive workforce with a sustainable age and nationality profile. To retain fit and skilled experienced employees, we extended the reemployment age to 67 years old, ahead of the change in the national statutory mandate. To help our workers better sustain their physical well-being, SMRT has partnered Fullerton Health in implementing a series of healthcare initiatives, including flu vaccinations, on-site physiotherapy treatments, and chronic disease management programmes. Complementary Age Management and Workforce Health taskforces have been commissioned to address the needs of our fast-maturing workforce and strengthen employees' physical and mental health. Recommendations from these taskforces include increased automation, improved ergonomics, flexible work arrangements and enhanced healthcare provisions.

Officially launched in 1993, the SMRT Corporation Sports and Recreation Club (SCRC) is the custodian of employees' holistic health and well-being, and facilitates the building of bonds among employees as well as their families and friends. SCRC organises recreational activities including movie outings and talks on health and personal finance, and supports the formation of interest groups. For instance, the Brisk Walking Interest Group has organised expeditions up to the Bukit Chandu Museum atop Kent Ridge Hill and even the grounds of the Istana. In 2017, the 3<sup>rd</sup> MySMRT Active Day brought together almost 500 employees from across the organisation in a sporting meet that featured a team-based obstacle race and fringe activities like mass Zumba and golfing.

### **Recognising HR Excellence**

We are heartened by the recognition received for our Human Resources (HR) practices. In 2017, our HR team garnered top accolades at the Human Resources Magazine Awards, the Singapore HR Awards and HR Excellence Awards, for our best-in-class practices in a variety of areas including compensation, employee engagement and talent management.



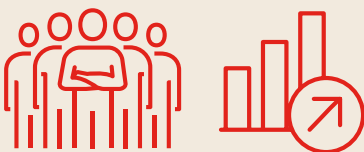
The STEP framework drives and sustains the holistic development and professionalisation of SMRT's engineering workforce.



The STEP framework takes a structured approach to the development of our engineering workforce, and offers fresh to experienced engineers continuous learning.

## Stepping Into Rail Engineering

### Strategic Thrusts



+ Our Strategic Thrusts: See page 14

The STEP framework drives and sustains the holistic development and professionalisation of SMRT's engineering workforce. The programme incorporates requirements of Engineering professional certification bodies and industry standards, and anchors our engineers' professional development on knowledge and skill acquisition in Values, Leadership, and Functional Competencies.

Since its 2015 launch, over 370 rail engineers have undergone STEP. Of these, 59 are now on track to attain the University of Birmingham's postgraduate certificate in Urban Rail Engineering in 2018, and the postgraduate diploma by 2020.

Mechanical engineer Bryan Tan made a career switch from shipping to railway at 31, joining SMRT Trains as Deputy Engineering Maintenance Manager, Rolling Stock. Starting from scratch as a railway engineer, the SMRT Train Engineer Professionalisation Bridging (STEP-BRIDGE) programme built on his existing knowledge to accelerate the acquisition of critical rail-specific technical knowledge and competencies, and helped him transition smoothly into his new role.

## CSR

# Serving our community

At SMRT, we believe in creating a positive impact on the communities we serve. We are committed to conducting our business in an economically, socially and environmentally responsible way, balancing the interests of our stakeholders from our commuters to our employees and business partners.

### Enhancing Lives

SMRT's corporate social responsibility (CSR) strategy ensures greater alignment between our CSR programmes and our vision of *Moving People, Enhancing Lives*.

The *Enhancing Lives* logo portrays a heart and a pair of supporting hands. The heart is synonymous with a caring community, while the hands embody SMRT's three CSR pillars. The left hand represents our commitment to encouraging environmental sustainability while the right symbolises our efforts in enabling mobility and empowering the community through the arts and education.

The mindful placement of the SMRT roundel reflects SMRT's place at the heart of our community.



### Enabling Mobility

#### SMRT Gift of Mobility Fund

In August 2017, we achieved a major CSR milestone with the unveiling of the SMRT Gift of Mobility (GoM) Fund. We pledged \$30 million in cash and in-kind sponsorships over the next 10 years in aid of those with mobility needs in our community. We invite Social Service Organisations in Singapore to tap on this integrated giving platform to enhance the lives of the elderly and those with special mobility needs.

#### SMRT's Gift of Mobility Taxi Vouchers

The GoM programme was launched in 2008. Now known as SMRT's GoM Taxi Vouchers, it aims to provide financially needy individuals with physical disabilities and mobility impairment with point-to-point transfers so that they can receive their medical treatment, seek employment or go to work until a more permanent transport solution becomes available.

To date, the initiative has disbursed over \$1.6 million and helped close to 8,000 beneficiaries through our seven adopted charities – AWWA,



The intergenerational playground in St Joseph's Home, the first of its kind built within a nursing home in Singapore, was built with the help of the SMRT Gift of Mobility Fund. The home's residents and the children from its infant and childcare centre can interact in this common space.

Bizlink Centre, Cerebral Palsy Alliance Singapore, Geylang East Home for the Aged, Handicaps Welfare Association, Muscular Dystrophy Association (Singapore) and SPD – and Community Development Councils.

### Empowering through the Arts and Education

#### Art in Transit

SMRT actively supports the local arts scene. Since 2011, we have been working with Art Outreach, a non-profit organisation that promotes art education in Singapore, to conduct the Art in Transit tour in the Circle Line stations. To date, we have conducted close to 470 tours and reached out to more than 8,300 students and members of the public.

Mobility at your service



Beneficiaries from the Muscular Dystrophy Association (Singapore) enjoyed the unique art installations in our Circle Line network.

On 15 November 2017, SMRT piloted a special edition of Art Outreach for Persons with Disabilities. Eight wheelchair-bound beneficiaries from the Muscular Dystrophy Association (Singapore) participated in the outreach. As they enjoyed art installations, participants were also introduced to some of the Commuter Experience Touchpoints in our Circle Line network designed to enhance their commuting experience.

**Learning Journeys**

The SMRT Learning Journey is an educational programme that is part of our ongoing efforts to improve safety and service reliability. Specially for students between 12 and 16 years old, the programme includes a customised train ride, an introduction to the fully automated Circle Line's Operations Control Centre and a bus ride. The journey highlights

safety and security features within our train and bus network, and shows students how they can play a role in ensuring safe and enjoyable journeys on our network. In 2017, over 900 participants embarked on our Learning Journey.

**Encouraging Environmental Sustainability**

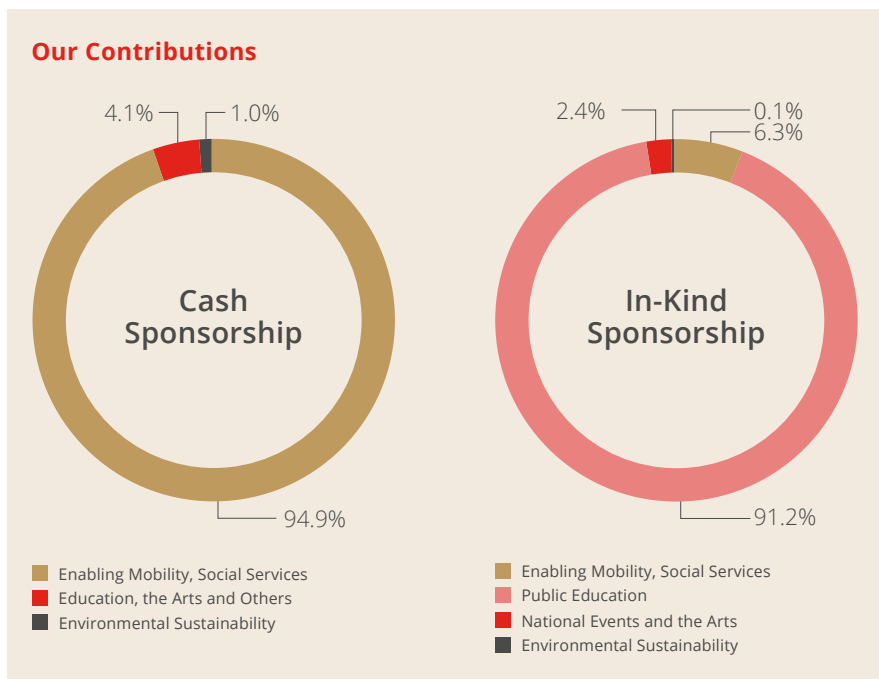
We believe that a sustainable company creates more value in the world over and above the resources it uses. To support our green initiatives, SMRT has established four sub-committees to spearhead our environmental sustainability pillars of Energy, Water, Waste Management and Green Advocacy.

**Energy Reduction**

SMRT's energy consumption and production data as well as greenhouse gas emission levels are submitted to the authorities yearly. Our ongoing energy-saving practices support our goal to promote environmental sustainability among our business partners, commuters and employees. Our current initiatives include the completion of the Solar Photovoltaic System in Bishan Depot, which aims to reduce 550 tonnes of carbon footprint annually; the switch to energy-efficient LED lighting systems in Toa Payoh, Clementi and Novena MRT stations, which will have 50% lower lighting energy consumption; and district cooling at Raffles Place MRT station, a system of using chilled water to cool air, which aims to achieve more than 40% in energy savings.

**Water Conservation**

Opened in 2017, the new 26-hectare Tuas Depot features a unique and green train wash. The fully automated system is the first of its kind to harvest rainwater as a supplementary water source. Water is also recycled after each wash, and Newater is used in the final rinse.



The system can wash a six-car train in under three minutes.

Our other water conservation initiatives include a dual-cycle recycling feature at the train and bus washing plants. The first cycle uses the recycled water (1,000 litres) while the second uses fresh water. The water from the second rinsing of the vehicles is collected in recycling tanks for pre-washing the next train or bus. This approach saves 1,000 litres of fresh water per wash.

SMRT's Green Committee continues to raise public awareness of the importance of water conservation by collaborating with the PUB with initiatives such as the placement of water conservation decals at the washrooms in MRT stations along the North-South and East-West Lines. SMRT was also named an esteemed partner of PUB for Singapore World Water Day 2017.

**Waste Management & Green Advocacy**

At SMRT, our aim is to decrease the amount of waste we generate in the course of our day-to-day operations. Our efforts include the collection, transport, processing, recycling and disposal of waste materials, with emphasis on prevention, reuse and recycling. For instance, waste water left over from our train-washing plants are treated. Oil and sand particles are filtered out, the pH level of the water is neutralised, and harmful metal-based pollutants are removed.

In our office environment, we have moved to decrease paper wastage in our daily work by implementing EchoSign and Smart Printing options by Fuji Xerox.

SMRT received our eco-office recertification from the Singapore Environment Council in March 2017. It is valid for the next three years, ending March 2020.

In addition, our Green and Waste Management Committee were present at SMRT's Safety, Security and Quality (SSQ) Day 2017 to share the Group's waste



Our washing plants make use of recycling to save thousands of litres of water when washing our trains and buses.



Our Inclusive Service Delivery Programme enhances the training and development of SMRT frontline service professionals to enable them to better assist priority passengers in their daily commute.

management efforts with our employees. Employees were also taught how to recognise and safely dispose of toxic waste.

**Corporate Volunteerism**

As SMRT strengthens its CSR efforts, employee involvement is also essential in supporting and enriching our ongoing community initiatives. In 2017, SMRT employees contributed close to 700 volunteer hours to bring joy and make a difference in people's lives. Our volunteers supported a number of initiatives including SPD's Ability Walk, Singapore Red Cross' Blood Donation Drive and activities organised by one of our adopted charities, Geylang East Home for the Aged.

**Culture of Inclusiveness**

At SMRT, we adopt a holistic approach towards facilitating mobility.

On 18 September 2017, we rolled out the first Inclusive Service Delivery Programme. This programme was developed to enhance the training and development of all SMRT frontline service professionals to enable them to better assist priority passengers in their daily commute. Done in collaboration with the NTUC Learning Hub, we took reference from the Ministry of Social and Family Development's goal of creating a barrier-free transport network for the silver economy and physically challenged, the Land Transport Authority's agenda of building "an inclusive transport system which is friendly to families with young children and special needs" as well as Support SG Care's movement of a caring, compassionate and inclusive society. By mid-2018, over 1,400 of our frontline staff would have completed the training.



In partnership with Community Chest, the GoM Fund helps those with mobility needs in our society.



Launch of intergenerational playground in St Joseph's home, the first project in the SMRT Gift of Mobility Fund

## SMRT Gift of Mobility Fund

### Strategic Thrusts



+ Our Strategic Thrusts: See page 14

The SMRT Gift of Mobility (GoM) Fund, unveiled on 16 August 2017 in commemoration of SMRT's "Thirty Years of Giving", pledges \$30 million in cash and in-kind sponsorships over the coming years to serve the community and build a more inclusive society.

In partnership with Community Chest, the GoM Fund helps those with mobility needs in our society. Social Service Organisations can tap on this fund to explore partnership opportunities to improve mobility and inclusivity.

As GoM Fund's first project, SMRT Corporation Ltd donated \$100,000 towards an intergenerational playground in St Joseph's Home at Jurong West. Unveiled on 28 August 2017 by Senior Minister of State for Health, Ms Amy Khor, the playground is the first of its kind built within a nursing home in Singapore. It provides a common space for the home's residents and the children from its infant and childcare centre to interact, improving their overall well-being.

## Achievements

# Awards & Accolades

### Service Excellence

- Online Platform (Winner) – SMRTConnect 2.0  
Asia-Pacific Communications Awards 2017, Asia-Pacific Association of Communication Directors
- Best Transport Planner App  
8<sup>th</sup> CMO Asia Awards 2017, CMO ASIA
- Outstanding Award (12 Winners)  
National Kindness Award  
Transport Gold 2017, Singapore Kindness Movement
- Commendation Award (162 Winners)  
National Kindness Award  
Transport Gold 2017, Singapore Kindness Movement
- Star Award (59 Winners)  
Excellent Service Award 2017, SPRING Singapore
- Gold Award (446 Winners)  
Excellent Service Award 2017, SPRING Singapore
- Silver Award (780 Winners)  
Excellent Service Award 2017, SPRING Singapore
- Best In-House Contact Centre (Under 20 seats) – Silver  
17<sup>th</sup> Annual International Contact Centre Awards 2017, Contact Centre Association of Singapore
- Best Customer Experience Delivered – Bronze  
17<sup>th</sup> Annual International Contact Centre Awards 2017, Contact Centre Association of Singapore
- Customer Experience Mystery Shopper Awards (Email) – Gold  
17<sup>th</sup> Annual International Contact Centre Awards 2017, Contact Centre Association of Singapore

### Communications, Public Relations & Marketing

- Best Social Media Marketing Campaign for Excellence and Leadership in Digital Marketing  
Golden Globe Tiger Awards 2017, World CSR Institute
- Best Client in Content Marketing for Excellence and Leadership in Digital Marketing  
Golden Globe Tiger Awards 2017, World CSR Institute
- Best Social or Digital Media Campaign (Excellence)  
PRISM Awards 2017, Institute of Public Relations of Singapore
- Best In-House PR Team of the Year (Merit)  
PRISM Awards 2017, Institute of Public Relations of Singapore
- Best PR-led Integrated Communications (Silver)  
The PR Awards 2017, Marketing Magazine
- Best Acquisition Team – Gold  
Spark Awards 2017, Marketing Magazine

### Corporate Social Responsibility

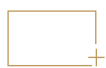
- Partner Platinum Award (SMRT Corporation Ltd)  
Community Chest Awards 2017, National Council of Social Service
- SHARE Corporate Gold Award (SMRT Trains Ltd)  
Community Chest Awards 2017, National Council of Social Service
- SHARE Corporate Silver Award (SMRT Buses Ltd)  
Community Chest Awards 2017, National Council of Social Service

### Workforce Health

- Leading HR Practices in Compensation & Rewards Management  
Singapore HR Awards 2017, Singapore Human Resources Institute
- Leading HR Practices in Employee Engagement & Alignment  
Singapore HR Awards 2017, Singapore Human Resources Institute
- Leading HR Practices in Talent Management, Retention and Succession Planning  
Singapore HR Awards 2017, Singapore Human Resources Institute
- Leading HR Practices (Special Mention) in Manpower Resourcing & Planning  
Singapore HR Awards 2017, Singapore Human Resources Institute
- Leading HR Practices (Special Mention) in Learning & Development  
Singapore HR Awards 2017, Singapore Human Resources Institute
- Best Next-Gen Opportunities & Development (Special Recognition)  
HRM Awards 2017, Human Resources Magazine (HRM) Asia
- Kaplan Professional Award for Best Training, Learning & Development (Special Recognition)  
HRM Awards 2017, Human Resources Magazine (HRM) Asia

### Investor Relations

- Best IR During a Corporate Transaction  
IR Magazine Awards – South East Asia 2017
- Best Investor Relations Programme (Excellence)  
PRISM Awards 2017, Institute of Public Relations of Singapore
- Best Investor Relations Campaign (Silver)  
The PR Awards 2017, Marketing Magazine



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FOR PAST YEAR AWARDS



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