



Charting  
New Frontiers  
of Excellence in  
**Sustainable  
Futures**

Sustainability Report 2023/24

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## Vision

Moving People,  
Enhancing Lifestyles

## Mission

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

## Core Values

Respect  
Integrity  
Safety & Service  
Excellence

# About this Report

SMRT Corporation Ltd is pleased to present our annual sustainability report. Our headquarter office is located at Paya Lebar Quarter Tower 3 and our operations are mainly based in Singapore. Published as an in-house effort on 21 October 2024 and aligned with the Group's reporting period, this report covers the financial year from 1 April 2023 to 31 March 2024 (FY23/24). The scope of this report covers SMRT Corporation Ltd, major subsidiaries and joint ventures directly held by SMRT unless otherwise stated.

### Reporting Framework

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Sustainability Reporting Standards 2021. The GRI Content Index can be found on pages 100-102. We have provided an initial assessment on the climate-related risks and opportunities based on the 1.5 and 3 degrees scenarios for our Rail business. We are committed to the 10 principles of the United Nations Global Compact. Additionally, we continue to align with the United Nations Sustainable Development Goals (UN SDGs).

### External Assurance

To improve data accuracy and consistency, we have introduced the ESG Data Management System (DMS) for accounting of our Greenhouse Gas (GHG) emissions and reporting on Social and Governance metrics and performance. Our Internal Audit Department has conducted a review on environmental Scope 1, 2 and 3 GHG Emissions performance and the audit recommendations have been taken into consideration in developing our sustainability report. While SMRT did not seek an external assurance for this reporting cycle, we intend to do so in future in line with the Accounting and Corporate Regulatory Authority (ACRA) and the Singapore Exchange Regulation (SGX RegCo) reporting guidelines from FY2029.

### Feedback

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

"SMRT is honoured to be recognised with three Singapore Environmental Achievement Awards (SEAA) 2024, including the Outstanding Environmental Achievement Award. These accolades strongly affirm SMRT's commitment to promoting public transportation for a greener Singapore. Through our Kaizen for Safety and Sustainability culture, we continuously enhance safety of our public transport services as well as the commute experience for our passengers and communities. Guided by our belief in 'Do Right, Do Good, Do Well', SMRT is fully committed to building a greener and better future for everyone."



Mr Seah Moon Ming  
Chairman, SMRT Corporation Ltd





## Charting New Frontiers of Excellence in Sustainable Futures

2023 continued to be a year of geopolitical uncertainties and market headwinds. Global warming remains a relentless challenge, posing an existential threat. As businesses navigate the volatile and ever-shifting landscape, the tension between profit and purpose has never been greater. Notwithstanding, we firmly believe that the pursuit of sustainability creates business value and improves lives for all.

At SMRT, we strive for excellence in sustainability through the principles of Kaizen, driving continual improvement in our practices. Guided by our Sustainability Policy, we prioritise environmental stewardship and corporate sustainability, recognising that sustainability lies at the core of our business, generating lasting value for commuters, communities, and the company.

As we expand our business locally and globally to make commutes greener and more accessible, we actively contribute to a sustainable future. We continue to further limit carbon emissions, promote energy efficiency, enhance commuter experience, and prioritise the well-being of our employees. To drive innovation, we actively collaborate with our partners and stakeholders. We examined the methodology for assessing climate-related risks, opportunities, and strategies. By identifying the financial implications of climate change, we prioritised the issues that are most material to our operations and businesses. From this, we could manage risks more effectively, leading to more robust decision-making.

### Putting Sustainability at the Heart of Our Business and Operations

In alignment with Singapore's national climate target to achieve net zero emissions by 2050, we limited the growth of our overall greenhouse gas (GHG) emissions even as we expand our businesses. SMRT is the major MRT operator and the second largest public bus operator, providing about 2.5 million train and bus rides daily, with MRT being the most sustainable mode of public transport. Hence, we strive to continually improve on GHG emission intensity.

As we expand our transport network, with the construction of the Johor Bahru – Singapore Rapid Transit System Link (RTS Link), operation and maintenance of Sentosa Express Monorail System, extension of the Thomson-East Coast Line (TEL), and the addition of Jurong West bus package, we are well positioned to play a key role in promoting sustainable living by encouraging green commutes and enhancing lifestyles.

The RTS Link is on track to be completed for revenue service by 2027 and will be able to serve up to 10,000 passengers per hour in each direction. This national strategic project which connects Singapore and Malaysia between Woodlands and Johor Bahru, will foster stronger bonds among families, communities, and societies, extending beyond mere transportation services. It will accelerate travel growth, enhance people-to-people connections, stimulate investment gains within the new Special Economic Zone, generate employment opportunities, and bolster trade links between Singapore and Malaysia. For Singapore, this project represents a pivotal moment—a true game-changer. SMRT is proud to partner with Prasarana Malaysia Berhad to complete and operationalise the

RTS Link. The close collaboration between the two Public Transport Operators in Singapore and Malaysia will focus on enhancing passenger experience for a seamless journey across the Causeway for the thousands crossing the border daily.

We commenced operation of TEL Stage 4 with seven new stations on 23 June 2024. The 10.8km stretch connects to the first three stages of the TEL, from Woodlands North to Gardens by the Bay stations, making green commutes available for those living in and travelling to the eastern region, and along the North-South corridor. We started operating the Jurong West bus package since September 2024, covering 26 routes and the management of Boon Lay Bus Interchange, Joo Koon Bus Interchange, and Soon Lee Bus Depot. To support the rising train and bus ridership, we strive to continue to provide inclusive transport options for our commuters.

We recognise the importance of innovation in accelerating our sustainability efforts. SMRT Trains has been developing Green Station and Green Communications-Based Train Control (CBTC) to reduce energy consumption. Green Station utilises artificial intelligence (AI) algorithms to predict station heat load and reduce energy consumption without compromising commuter comfort. A Proof-of-Value at Paya Lebar and MacPherson Circle Line (CCL) stations achieved about 8% and 6% savings, respectively. If the Green Station concept is rolled out in all SMRT underground stations, electricity savings of over 7,000 MWh per annum will be generated. The concept was awarded the Singapore Sustainability Award 2023 by the Institution of Engineers, under the Innovative Project/Solution for Sustainability category.

On 6 November 2023, we signed an agreement with Hitachi Rail GTS Singapore to develop CBTC Next Generation technology to reduce traction energy consumption on North-South and East-West Lines (NSEWL) by up to 15%. This digital, data-driven solution maximises regeneration braking via advanced coasting, adaptive slow running and coordinated arrivals and departures. On 4 June 2024, we launched our seventh-generation train, the Alstom Movia R151, on NSEWL. The new trains are equipped with condition-monitoring features and sensors that transmit data back to a server to identify emerging faults for rectification before they occur, thus facilitating a robust, efficient, and effective predictive maintenance regime. They will replace the first three generations of trains on the NSEWL.

Our retail and advertising arm, Stellar Lifestyle, launched iProperty for the viewing of shop spaces. This lessens the need for prospective tenants to travel to the physical space for viewing, thereby increasing efficiency and reducing carbon footprint.

To harness renewable energy at our premises, SMRT Trains is installing more photovoltaic (PV) systems at our depots and stations as we target to increase our solar generation by at least another 50% by 2026.

Together with the PV system at Gali Batu Bus Terminal, the total solar energy generation capacity across our premises will be 9.1MWp.

We are pleased that our TEL Stage 3 stations and our bus interchanges were certified as Water Efficient Buildings (WEB) in 2023. We are also preparing to secure WEB certification for the new TEL Stage 4 stations. We will replace the taps in our older stations with those with water saving feature and implement devices to track abnormal water consumption. To enhance our waste management efforts at bus depots and interchanges, we plan to conduct waste profiling on selected interchanges and depots. Collectively, these solutions help us minimise our waste and environmental footprint even as we expand our business and operations.

## Uplifting Communities and Society, and Enhancing Well-being of Our People

While our mission is to provide safe and reliable public transport services, what defines us is the delivery of a commuter-centred and inclusive experience for all. Our MRT stations and bus interchanges not only move people as transport nodes, but they also enhance the lifestyles and travel experience of the commuters and the communities, making a positive impact on the society. We are glad to report that for the 2023 Public Transport Customer Satisfaction Survey, SMRT Trains scored higher while SMRT Buses scored better than the industry average. SMRT Trains' mean score is also the highest in the history.

We partnered with the National Arts Council (NAC) to launch national music movement Hear65's I Play SG Music campaign. Aimed at enlivening commuting spaces and experience, music of local artistes is broadcasted daily on the platforms to all our commuters across our 122 MRT and LRT stations as well as Choa Chu Kang, Woodlands, and Bukit Panjang bus interchanges. In support of the President's Challenge, we launched the third edition of Tap for Hope with the theme "Caring for Caregivers" to recognise the growing need for caregivers and the role they play in supporting Singapore's healthcare and social support system. Our partnership with The Purple Parade Movement to raise awareness of persons with disabilities (PwDs) underscores our commitment to Do Right, Do Good and Do Well. Decals of 21 PwDs were featured in a Circle Line MRT train – "The Purple Parade train" – and on the platform screen doors of Bras Basah station, and on two buses that ply route 960.

The long-term success of our business is closely linked to the safety and well-being of our employees. In FY23/24, we achieved zero major injuries and fatalities involving our workforce. We also achieved zero operational incidents in Trains Signal Passed at Danger (SPAD), collision and derailment. After achieving the lowest Workplace Injury Rate (WIR) in the last 7 years in FY22/23, the WIR was higher in FY23/24. Forging forward, we will need to continue to emphasise and educate our workforce especially in the areas of Slip, Trip & Fall. To strive towards Vision Zero Accident @ SMRT, we launched Safety Culture 3.0, with key emphasis on Execution Excellence on the Standards, Compliance and Enforcement Framework, enhancing the "Situational Awareness" of the workforce and focusing on the "Second Last Man".

At SMRT, we believe that Leadership is key to building a culture of openness and promoting a psychologically safe workplace to discuss safety issues. Our Board of Directors, Senior Management and Union Leaders actively engage the ground in Gemba Walks to promote generative conversations, reinforce safety standards, and encourage enhancements to work processes. Aligned with SMRT's commitment to safety and our ongoing endeavour to foster a strong safety culture throughout the organisation, our dedication to safety extends to the highest levels of leadership. The Board of Directors from our Board Safety, Security & Health Committee (BSSHC) and Presidents/CEOs of our Business Units, have successfully completed the Top Executive WSH Programme (TEWP), aligning themselves with the new Approved Code of Practice (ACOP) on Chief Executives' and Board of Directors' Workplace Safety and Health Duties.

At SMRT, we recognised that our contractors are an essential part of our workforce and contribute significantly to ensuring a safe environment for all stakeholders, including commuters. Our approach is an "Inclusive Workforce", and we initiated the Annual SMRT Contractors' Safety Forum and Business Units' Quarterly Contractor Safety Dialogue in July 2023, bringing together key contractor partners and stakeholders to share best practices and address critical safety challenges. In June 2024, we also established the SMRT Rail Safety Experiential Centre to promote awareness of key safety lessons learnt over the years, not only within SMRT but also across the land transport industry. In August 2024, as we step up into our role as a Queen Bee of Safety for Public Transport, we held the second Annual SMRT Contractors' Safety Forum to entrench the message of safety amongst all partners and contractors in our eco-system.

In tandem with our safety efforts, we champion the importance of mental wellness and ensure that our employees are well taken care of. For instance, we held an engagement session during World Mental Health Day 2023, with our Mental Wellness Champions to learn more about stress management and their personal experiences. Through collaborative efforts with our Champions, we aspire to build a community of practice to provide support for our employees and share knowledge and resources on mental wellness with them.

We recognise that our employees are our most important asset, and a competent workforce paves the way to achieve our strategic business goals. As the transportation industry is constantly evolving, continual reskilling and upskilling of our employees plays an imperative role in allowing our people to keep abreast of changes. We have launched multiple professional development and training initiatives to allow our employees to build their competencies. Given today's rapidly changing workforce landscape, SMRT recognises the importance of investing in training and development of our employee to stay competitive and relevant. In recognition of our efforts in championing employees' skills development and building a lifelong learning culture at the workplace, we received the Gold Award for SkillsFuture Employer Awards 2023.

## Strengthening Our Governance

We are committed to maintaining a culture of strong corporate governance and integrity with zero tolerance for unethical business practices, taking swift and decisive action for bribery and fraud incidents. As one of Singapore's Critical Information Infrastructure Operators, SMRT is committed to maintaining the highest level of cyber security and data protection over its systems. We conducted peer reviews on the best information technology and operational technology practices across the industry and adopted them to suit our businesses and operations. In response to the dynamic landscape of cyber threats, we updated the existing cyber security policy and governance framework. Implementing this robust cyber security governance framework has fostered accountability for cyber security throughout the Group, enabling SMRT to effectively manage cyber security risks and respond promptly to emerging threats.

In response to increased digitalisation and heightened cyber risks, we embarked on a data protection compliance programme (DPCP) to audit and evaluate the organisation's data protection practices and processes in 2023. This initiative helped to raise awareness across the organisation as to the nature of data protection obligations under the Personal Data Protection Act (PDPA). Following the DPCP, business processes and workflows are further refined and streamlined to enhance compliance with the Group's PDPA obligations.

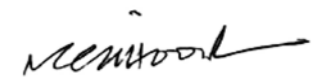
## Striving for Excellence in Sustainable Lifestyles and Environmental Stewardship

We are honoured and humbled to be conferred the Steward Leadership 25 (SL25) 2023 award for driving social inclusion through greater accessibility in public transport. The award is only possible with the strong support of our stakeholders.

In addition, SMRT received three Singapore Environmental Achievement Awards 2024, including the Outstanding Environmental Achievement Award. These accolades strongly affirm SMRT's commitment to promoting public transportation for a greener Singapore. Through our Kaizen for Safety and Sustainability culture, we continuously enhance safety of our public transport services as well as the commute experience for our passengers and communities.



**Seah Moon Ming**  
Chairman



**Ngien Hoon Ping**  
Group CEO

# Statement by the Board Sustainability Committee

SMRT remains steadfast in our sustainability commitment under the guiding theme, "Charting New Frontiers of Excellence in Sustainable Futures." This theme reflects our enduring dedication to integrate sustainability into every aspect of our services to foster a culture of continuous improvements.

We are a public transport operator that provides nearly 2.5 million train and bus rides daily in Singapore. We are Singapore's major MRT operator, providing the most sustainable mode of land transport. Besides moving people physically from point to point, we also want to enhance their lifestyles such as the way they live, work and play, enhance accessibility for our fast-ageing society and inclusivity for people with disability.

## Advancements in Environmental, Social, and Governance (ESG) Initiatives

Throughout the past year, our business units have prioritised and implemented various ESG enhancements. Each unit has not only embraced but also innovated within their sustainability practices, underscoring our holistic approach to ESG. Noteworthy developments include SMRT Trains' signing of the Green Communications-Based Train Control (CBTC) agreement with Hitachi Rail GTS Singapore, STRIDES Engineering's completion of the Green Station Proof-of-Value, and Stellar Lifestyle's development of ESG improvement ideas based on the Green Compass Assessment framework. Increasingly, we are leveraging data, digitalisation and Kaizen for Sustainability to impact commuters positively.

## Climate-Related Disclosures and Decarbonisation Pathways

In alignment with global standards and local directives, we are preparing for climate related risk scenarios and International Sustainability Standards Board (ISSB) S1 and S2 standards to enhance our climate reporting, in preparation for the mandatory disclosures from FY2027.

Beyond climate-related disclosures, we continue to work on decarbonisation pathways and initiatives to meet our commitments. Besides optimising our work processes and deploying greener solutions to lower our Scopes 1 and 2 emissions, we are working with our value chain partners to reduce their carbon footprints and our Scope 3 emission. Over the past year, while the expansion of our businesses has led to an increase of our carbon footprint, the emission intensity continues to be lowered, reflecting more efficient use of energy resources. As indirect Scope 2 emissions is our largest component, we will rely on government's efforts to decarbonise the electricity supply. As Singapore is land scarce and constrained in renewable resources, we are glad that EMA is accelerating its drive to import low-carbon electricity from 4 GW to 6 GW by 2035.

## Data Integrity and Reporting

To enhance efficiency and effectiveness in data collection, we have introduced an ESG Data Management System to ensure robustness and integrity in our sustainability reporting. As a large public non-listed company, this initiative is crucial as we prepare for mandatory external assurance of our Scope 1 and 2 emissions as required by ACRA and SGX RegCo from FY2029.

## Culture of Service and Community

While we have a mandate to maintain and operate safe and reliable public transport services, our culture and corporate values prioritise employee welfare, commuter service and community engagement. Internally, we safeguard the health and safety of our employees as our top priority, embrace diversity and inclusivity in our employment practices, and develop our employees holistically to uplift their potential and lives. Externally, we strive to provide positive experiences for our commuters and customers, and build trust, credibility, and affinity with the community. This year, initiatives such as Music In Stations, Tap For Hope, Purple Parade, Chingay On-The-Go, Comic Connect murals, and #MySMRT service culture efforts have been particularly notable. In 2023, we were conferred the Steward Leadership 25 (2023) award in recognition of our significant positive impact on stakeholders, society and future generations and the environment.

## Looking Forward

As we navigate the complexities of sustainable transport solutions and corporate social responsibility, we are guided by our core values of Respect, Integrity, Safety & Service and Excellence. Our path forward involves continuous improvement in our ESG initiatives, stringent adherence to global reporting standards, and an unwavering commitment to our stakeholders and the communities we serve.



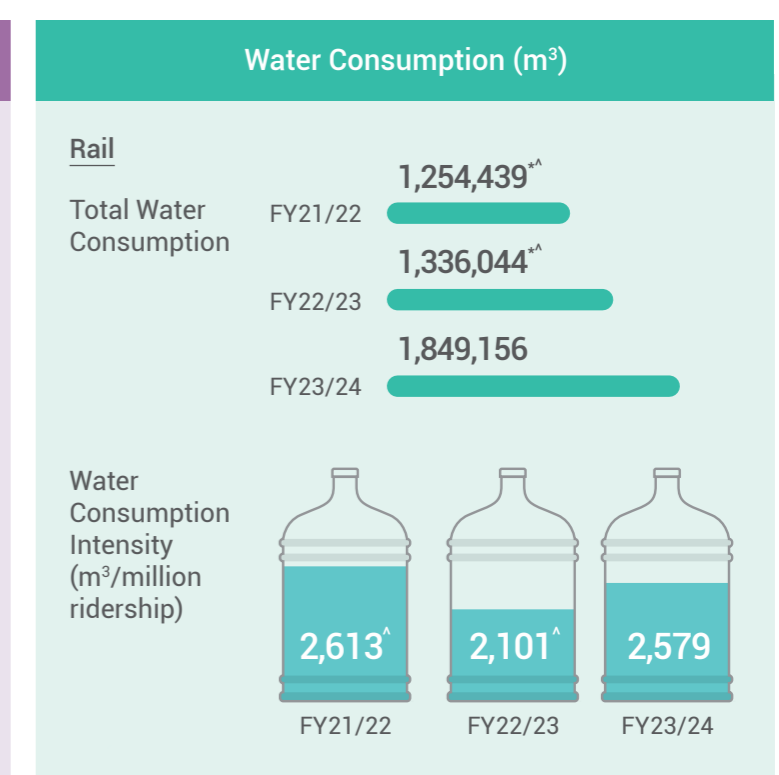
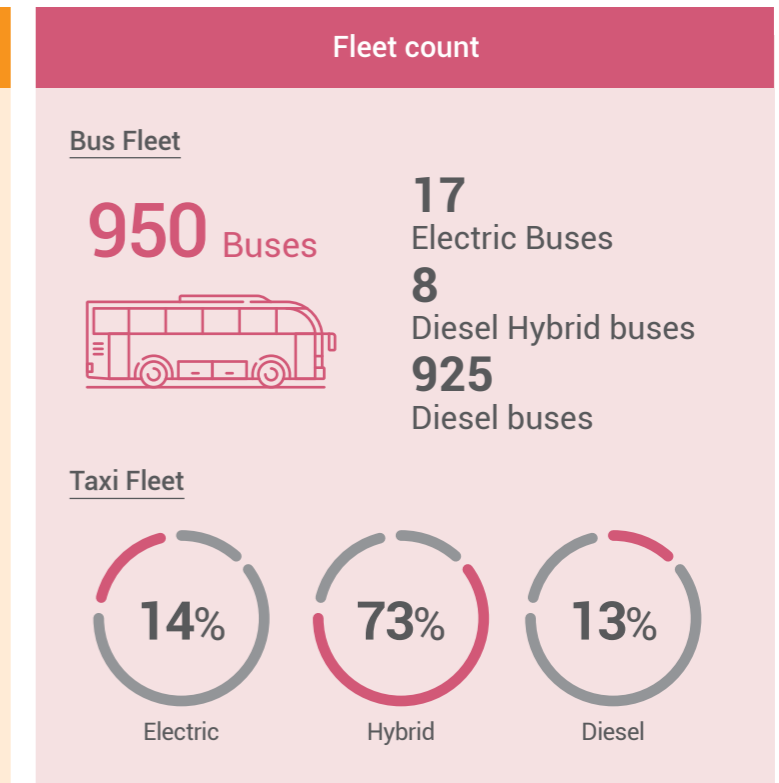
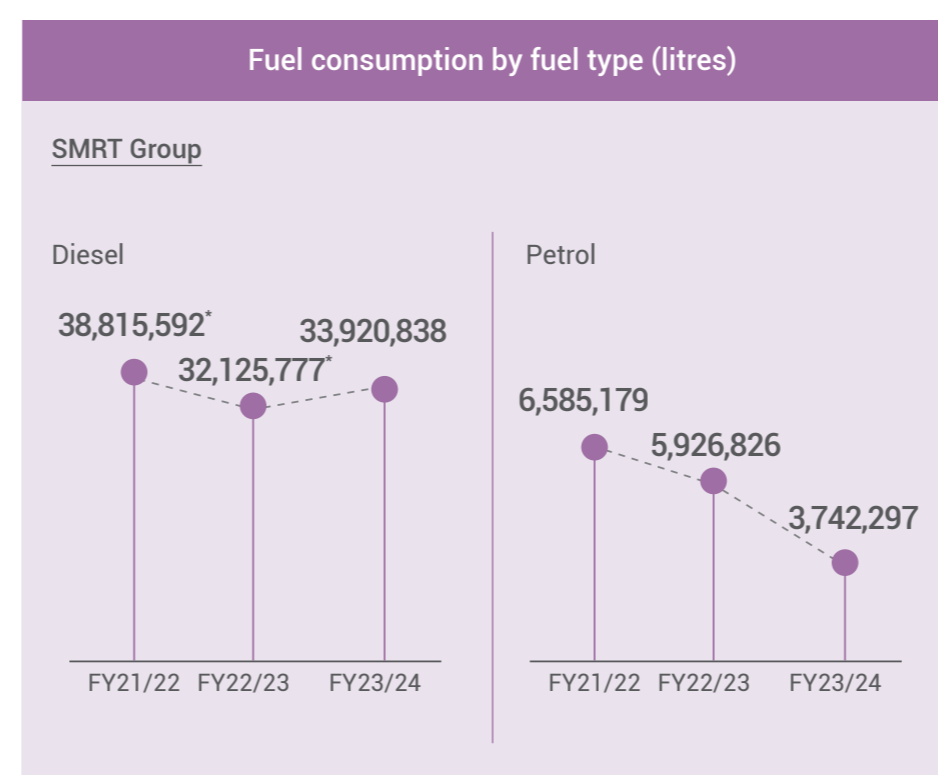
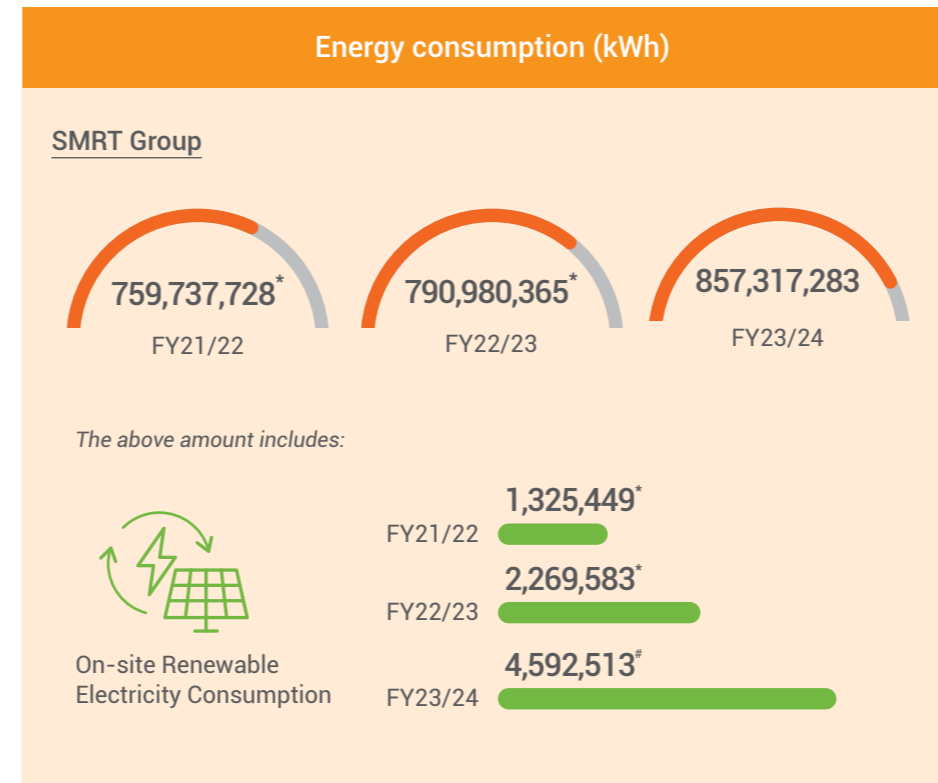
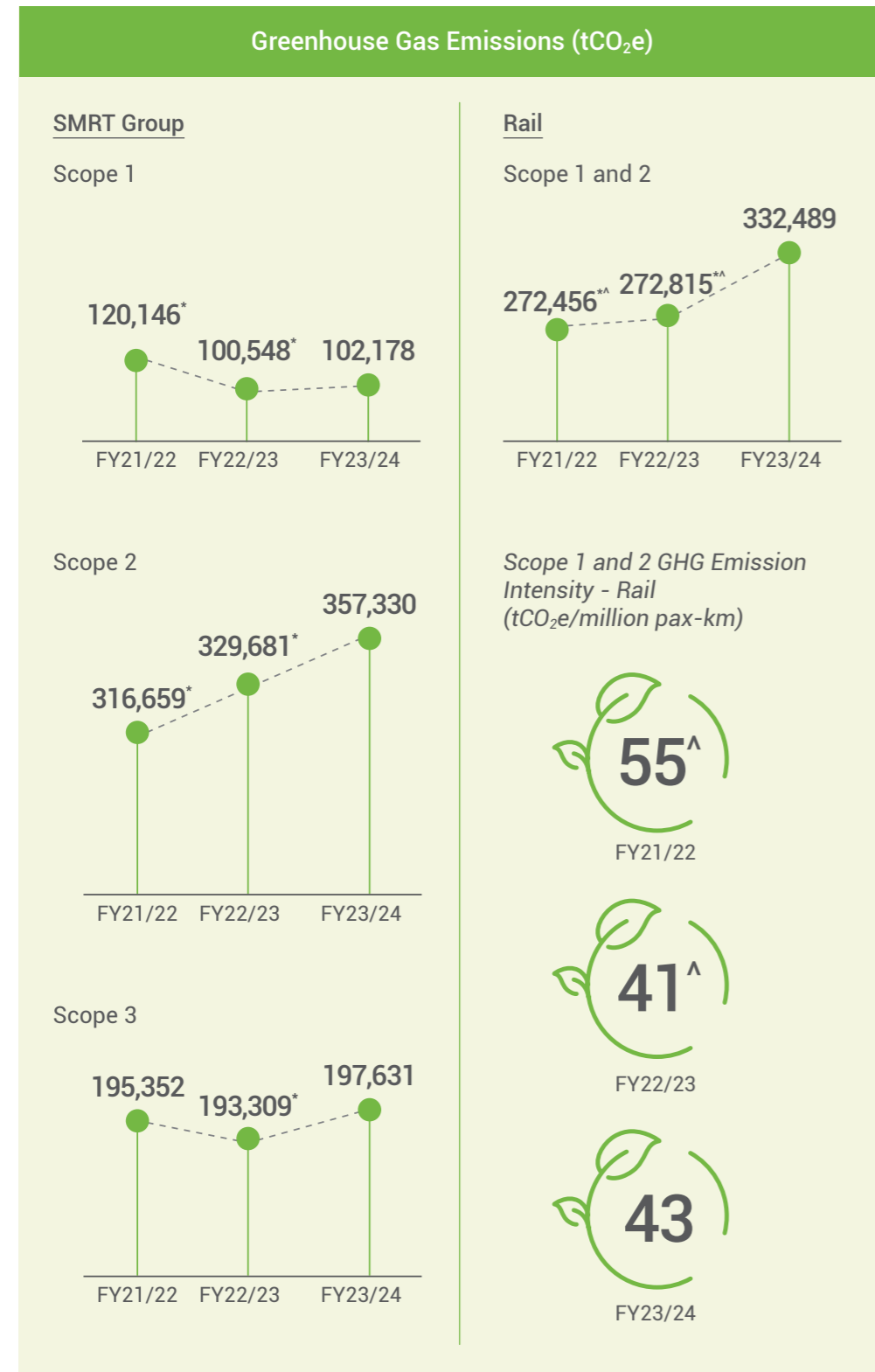
## Our Sustainability Statement

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



# SMRT in Brief

## Environmental



\* As part of our efforts to improve data collection methodologies, data have been restated to reflect more accurate emissions and consumption data  
<sup>^</sup> Figures excluding TEL  
<sup>#</sup> Includes TEL renewable energy generation

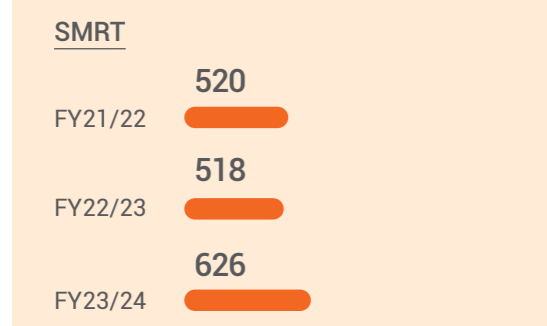
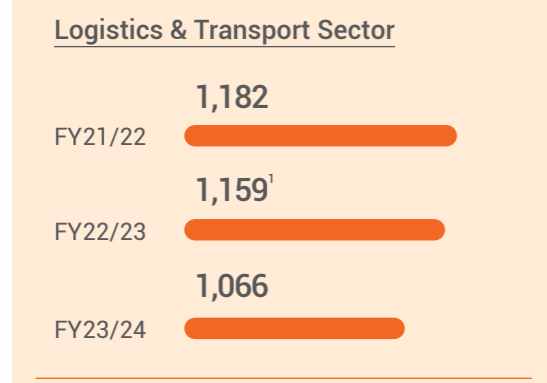
# Social



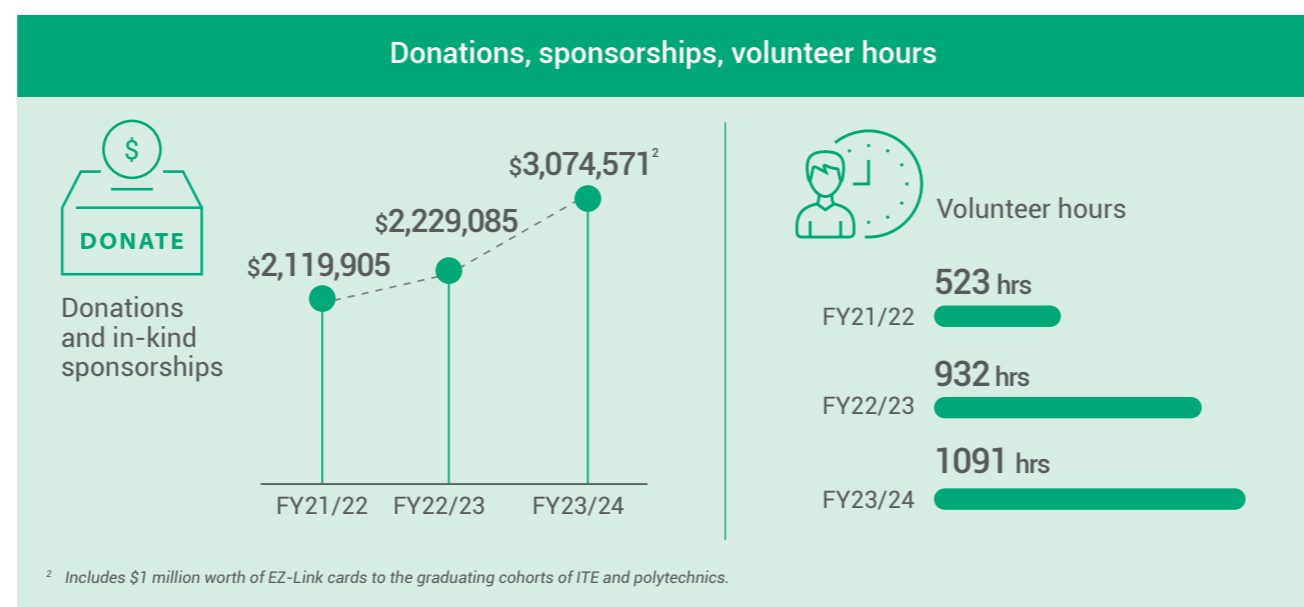
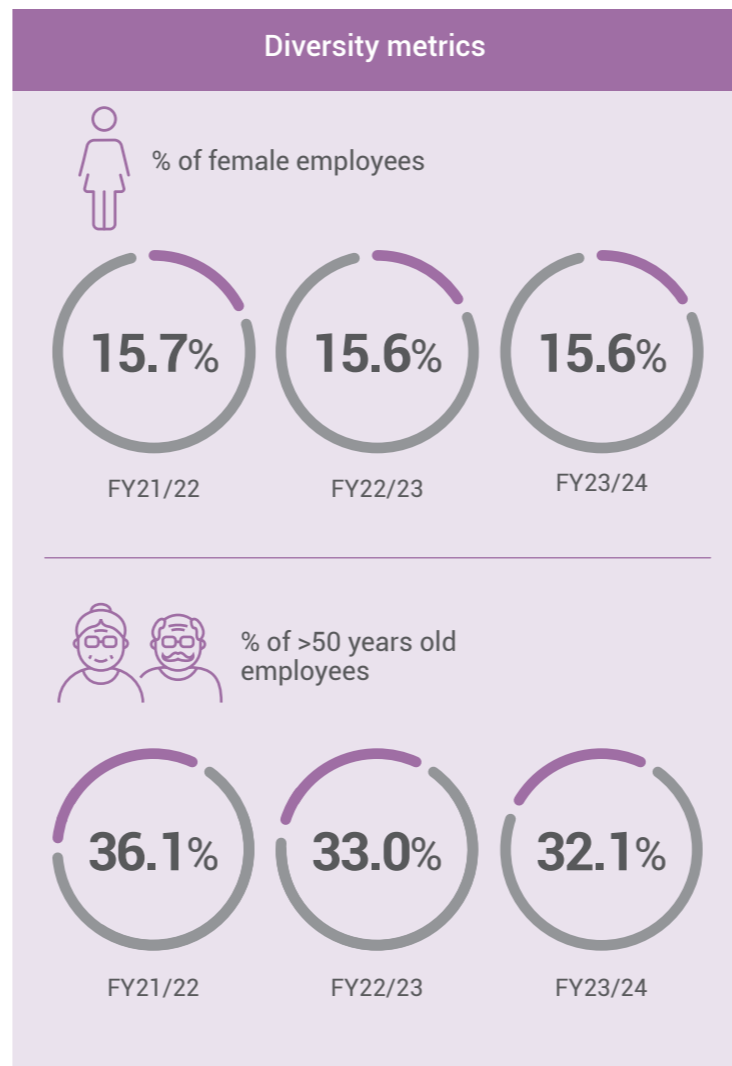
Accessibility and inclusive travel:  
All our buses are  
**100%**  
wheelchair accessible.



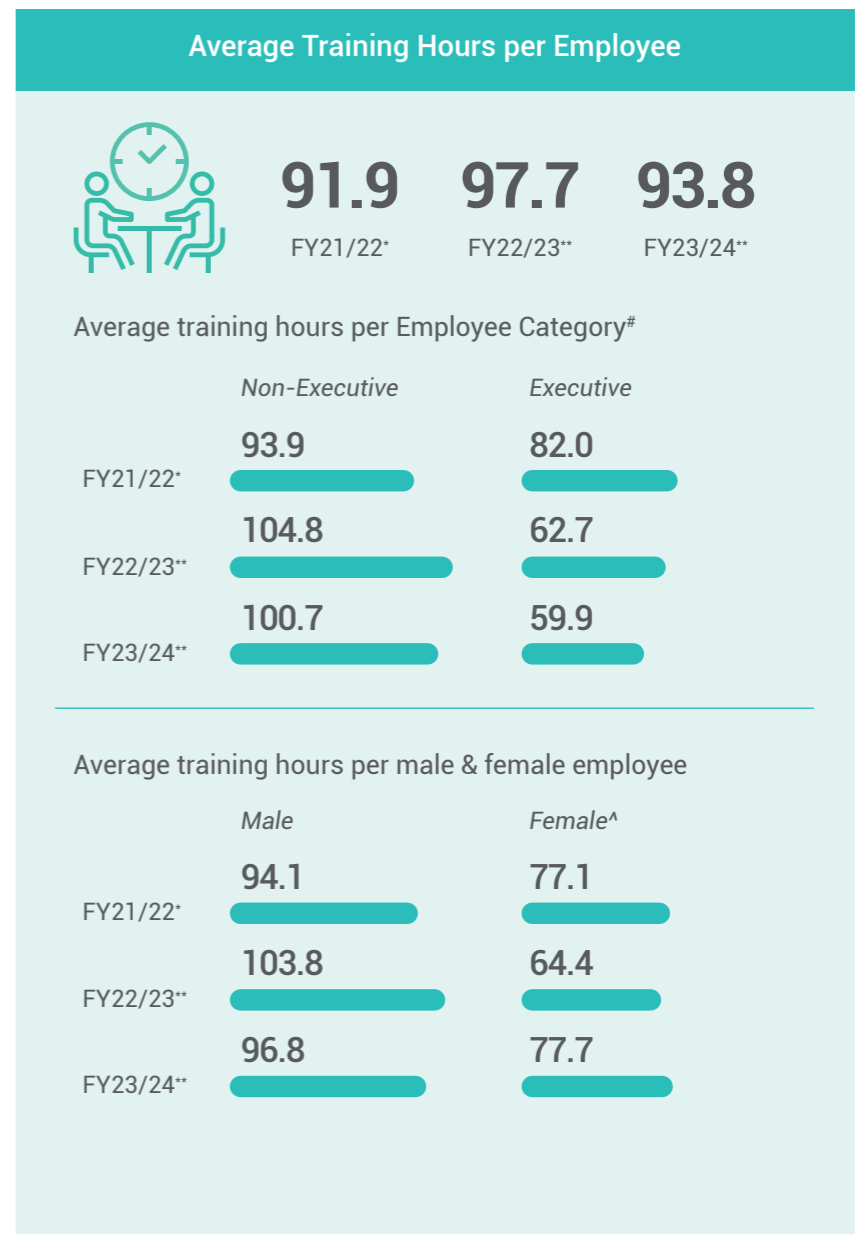
Workplace injury rate (WIR) per 100,000 employees



<sup>1</sup> Restated. See data from Ministry of Manpower (MOM) <https://www.mom.gov.sg/workplace-safety-and-health/wsh-reports-and-statistics>



<sup>2</sup> Includes \$1 million worth of EZ-Link cards to the graduating cohorts of ITE and polytechnics.



# Governance

Anti-corruption  
**0 cases**  
of corruption<sup>3</sup>

Cyber security and data privacy  
**0 cases**  
of major cyber security breaches and data breaches

<sup>3</sup> In FY23/24, a former employee of Stellar Lifestyle was charged under the Prevention of Corruption Act for accepting bribes without the Company's knowledge. Refer to Footnote on Page 40 for more details.

\* Only full-time employees

\*\* Include full-time employees and part-time/contract employees

<sup>^</sup> Training hours for females are lower than males as a higher ratio of male employees compared to female employees are in Rail Ops/Maint job roles (e.g. Asst. Engineers, Train Captains) that require additional qualification training for new joiners & yearly currency training for incumbents.

<sup>^</sup> The decrease in training hours for executive employees from FY21/22 to FY22/23 was primarily caused by addition of contract and part-time staff, amounting to approximately 16%. It is important to note that non-executive employees did not experience a similar decline in training hours, as they require skills training before deployment, which may not be as essential for executive employees.



# Awards and Achievements

## Service Excellence

### Customer Service Excellence for Public Transport: Faiz Abdullah Bin Altway, SMRT Trains Ltd

Singapore Tourism Awards 2023, Singapore Tourism Board

### Outstanding Award (14 winners)

The National Kindness Award Transport Gold 2023, Singapore Kindness Movement

### Commendation Award (307 winners)

The National Kindness Award: Transport Gold 2023, Singapore Kindness Movement

### Star Award (533 winners)

Excellence Service Award 2023, Singapore Retailers Association

### Gold Award (413 winners)

Excellence Service Award 2023, Singapore Retailers Association

### Silver Award (652 winners)

Excellence Service Award 2023, Singapore Retailers Association

### Best Happy Toilet Award for Public Transport: Raffles Place MRT Station

LOO (Let's Observe Ourselves) Awards Ceremony Restroom Association Singapore

## Operational Excellence

### Operational Excellence: Project Overwatch, SMRT Trains Ltd.

UITP Awards 2023 The International Association of Public Transport

### Supply Chain Professional of the Year Award: Ms Lim Chiew Wei, SMRT Trains Ltd.

Supply Chain Asia Awards 2023 Supply Chain Asia

### Young Supply Chain Professional of the Year Award: Ms Foo Fang Ting, SMRT Trains Ltd.

Supply Chain Asia Awards 2023 Supply Chain Asia

## Safety and Security

### Operational and Workplace Safety (Rail Operator) Excellence Award: Bukit Panjang Light Rail Transit, SMRT Trains Ltd.

Public Transport Safety & Security Awards 2023 Land Transport Authority

### Operational and Workplace Safety (Rail Operator) Merit Award: Circle Line, SMRT Trains Ltd.

Public Transport Safety & Security Awards 2023 Land Transport Authority

### Star Award (8 winners)

Public Transport Safety & Security Awards 2023 Land Transport Authority

### Special Commendation Awards (9 winners)

Public Transport Safety & Security Awards 2023 Land Transport Authority

### WSH Officer Awards (Winner): Ong Wei Hao Nicholas, SMRT TEL Pte Ltd

Workplace Safety and Health Awards 2023 WSH Council

### WSH Officer Awards (Commendation): See Chiau Khean Gavin, SMRT Trains Ltd.

Workplace Safety and Health Awards 2023 WSH Council

### WSH Awards for Supervisors (Winner): Mohamad Fauzee Bin Jamal, SMRT Buses Ltd

Workplace Safety and Health Awards 2023 WSH Council

### WSH Awards for Supervisors (Logistics & Transport Sector): Mohamad Fauzee Bin Jamal, SMRT Buses Ltd

Workplace Safety and Health Awards 2023 WSH Council

### WSH Awards for Supervisors (Logistics & Transport Sector): Goh Kok Khoo, STRIDES Automotive Services Pte Ltd

Workplace Safety and Health Awards 2023 WSH Council

### WSH Innovation Awards Logistics & Transport Sector (Gold Award): Bridging Bus Navigation App by Team Woodlands Depot, SMRT Buses Ltd

Workplace Safety and Health Awards 2023 WSH Council

### WSH Innovation Awards Logistics & Transport Sector (Silver Award): Simulation Training - Sharing the Roads with Cyclists by Team Bus Training Department, SMRT Buses Ltd

Workplace Safety and Health Awards 2023 WSH Council

### WSH Innovation Awards (Logistics & Transport Sector) (Silver Award): Safety Kaizen on Switch Alignment, SMRT Buses Ltd

Workplace Safety and Health Awards 2023 WSH Council

### WSH Innovation Awards (Logistics & Transport Sector) (Merit Award): Development & Implementation of Integrated Safety Compliance Inspection, SMRT TEL Pte Ltd

Workplace Safety and Health Awards 2023 WSH Council

### BizSAFE Star accreditation: STRIDES Engineering Ltd

Workplace Safety and Health Awards 2023 WSH Council

### Threat-Oriented Person Screening Integrated System (TOPSIS) Award (Wider Non-security Community)

National Safety and Security Watch Group Award Ceremony 2023, Singapore Police Force and Singapore Civil Defence Force

### Operational and Workplace Safety (Bus Operator) Merit: Award: Woodlands Bus Package, SMRT Buses Ltd

Public Transport Safety & Security Awards 2023, Land Transport Authority

### Star Award for Project DEZOT at Kranji Depot, SMRT Buses Ltd

Public Transport Safety and Security Awards 2023 Land Transport Authority

### Star Award for Digital BC Engagement Platform – SMRT Buses Ltd

Public Transport Safety and Security Awards 2023 Land Transport Authority

### Star Award for Demarcation for Undercarriage Safety Stand Placement – SMRT Buses Ltd

Public Transport Safety and Security Awards 2023 Land Transport Authority

### Special Commendation Award: Chow Hon Yuen, Bus Captain, SMRT Buses Ltd

Public Transport Safety and Security Awards 2023 Land Transport Authority

### Safe Driver Merit Award (2 winners) -SMRT Buses Ltd

Singapore Road Safety Council Award 2023 Singapore Road Safety Council

### Safe Driver Excellence Award: Lim Yew Poon, SMRT Buses Ltd

Singapore Road Safety Council Award 2023 Singapore Road Safety Council

### Safe Driver Excellence Award for Point-to-Point Transport Services: Mr Low Tee Yong, STRIDES Taxi Pte Ltd

Singapore Road Safety Council Award 2023 Singapore Road Safety Council

### U Safe Champion Awards, SMRT Trains Ltd. and SMRT Buses Ltd

U Safe Forum and Awards 2023 National Trades Union Congress

## Leadership

### IES Lifetime Engineering Achievement Award:

Mr Seah Moon Ming, Chairman, SMRT Corporation Ltd Institution of Engineers, Singapore

### Meritorious Service Medal: Mr Lee Fook Sun, Deputy Chairman, SMRT Corporation Ltd

National Day Awards 2023, Prime Minister's Office

### Honorary Fellows Award: Mr Ngien Hoon Ping, GCEO, SMRT Corporation Ltd

Supply Chain Asia Awards 2023 Supply Chain Asia

### IES Outstanding Partner Award

Institution of Engineers, Singapore

### NS Advocate Award for Large Companies: SMRT Corporation Ltd, SMRT Trains Ltd, SMRT Buses Ltd

Total Defence Awards 2023 Ministry of Defence Singapore

### NS Advocate Award for SMEs: STRIDES Automotive Services Pte Ltd

Total Defence Awards 2023 Ministry of Defence Singapore

## Capability Development

### Enabling Mark (Silver) 2023 SG Enable

### Workplace Learning Organisation of Excellence (Platinum), SMRT Buses

National Centre of Excellence for Workplace Learning

**Silver Award Learning Technologies Award 2024**  
Learning and Performance Institute. London

**SkillsFuture Employer Awards (Gold)**  
SkillsFuture Employer Awards 2023  
SkillsFuture Singapore

**Kaizen "Merit" Award 2023**  
Kaizen Institute

**Environment**

**Innovative Project/Solution for Sustainability for Sustainable Green Station – Intelligent HVAC with AI-enabled energy optimisation system for Greener MRT Stations**

IES Sustainability Awards 2023  
Institution of Engineers, Singapore

**Award for Friction Clamping for Viaduct Bearing Replacement, SMRT Trains Ltd.**

The Permanent Way Institution Sustainability Award 2023  
The Institution for Rail Infrastructure Engineering

**Community**

**Steward Leadership 25, 2023**  
Stewardship Asia Centre, INSEAD Hoffmann Global Institute for Business and Society, WTW and the Straits Times

**Token of Appreciation for 'Tap for Hope' Programme**

President's Challenge Appreciation Night 2023

**Friends of Community Care Awards (Corporate – Large Enterprise)**  
The Agency for Integrated Care

**Community First Responder Award (30 winners)**  
Singapore Civil Defence Force

**Community Lifesaver Award (3 winners)**  
Singapore Civil Defence Force

**Public Spiritedness Award (4 winners)**  
Singapore Police Force

**Charity Silver Award (Charity Silver)**  
Community Chest Awards 2023  
National Council of Social Service

**Patron of the Arts Award (Corporate)**  
Patron of the Arts Award 2023  
National Arts Council

**Corporate Volunteer Award**  
AWWA Volunteer Appreciation 2023  
Asian Women's Welfare Association

**Project Cross-Border Transfer and Project Borders Transfer, STRIDES Mobility**  
Ministry of Transport, Singapore's National Awards (COVID-19)

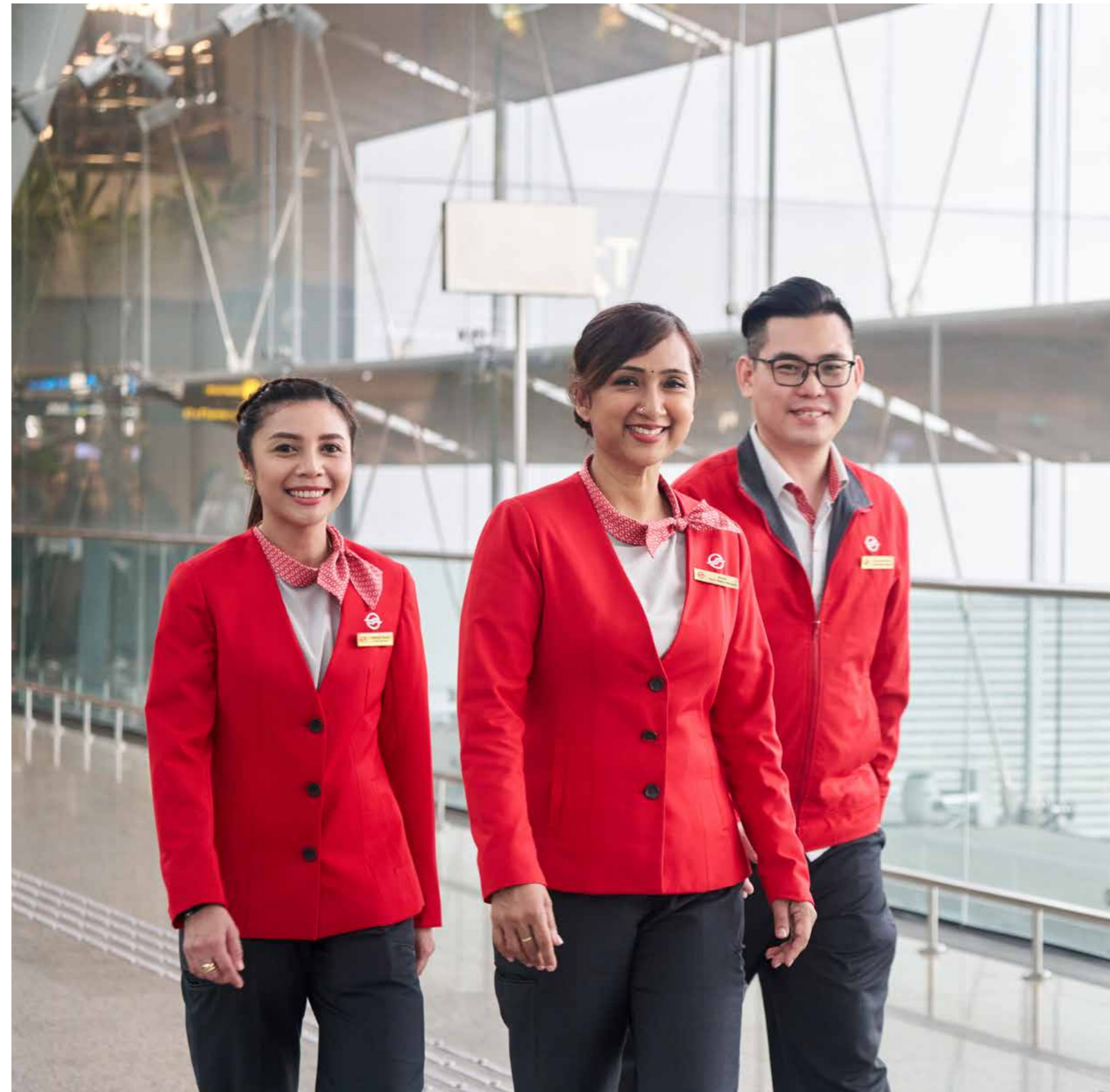
**Singapore Red Cross Awards 2023: STRIDES Premier**  
Friend of Singapore Red Cross Award

**Governance**

**Corporate Ethical Procurement & Supply Award**  
Excellence in Procurement & Supply Awards  
Chartered Institute of Procurement & Supply

## List of Memberships and Associations

1. Community of Metros Benchmarking Group (COMET)
2. IHRP Corporate Membership
3. International Association of Public Transport (UITP)
4. International Bus Benchmarking Group (IBBG)
5. Singapore Institution of Safety Officers (SISO)
6. Singapore National Employers Federation (SNEF)





# OUR SUSTAINABILITY APPROACH

## Charting New Frontiers of Excellence in Sustainable Futures

We understand that sustainability and the generation of long-term value for all stakeholders hinge on a comprehensive approach that considers Environmental, Social, and Governance (ESG) factors. At the heart of our business operations, we aim to reduce our environmental impact while promoting social well-being. This entails providing low-carbon emission modes of travel and actively engaging in initiatives that promote social development. Our commitment to value creation extends to both internal and external stakeholders.



### Material Topics

#### Green Businesses & Operations

Building operations resilience and resource efficiency to mitigate against climate risks and lowering our carbon footprint

#### Empowered Employees in a Thriving Workplace

Focus on enhancing workplace wellness and workforce development

#### Engaged Communities in a Vibrant City

Focus on building sustainable communities

#### Responsible Practices

Focus on generating shareholder value through ethical and transparent business practices



### UN SDGs



### Materiality Approach and Process



# Materiality Approach and Process

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



## Review

Review SMRT's business activities as well as any emerging sustainability issues and the evolving transportation landscape.

Developments in FY23/24:

- Expanded public transport services with additional bus package, TEL extension, and the Sentosa Express Monorail System
- Increased greener taxi fleet through the STRIDES Premier merger
- Launched HIVE 2.0 to support our start-ups and SMEs



## Identify

Identify actual, potential, positive and negative impacts that arise from SMRT's business activities.

Developments in FY23/24:

- Expanded public transport operations and a greener taxi fleet allowed for more connectivity and accessibility, encouraging greener modes of commute over personal vehicles and increasing our touchpoints with commuters and the community
- Expanded operational scale could lead to higher GHG emissions, water consumption and waste generation
- Enabled SMEs with HIVE 2.0 to introduce and validate sustainable innovations benefiting commuters

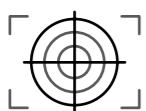


## Assess

Assess the significance of each impact considering its severity, likelihood of occurrence and potential remediation to make good the resulting negative impact.

Developments in FY23/24:

- Continued to drive internal operational efficiency, increase green electricity, and monitor developments in renewable energy sources, technology, and carbon markets, to mitigate our Scope 2 emissions, which is the major component of our total GHG emissions
- Worked with value chain partners to reduce Scope 3 emission



## Prioritise

Prioritise and shortlist the material topics for reporting based on the assessment of significance of impacts.

Developments in FY23/24:

- Committed to reducing carbon emissions, promoting energy efficiency, improving commuter experience, and prioritising the well-being of our employees



## Validate

The Board Sustainability Committee reviewed and validated the shortlisted material topics.

Developments in FY23/24:

- Deliberated and accepted the reviewed materiality topics at the BSC meeting in May 2024

## Material Topics

Following the review, SMRT's material topics remain the same as the last materiality assessment as reported in SR FY22/23. These are classified into four core sustainability pillars:



### Green Businesses & Operations

Building operations **resilience** and **resource efficiency** to mitigate against climate risks and lowering our carbon footprint



### Empowered Employees in a Thriving Workplace

Focus on enhancing **workplace wellness**, **workforce development**



### Engaged Communities in a Vibrant City

Focus on building **sustainable communities**









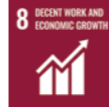
### Responsible Practices





Focus on generating shareholder value through **ethical and transparent business practices**


## Aligning and Contributing to the United Nations Sustainable Development Goals

In line with the United Nations Sustainable Development Goals (UN SDGs), our commitment reflects a global call to action for all nations. Recognising the interconnectedness such as improved health and education, reduced inequality, economic growth, and mitigating climate change, we have tailored our sustainability efforts to align with specific SDG targets. We remain committed to working towards ensuring that everyone has a sustainable future.

Key Material Topics and alignment to UN SDG	Material Sub-Topics	UN SDG Targets	Our Efforts
<b>Green Businesses &amp; Operations</b>			
Energy & GHG Emissions  	<ul style="list-style-type: none"> <li>Energy consumption</li> </ul>	<ul style="list-style-type: none"> <li>Target 7.1 - By 2030, ensure universal access to affordable, reliable and modern energy services.</li> <li>Target 7.2 - By 2030, increase substantially the share of renewable energy in the global energy mix.</li> <li>Target 7.a - By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology.</li> </ul>	<ul style="list-style-type: none"> <li>Adopt energy-efficient systems (e.g. lighting, air conditioning, and escalator) and operations to reduce electricity consumption.</li> <li>Utilise condition monitoring for assets such as Air Handling Units (AHUs) to enhance energy efficiency.</li> <li>Optimise HVAC operations to minimise energy usage based on demand and weather conditions.</li> <li>Optimise trains operating profiles to reduce traction energy consumption.</li> <li>Deploy Smart Building Suite for integrated building management.</li> <li>Integrate advanced metering units for real-time energy consumption data.</li> </ul>
	<ul style="list-style-type: none"> <li>Decarbonisation</li> </ul>	<ul style="list-style-type: none"> <li>Target 13.3 - Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.</li> </ul>	<ul style="list-style-type: none"> <li>Develop strategies, set targets, and track GHG emissions.</li> <li>Explore more opportunities for PV installation.</li> <li>Implement greener vehicles for taxi and private hire vehicle (PHV) fleets.</li> <li>Introduce iProperty for virtual exploration of retail shops.</li> <li>Deploy ESG Data Management System for accounting of GHG emissions.</li> </ul>
Resource Stewardship 	<ul style="list-style-type: none"> <li>Waste management &amp; Circular economy</li> <li>Water</li> </ul>	<ul style="list-style-type: none"> <li>Target 12.5 - By 2030, substantially reduce waste generation through prevention, reduction, recycling, and reuse.</li> <li>Target 12.6 - Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.</li> </ul>	<ul style="list-style-type: none"> <li>Digitise processes to reduce paper consumption.</li> <li>Recycle metal waste and e-waste.</li> <li>Implement biodigesters to convert food waste into compost.</li> <li>Initiate waste profiling to assess waste streams, segregates recyclables, and monitors incineration-bound waste.</li> </ul>

Key Material Topics and alignment to UN SDG	Material Sub-Topics	UN SDG Targets	Our Efforts
<b>Empowered Employees in a Thriving Workplace</b>			
Human Capital    	<ul style="list-style-type: none"> <li>Employee health and well-being</li> <li>Employee safety</li> <li>Diversity &amp; non-discrimination</li> <li>Development of workforce</li> </ul>	<ul style="list-style-type: none"> <li>Target 3.8 - Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.</li> <li>Target 4.4 - By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.</li> <li>Target 5.1 - End all forms of discrimination against all women and girls everywhere.</li> <li>Target 8.8 - Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.</li> </ul>	<ul style="list-style-type: none"> <li>Incorporate water management into Smart Building Suite with advanced metering units to monitor consumption.</li> <li>Utilise recycled water for train and bus washing.</li> <li>Educate employees on sustainability practices.</li> </ul>
			<ul style="list-style-type: none"> <li>Partner MoneyOwl to conduct financial literacy sessions.</li> <li>Implement Employee Assistance Programme (EAP) for mental wellness support.</li> <li>Organise annual health screenings and flu vaccination sessions.</li> <li>Upgrade workbenches for improved ergonomics and productivity.</li> <li>Deploy robot couriers to increase efficiency in tool delivery.</li> <li>Conduct workshops on fostering a respectful workplace.</li> <li>Adopt Tripartite Standards covering fair, merit-based, and inclusive hiring practices, establishing an age-friendly workplace, facilitating flexible work arrangements, and ensuring good term-contract employment practices.</li> <li>Achieve SG Enable Enabling Mark (Silver) in recognition of our commitment to promote disability-inclusive employment.</li> <li>Participate in Purple Parade to raise public awareness and celebrate the diverse abilities of people with disabilities.</li> <li>Engage 60 participants from 19 organisations in the SMRT Mobility Masterclass 2023, equipping them with knowledge on leadership, urban rail, e-mobility, cyber security, safety, and sustainability.</li> <li>Launch the Leadership Learning Exchange programme with Prasarana, connecting rail leaders and facilitating the sharing of best practices.</li> </ul>









Key Material Topics and alignment to UN SDG	Material Sub-Topics	UN SDG Targets	Our Efforts
<b>Engaged Communities in a Vibrant City</b>			
Customer Service & Satisfaction  	<ul style="list-style-type: none"> <li>Customer Service &amp; Satisfaction</li> <li>Public health &amp; safety</li> </ul>	<ul style="list-style-type: none"> <li>Target 11.2 - By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, PwDs and older persons.</li> <li>Target 3.8 - Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.</li> </ul>	<ul style="list-style-type: none"> <li>Participate in international and national customer satisfaction surveys.</li> <li>Expand transportation network with TEL extension and Jurong West Bus Package as well as operate Johor Bahru-Singapore Rapid Transit System Link (RTS) and Sentosa Express Monorail System.</li> <li>Increase Go-To SMRT facilities with all 11 TEL 3 stations listed by the Agency for Integrated Care (AIC) as Dementia Go-To Points (GTP).</li> </ul>
Our Impact on the Community  	<ul style="list-style-type: none"> <li>Accessibility &amp; inclusivity</li> <li>Local communities</li> </ul>	<ul style="list-style-type: none"> <li>Target 11.2 - By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, PwDs and older persons.</li> <li>Target 10.2 - By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.</li> </ul>	<ul style="list-style-type: none"> <li>Collaborate with schools through Adopt-A-Station (AAS)/ Interchange (AAI) Programme.</li> <li>Celebrate Public Transport Workers' Appreciation (PTWA) Day and Caring Commuter Week.</li> <li>Support Caring Commuter Campaign led by the Public Transport Council (PTC).</li> <li>Partner with Singapore Kindness Movement to appreciate frontline employees.</li> <li>Drive sustainable innovations through HIVE 2.0 by offering SMEs and local startups a platform to showcase their initiatives.</li> </ul>

Key Material Topics and alignment to UN SDG	Material Sub-Topics	UN SDG Targets	Our Efforts
<b>Responsible Practices</b>			
Cyber security & Data Protection Business Ethics & Integrity    	<ul style="list-style-type: none"> <li>Anti-corruption</li> <li>Cyber security &amp; Data Protection</li> <li>Regulatory compliance</li> <li>Corporate governance &amp; board diversity</li> <li>Risk management</li> <li>Supply chain management</li> </ul>	<ul style="list-style-type: none"> <li>Target 16.5 - Substantially reduce corruption and bribery in all their forms.</li> <li>Target 16.6 - Develop effective, accountable and transparent institutions at all levels.</li> <li>Target 5.1 - End all forms of discrimination against all women and girls everywhere.</li> <li>Target 10.2 - By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.</li> <li>Target 12.7 - Promote public procurement practices that are sustainable, in accordance with national policies and priorities.</li> </ul>	<ul style="list-style-type: none"> <li>Form Cyber Security Steering Committee (CSSC) and Cyber Security Governance Committee (CSGC) to strengthen cyber security governance.</li> <li>Initiate data protection inventorisation programme to audit and evaluate the organisation's data protection practices and processes.</li> <li>Implement Enterprise Risk Management Framework, including risk assessments for fraud, bribery, and climate-related risks.</li> <li>Provide training on policies and procedures, such as Code of Business Conduct &amp; Ethics.</li> <li>Achieve ISO 37001 Anti-bribery Management System certification.</li> <li>Conduct e-learning courses on anti-money laundering and anti-bribery.</li> <li>Reinforce mechanisms to encourage and protect whistleblowers.</li> <li>Enhance satisfaction levels among commuters and passengers with their public service experience.</li> <li>Develop Kaizen for Sustainability for sustainability training programme for SMEs.</li> <li>Conduct Value Chain Partner Sustainability Workshops to raise awareness and promote carbon emissions reduction among suppliers.</li> <li>Incorporate 5% Sustainable Procurement (SP) evaluation in tenders over \$1 million.</li> <li>Screen new vendors for adverse media coverage.</li> </ul>

# Stakeholder Engagement

We have identified key stakeholders by evaluating how our business activities, products, and services affect them, and how they, in turn, impact our business. We regularly engage our key stakeholders through both formal and informal avenues. Such ongoing communication with our stakeholders is essential for us to identify and address their concerns, in addition to obtaining their feedback on our sustainability measures and performance.

The various stakeholder concerns are summarised below. Details on our efforts to engage our stakeholders and to address their concerns are detailed in Appendix 1.

Stakeholder groups	Stakeholder concerns
 Employees	<ul style="list-style-type: none"> <li>• Psychological safety in the workplace</li> <li>• Fostering a harmonious workplace</li> <li>• Transparency in compensation with established KPIs</li> <li>• Contribution to society</li> </ul>
 Customers	<ul style="list-style-type: none"> <li>• Accessibility and inclusivity</li> <li>• Safe and gracious commuting</li> <li>• Customer satisfaction</li> <li>• Future business expansion</li> <li>• Operation costs for EVs</li> </ul>
 Media	<ul style="list-style-type: none"> <li>• Updates on performance and developments on latest products, services, and related content</li> <li>• Public health and safety</li> </ul>
 Shareholders	<ul style="list-style-type: none"> <li>• Accountability, transparency and ethical business</li> <li>• Business outlook</li> <li>• Timely response to queries</li> </ul>
 Partners/ Suppliers	<ul style="list-style-type: none"> <li>• Lack of expertise and resources to support ESG initiatives (i.e. reporting and reducing carbon emissions)</li> <li>• Calculation of emissions is complex and tedious</li> <li>• More interaction with guests</li> <li>• More participation from contractors</li> <li>• More opportunity for Q&amp;A</li> </ul>
 Local Communities	<ul style="list-style-type: none"> <li>• Outreach and engagement</li> <li>• Community bonding opportunities</li> </ul>
 Government and Regulators	<ul style="list-style-type: none"> <li>• Compliance with legal, regulatory and licensing requirements</li> </ul>
 Unions	<ul style="list-style-type: none"> <li>• Dialogue and engagement with management</li> <li>• Knowledge sharing and capacity building</li> </ul>





# Sustainability Governance

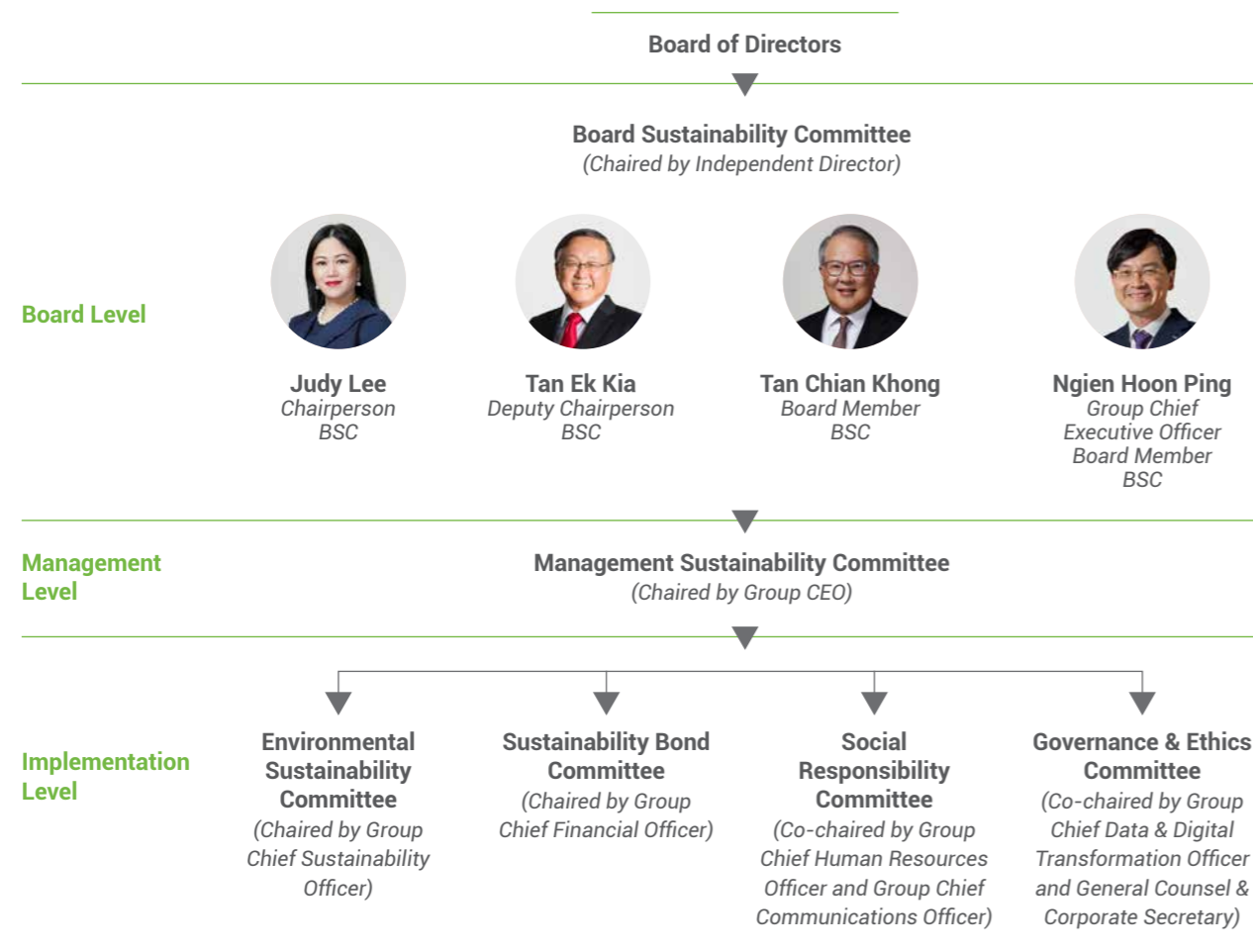
The SMRT Board ("the Board") is the highest governing body of the Company. The Board consists of the Chairman, one Executive and 11 Non-Executive Directors as of 31 March 2024. The Board reviews, considers and approves the Company's purpose, value, mission statements, strategies, policies, and goals related to sustainability to keep pace with its role in a rapidly changing business environment. Appointed by shareholders to oversee the management of the business and affairs of the Company, the Board has also put in place an appropriate structure, to drive a sustainability agenda for the Company and achieve sustainable outcomes for all stakeholders.

The Board is supported by the Board Sustainability Committee (BSC) that comprises three independent directors and the Group Chief Executive Officer, all of whom have attended and completed various trainings on sustainability conducted by the Singapore Institute of Directors (SID), Competent Boards (CB), and University of Oxford & Said Business School in 2022. Led by

Chairperson Judy Lee, a risk management professional, the BSC oversees the development and implementation of sustainability strategies of the Group.

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

In view of Singapore's mandatory climate-related reporting requirements for large non-listed companies, the management has provided direction to prepare for reporting of climate-related disclosures in accordance with ISSB standards from FY2027.



# Our Sustainability Strategy

SMRT understands that achieving sustainability requires a multifaceted approach, building upon efficiency and continuous improvement. Guided by our core values (Respect, Integrity, Safety and Service, and Excellence), we explore innovative solutions, embedding the Kaizen mindset throughout all operations, minimising environmental impact and resource consumption.

Our strategy focuses on three key pillars: Environmental, Social, and Governance (ESG). On environment, we prioritise continuous efficiency improvements through optimised train operations, energy-efficient technologies, and resource conservation initiatives. We aim to increase sources of renewable energy by maximising on-site renewable generation and exploring green electricity purchases. Additionally, we stay informed on advancements in decarbonisation technologies and carbon markets, to identify long-term emissions reduction and offset opportunities.

Our efforts contribute to significant avoided GHG emissions. An expanding network and promoting public transport will encourage a shift away from private vehicles, directly reducing emissions. Furthermore, initiatives such as greening our taxi fleet and supporting the operation of electric vehicles through our ChargEco electric vehicle charging services contribute further to a cleaner transportation landscape. We encourage commuters to travel on our network through our enhanced Wink+ app. Through Stellar Lifestyle's iProperty web app, we reduce the need to physically travel to stations to view shop spaces, further reducing carbon emissions.



ChargEco provides affordable, reliable and sustainable electric vehicle charging services

Socially, fostering a values-driven culture is paramount. We actively engage our workforce through training programmes and initiatives that empower them to contribute to our sustainability goals. In addition to creating a sense of ownership, this also ensures a safe, diverse, and inclusive work environment where everyone feels valued and respected.

Governance is further strengthened by enhancing our cyber security and data protection practices and processes.

We leverage advancements in technology and application of data to optimise operations, enhance passenger experiences, and improve decision-making. To support sustainability metrics analysis, we introduced a Software-as-a-Service (SaaS) DMS. This enables us to monitor decarbonisation efforts and prioritise areas requiring the most attention.

## Values-Driven Culture

Our culture is based on SMRT core values (RISE) as embedded in our Sustainability Policy:

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

## Kaizen For Sustainability

As part of our continuous improvement efforts, we are expanding the application of the Kaizen mindset and methodology to enhance sustainability (Kaizen for Sustainability). The primary aim of Kaizen remains the elimination of 'Muda' or waste and 'overproduction', directly impacting our Scope 1, 2, and 3 emissions.

By integrating Kaizen principles with sustainability strategies such as 'Reduce', 'Reuse', and 'Recycle', alongside newer approaches such as 'Repair', 'Refuse', and 'Rethink', our Kaizen initiatives for FY23/24 resulted in 139 Kaizen for Sustainability projects. These endeavours have not only advanced environmental stewardship but also yielded significant cost savings, totalling S\$7.2 million. Notable projects include automatic logging of Smoke Extraction Fans air-flow data, enhancing in-house repair capabilities, and use of more cost-effective alternative air filters. Through these efforts, SMRT remains committed to operational excellence and sustainable practices, driving both environmental impact reduction and cost-effectiveness.

In addition, we are developing the Kaizen for Safety programme, dedicated to our value chain partners, who are key in the safe delivery of our operations, maintenance and service daily. Our safety beliefs and mindsets should be adopted by our Partners in their daily work and dealings with the organisation.



Commuters at the MRT Station

### Providing A Seamless and Inclusive Travel Experience

With the launch of the newly upgraded WINK+ App, commuters can expect an enhanced travelling experience. By offering features such as intelligent search and tailored wayfinding, the app empowers users to navigate our network effortlessly, potentially increasing ridership and contributing to emission reductions in the long run. Additionally, the app's "station-centric places of interest" feature encourages users to explore nearby attractions by train, foot or bicycle, thereby supporting sustainable travel choices and reducing reliance on short car trips.

### Optimising Retail Space Exploration

Our commitment to sustainability extends beyond public transport. Stellar Lifestyle, our property leasing and advertising arm, introduced iProperty, a web app to increase work efficiency and reduce our carbon footprint. By allowing potential tenants to virtually view shop spaces, iProperty reduces the need for prospective tenants to physically travel to the station locations to view shop spaces.

### Ongoing Electrification Journey

In 2020, STRIDES Taxi became the first company in Singapore with a 100% hybrid taxi fleet. We started electrifying our taxi fleet in 2021. With the recent merger with the Premier group of companies to form STRIDES Premier in 2023, we are also transitioning their diesel vehicles to a greener hybrid fleet, thereby reducing the emissions of our combined taxi fleet.



STRIDES Premier introduces a greener hybrid taxi fleet

## Leveraging Technologies

SMRT's commitment to continuous improvement and a customer-centric approach necessitates a transformative digital journey. This initiative leverages the power of digitalisation, artificial intelligence (AI), data analytics, and cloud computing.

A cornerstone of this transformation is the collaborative Common Data Environment (CDE). This central hub streamlines data storage, management, and analysis across departments, fostering better data quality, collaboration, and ultimately, informed decision-making.

AI and machine learning play a vital role. These advancements extend to future innovations in accident investigation and maintenance control and sustainability efforts.

Project Overwatch utilises AI and video analytics for real-time rail network monitoring, enhancing operational efficiency and situational awareness. The AI-trained algorithms facilitate an insulated access to the operations data by ensuring the cybersecurity of the OT (Operational Technology) space, which controls train movement. This benefit arose from an inherent "air-gap" protection that is accorded by the image interface. The video images are collated to derive data needed for development of analytics and alerts to specific train service anomaly. A further coupling with other data sources helps to automatically identify patterns to infer network operating status that are relevant to train operations and safety. Overwatch has been extended to 3 Lines in SMRT and will continue to proliferate as a company mandate.

Project iSAFE uses Convolution Neural Network (CNN) for image recognition and video analytics capabilities and Deep Neural Network to analyse images for persistent monitoring of BPLRT platforms to improve commuter safety.

Project Green Station uses LightGBM, a decision tree machine learning algorithm used for ranking of core parameters and learning control parameters and Temporal Convolution Neural (TCN) network to implement advanced deep learning-based time series forecast models for station's cooling load. The TCN model is built by stacking multiple residual blocks based on historical data conditions. The innovation behind this project is the use of existing Building Management Systems (BMS) sensors data and commuter movement patterns to create an MRT Station environment-specific predictive AI model for Air Conditioning System's energy optimisation. The seamless operation with data connection via standard protocol and BMS is agnostic for scalability. Station-specific predictive modelling helps to capture energy optimisation opportunities more accurately and improves energy efficiency by narrowing the gap between reactive and predictive cooling.



Project Overwatch

SMRT's digital transformation journey is ongoing. Looking ahead to FY24/25, we expect even more data and digital transformation initiatives. These will include advancements in IT, cyber security, and procurement processes. We can also anticipate increased partnerships, growth, and commercialisation of digital solutions.

## Data Driven Decarbonisation Efforts

SMRT has taken the next step to enhance sustainability reporting by implementing a new SaaS DMS for all ESG-related data collection and reporting, including greenhouse gas emissions. The common data platform facilitates data analysis, providing us with insights into our emissions profile and will be instrumental in planning and tracking our decarbonisation efforts. The DMS also lays the groundwork for external assurance in the future, as data entry processes are standardised and accompanied with supporting evidence provision and audit logs. Its adaptable and customisable features will meet evolving reporting standards.

# ESG Climate Transition Plan

As a leading public transport operator, we are committed to sustainability and responsible business practices. Our ESG climate transition plan outlines our strategic approach to Environmental initiatives, reflecting our dedication to mitigating climate risks and upholding strong governance standards.

We prioritise initiatives that reduce our carbon footprint, promote energy efficiency, and support sustainable practices within our supply chain. Beyond adopting energy-efficient systems (lighting, air-conditioning, and escalator), we are developing Green Station and Green Communications-Based Train Control (CBTC) to reduce energy consumption and Smart Building Suite for integrated building management.

Our climate transition plan guides us towards our 2050 net-zero target. While electrifying our fleet reduces our direct emissions, it will also increase our Scope 2 emissions. To mitigate this, we are actively pursuing strategies to reduce our Scope 2 emissions, including maximising Solar PV deployment and exploring the procurement of green electricity.

Our transition to green electricity is heavily dependent on Energy Market Authority's (EMA) long-term vision and plans for a greener energy mix by 2050. These include:

1. Import of 6 GW of low-carbon electricity, making up around one-third of Singapore's projected electricity supply by 2035.
2. Achieve at least 2 GWp of installed solar capacity by 2030, to meet around 3% of Singapore's projected electricity demand.
3. Exploring low-carbon energy alternatives, such as hydrogen, geothermal, and nuclear energy, as well as carbon capture and storage technologies, to further reduce carbon emissions.

We recognise the importance of addressing the entire value chain. To tackle this challenge, we actively collaborate with our value chain partners to identify and implement emission reduction strategies, as well as explore carbon credits and offsetting projects. We are determined to make significant progress, contributing towards Temasek's portfolio goal of halving its 2010 emissions by 2030.

Our commitment extends beyond the environment. We will also develop and implement new targets for social responsibility and strong governance practices. We strive for continuous improvement in safety, accessibility, and inclusivity for all passengers. Additionally, we are committed to creating a diverse, equitable, and thriving work environment for our employees. We maintain the highest ethical standards, encourage transparency in decision-making, and put robust risk management practices into action.

## Base year - 2010

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

SMRT emitted about 0.571 million tonnes of GHG emission in 2010. We regard this as a call to action, one that requires a transition roadmap setting forth decarbonisation as our business imperative.

## Current - 2030

Forging ahead, we plan to "green" all our vehicle fleets, enter into renewable energy purchase agreements and continue to expand renewable energy infrastructure whilst exploring sustainable technologies and improving energy intensity.



Greener fleet of vehicles



Increase solar generation by 50% by 2026, through installation of solar panels at 9 MRT stations and existing depots



Adopt green CTBC and implement green stations



Offer electric Mobility - As-A-Service (eMAAS)



Power Purchase Agreement for Bishan Depot Solar Photovoltaic (PV) systems



Renewable Energy Certifications



ChargeECO - Building of EV Chargers and providing EV charging services



Achieve SEC's GreenDNA Certification for Ulu Pandan Depot



Explore use of alternative energy

## 2030 - 2050

We anticipate a future where our operations are powered by clean and alternative energy supported by renewable technologies, fortifying our commitment to emissions reduction.



EMA's goal of importing 6 GW of low-carbon electricity by 2035



Possibility for nuclear energy to supply up to 10% of nation's need by 2050



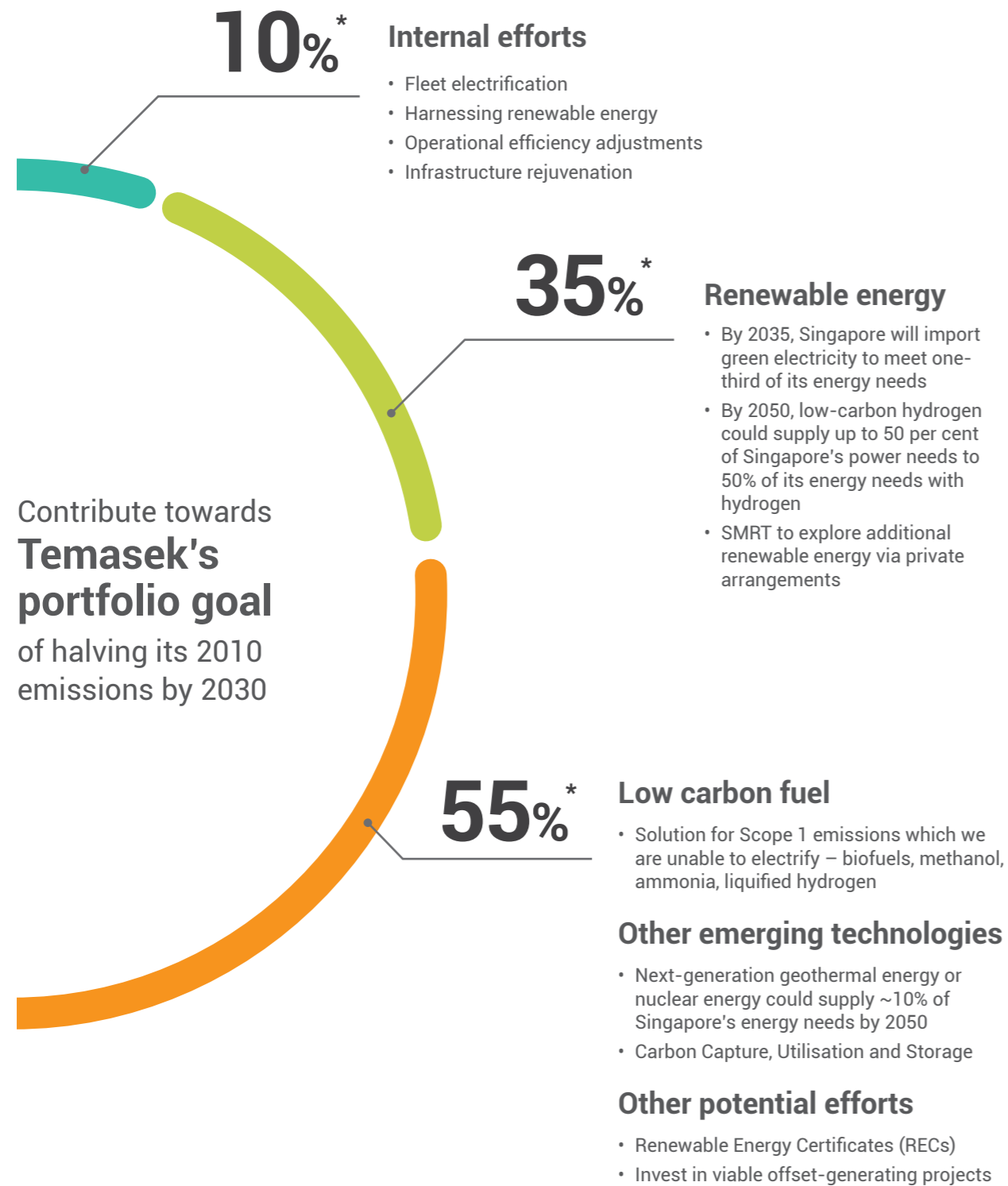
Focus on Scope 3 GHG emissions reduction

2023

2030

2050

## Drive Towards Decarbonisation 2030



~0.571 MtCO<sub>2</sub>e emitted in 2010  
\* refers to estimated reduction efforts as part of Temasek's portfolio goal

In response to the growing imperative to achieve net zero emissions, businesses across Singapore are navigating the complex landscape of decarbonisation. From securing sufficient renewable energy to adopting sustainable alternatives and managing the cost implications of these transitions are some of the challenges that demand a multi-pronged approach.

### Moving People with Low-Carbon Public Transport

The Singapore Green Plan 2030 presents an exciting opportunity. Increased public transport ridership due to network expansion (reaching 360km by the early 2030s) and a projected 75% peak-period modal share for public transport could significantly benefit SMRT.

SMRT also strives to align with the government's long-term vision, policies, and targets, as outlined in the Land Transport Master Plan 2040 (LTMP 2040). By expanding our public transport network, providing an inclusive land transport system, and promoting safer, healthier travel, we encourage a shift away from car dependence and towards cleaner, more sustainable modes of transport, contributing to Singapore's car-lite future.

### Our Reduction and Mitigation Strategies

To meet our goal of reducing our GHG emissions, SMRT is actively pursuing various energy efficient projects to achieve a target of 10% decrease in emissions by 2030. In addition, we intend to secure green electricity through power purchase agreements (PPAs). However, Singapore's dense urban environment poses hurdles for SMRT's renewable energy goals. Limited land availability restricts large-scale renewables. While on-site solar installations offer potential, their capacity alone will not address SMRT's energy requirements.

More than 50% of our GHG emissions come from Scope 2. Our ability to decarbonise relies heavily on the greening of the national electricity grid. We look forward to the progress of the EMA's initiatives in importing green electricity beyond Singapore's borders and the increased use of renewable energy such as hydrogen and ammonia to reduce our grid emission factor.

Separately, we are also exploring our purchase of green electricity through our electricity purchase contracts. The result of our last tender revealed that the cost of green electricity command a significantly higher premium over brown electricity, which makes it unviable for our business considerations. Nevertheless, we will continue to explore the purchase with the view that more supply may come in the future, with lower premiums.

Beyond these efforts, we also work with our supply chain vendors to lower our Scope 3 emissions. We have put in place sustainable procurement policies with a 5% benefit score to encourage more sustainable solutions.

Despite these challenges, SMRT remains committed to achieving its sustainability goals. Exploring PPAs and collaborating with industry partners, governmental agencies, and research institutions will play a vital role in identifying viable sustainable solutions such as Renewable Energy Certificates (RECs) and emerging technologies to accelerate our decarbonisation efforts.

## FY23/24 Performance and FY24/25 Goals and Targets

Material Topics	Targets Set for FY23/24	Performance in FY23/24	Key Targets for FY24/25 and Beyond
<b>Greenhouse Gas Emissions</b>	<p>Reduce Scope 1, 2 and 3 emissions by 1.5%, compared to a business-as-usual scenario</p> <p>Reduce emissions to 50% of 2010 level by 2030</p> <p>Achieve net zero by 2050</p> <p>Convert SMRT's vehicle fleet to green vehicles by 2030</p> <p>Full electrification of taxi fleet by 2026</p>	<p>Reduced Scope 1, 2 and 3 emissions by more than 1.5%, compared to a business-as-usual scenario</p>	<p>Reduce Scope 1, 2 and 3 emissions by 2.5%, compared to a business-as-usual scenario</p> <p>Reduce emissions as part of Temasek's portfolio effort to 50% of 2010 level by 2030</p> <p>Achieve net zero by 2050</p> <p>Convert SMRT's vehicle fleet to green vehicles by 2030</p> <p>Adopt greener taxi fleet</p>
<b>Energy Consumption</b>	<p>Promote end-to-end sustainable mobility solutions to help commercial fleet owners decarbonise their fleet</p> <p>Deep dive into areas of energy consumption reduction such as: Green CBTC</p> <p>Green Station energy optimisation</p> <p>Target to increase solar generation by at least another 50% by end of 2026</p>	<p>Signed agreement with Hitachi Rail GTS Singapore to implement Green CBTC for NSEWL</p> <p>Conducted Green CBTC trial on CCL with Alstom</p> <p>Completed Green Station Proof-of-Value on CCL</p> <p>Conducted site surveys and PPA discussions for new and expansion of existing Solar PV sites</p>	<p>Implement of energy consumption reduction projects, such as:</p> <p>Green CBTC on NSEWL</p> <p>Scale-up Green Station projects</p> <p>Target to increase solar generation by 50% by end of 2026</p>
<b>Water</b>	<p>Reduce water consumption by 5%, compared to FY22/23</p> <p>Assess our water use (i.e. water audit) to identify water saving opportunities, with a view to establish water consumption reduction target in the coming years</p>	<p>Ridership on our rail and bus services increased by about 22% and 5% respectively. The significant post-COVID ridership recovery resulted in a 3% increase in absolute water consumption compared to FY22/23. Going forward, with expected higher ridership, the water consumption will continue to rise</p> <p>Secured WEB certifications for TEL 3 stations. With the opening of TEL 4 stations on 23 June, we will continue to secure WEB certifications thereafter</p>	<p>In FY24/25, reduce water intensity by 5%, compared to FY23/24</p> <p>Assess our water use (i.e. water audit) to identify water saving opportunities, with a view to establish water consumption reduction target in the coming years</p> <p>Secure WEB certifications for the new TEL 4 stations as they progressively open</p> <p>Water-saving efficiency taps to be installed in station public toilets across up to 50 MRT stations in 2024</p>

Material Topics	Targets Set for FY23/24	Performance in FY23/24	Key Targets for FY24/25 and Beyond
<b>Waste Management &amp; Circular Economy</b>	Reduce paper consumption by 15%, compared to FY22/23	Met Target	In FY24/25, reduce paper consumption by 15%, compared to FY23/24
<b>Employee Safety</b>	Zero Major Injury / Fatality Workplace Injury Rate: ≤ 466 per 100,000 workers	Zero Major Injury / Fatality Workplace Injury Rate: 626 per 100,000 workers (Mainly due to slip, trip, and fall)	Zero Major Injury / Fatality Workplace Injury Rate: ≤ 518 per 100,000 workers
<b>Development of Workforce</b>	Continue to maintain below industry-average turnover rate	Achieved turnover rate of 10.3% which is below industry average	Continue to maintain below industry average turnover rate
<b>Customer service &amp; satisfaction</b>	Obtain same/higher rating for Public Transport Customer Satisfaction Survey (PTCSS)	Achieved similar rating for Public Transport Customer Satisfaction Survey (PTCSS) 2023	Obtain similar/higher rating for PTC Customer Satisfaction Survey (PTCSS) 2024
<b>Local Communities</b>	Educational outreach to 92 schools	Conducted 133 Adopt-A-Station and Learning Journey activities	Conduct > 100 activities
<b>Business Ethics &amp; Integrity</b>	Zero incidents of corruption Zero incidents of significant non-compliance with laws or regulations	Zero incidents of corruption <sup>1</sup> Zero incidents of significant non-compliance with laws or regulations	Zero incidents of corruption Zero incidents of significant non-compliance with laws or regulations
<b>Cyber security</b>	Zero incidents relating to data breaches of personal data or company-related confidential data	Zero major cyber security breaches	Zero major cyber security breaches
<b>Data protection</b>	Zero incidents relating to data breaches of personal data or company-related confidential data	Zero incidents relating to data breaches	Zero incidents relating to data breaches of personal data or company-related confidential data
<b>Supply Chain Management</b>	<p>Apply mandatory 5% evaluation scoring weightage for sustainability, for of tenders that exceed \$1 million in value</p> <p>Conduct 3 Sustainability workshops for value chain partners to raise awareness and to quantify their impact on SMRT's Scope 3 emissions</p> <p>Align with initiatives launched by WSH Council</p> <p>Increase weightage of safety criteria in considerations of tender evaluation</p> <p>Encourage and provide platform for our contractors to open report on Safety</p>	<p>Awarded 34 tenders that exceeded \$1 million in value each. Of these, 1 project was awarded with the 5% Sustainability weightage</p> <p>Conducted 3 value chain partner workshops, reaching out to 130 individuals from 74 companies</p> <p>Awarded Corporate Ethical Procurement &amp; Supply by Chartered Institute of Procurement &amp; Supply (CIPS)</p>	<p>Engage our top 3 suppliers whose operations significantly impact SMRT's upstream carbon emissions in our supply chain</p> <p>Encourage suppliers to participate in our Kaizen for Sustainability program. This is a sustainability-focused Kaizen workshop for suppliers, aimed at assisting them in accounting for and minimising emissions</p> <p>Renew our award for Corporate Ethical Procurement &amp; Supply by Chartered Institute of Procurement &amp; Supply (CIPS)</p>

<sup>1</sup> In FY23/24, a former employee of Stellar Lifestyle was charged under the Prevention of Corruption Act for accepting bribes worth \$7,212 in 2022 to advance the business interests of two advertising firms with Stellar Lifestyle, without the Company's knowledge. Following internal investigations in 2022, the said employee was dismissed and barred from future employment with the Company. The Company also reviewed its processes to identify the root cause(s) of the incident and implemented remedial action, such as tightening the procedure for dealing with reports of potential conflict of interests and conducting additional training sessions to Group employees.

# Climate Related Risks and Opportunities

This year, SMRT provided an initial assessment on the climate-related risks and opportunities based on the 1.5 and 3 degrees Celsius scenarios for our Rail Business Group. We conducted climate scenario analysis examining both potential risks and emerging opportunities. One of the most pressing concerns identified is the increasing frequency and severity of extreme weather events due to inadequate mitigation efforts. Recognising this threat, we have implemented a strategy to mitigate these physical risks, including regular inspections, maintenance, and real-time monitoring systems to ensure the continued resilience of our infrastructure. We also consider transition risks such as policy and regulatory changes impacting costs and reporting requirements. To ensure a holistic approach, we have integrated the climate-related risks into our Enterprise Risk Management (ERM) framework.

## Climate Scenario Analysis

Recognising the growing impact of climate change, SMRT is committed to adapting our businesses through effective mitigation and adaptation strategies. This includes building resilience against climate risks, aligning operations with decarbonisation efforts, and safeguarding assets through informed investment decisions. Our preliminary study primarily focused on understanding the climate impacts on our core Rail business and identifying potential financial implications and opportunities from physical and transition risks.

We conducted our analysis by adopting Network for Greening the Financial System (“NGFS”)<sup>1</sup> to identify implications of risks and opportunities, complemented by insights from Singapore’s Third National Climate Change Study (V3)<sup>2</sup> on physical risks.

Climate Scenarios	Description
1.5°C warmer scenario (NGFS Net-Zero by 2050)	<p>Aligned with the vision of the Paris Agreement and Singapore’s LEDS<sup>3</sup> to achieve Net Zero by 2050, this scenario assumes united global efforts to introduce stringent climate regulatory policies and innovation immediately.</p> <p>The decarbonisation efforts would drive higher electricity use and development of new technologies to increase and/or improve energy efficiency.</p>
3°C warmer scenario (NGFS Current Policies)	<p>This scenario assumes the preservation of all existing climate policies with no official policies or commitments to reduce emissions further to meet Net Zero 2050 targets, leading to increase of 3°C or more in global temperatures by 2100.</p> <p>This would lead to deteriorated living conditions in the world and irreversible natural phenomenon such as rising sea levels and natural disasters.</p>

<sup>1</sup> Network for Greening the Financial System (NGFS)’s suggested climate scenarios  
<sup>2</sup> Singapore’s Third National Climate Change Study (V3)  
<sup>3</sup> Long-Term Low-Emissions Development Strategy

The summary of identified risks and their diverse impacts for two climate scenarios across different timeframes (short-term, medium-term, and long-term) are as follows:

Parameters	First Study (2023)	
	1.5°C warmer scenario	3°C warmer scenario
<b>Climate Scenarios<sup>1</sup></b>	United global efforts to introduce stringent climate regulatory policies and innovation immediately; a climate scenario that is aligned with the vision of the Paris Agreement and Singapore’s LED <sup>2</sup> to achieve Net Zero by 2050.	Preservation of all current nationwide climate policies with no official policies or push to reduce emissions further to meet Net Zero 2050 targets.
<b>Key Risks<sup>3</sup> Identified</b>	<b>Physical Risk:</b> Heatwaves   Prolonged drought   Extreme storm events   Rising sea levels   Greater wind events <b>Transition Risks:</b> Increased pricing of GHG emissions   Increased cost of raw materials	
<b>Impacts</b>		
<b>Short-term (now till 2030)</b>	<ul style="list-style-type: none"> <li>Increase in operating &amp; maintenance costs</li> <li>Increase in electricity prices due to carbon tax</li> </ul>	<ul style="list-style-type: none"> <li>Higher operating &amp; maintenance costs; potential write-offs of damaged assets</li> <li>Higher electricity prices due to carbon tax</li> </ul>
<b>Medium-term (2030 - 2050)</b>	<ul style="list-style-type: none"> <li>Disruption to project completion; potential shipment delay</li> <li>Increase in insurance premiums</li> <li>Increase in operating &amp; maintenance costs, expected routine write-offs of damaged assets</li> <li>Increase in electricity prices due to carbon tax</li> </ul>	<ul style="list-style-type: none"> <li>More disruption to project completion; minor to major shipment delay</li> <li>Higher insurance premiums</li> <li>Higher operating &amp; maintenance costs, and write-offs of damaged assets</li> <li>Higher electricity prices due to carbon tax</li> </ul>
<b>Long-term (2050 onwards)</b>	<ul style="list-style-type: none"> <li>Increase in insurance premiums</li> <li>Increase in operating &amp; maintenance costs, and expected write-offs of damaged assets</li> <li>Increase in electricity prices due to carbon tax</li> </ul>	<ul style="list-style-type: none"> <li>More disruption to project completion; reduced revenue</li> <li>Higher insurance premiums</li> <li>Higher operating &amp; maintenance costs, and more write-offs of damaged assets</li> <li>Higher electricity prices due to carbon tax</li> </ul>

## Impact of Climate-Related Risks and Opportunities

### Physical Risks and Financial Impact

Our initial study identified rising temperatures, droughts, extreme rainfall, and rising sea levels as physical risks impacting our Rail business. These risks could disrupt train operations, worsen existing challenges, and slow recovery efforts. For instance, floods may lead to the suspension of train services to ensure commuter and employee safety,

while compromised infrastructure integrity of our trains, tracks and equipment would require urgent maintenance and repair, contingent on prevailing weather severity. The Group anticipates higher operating and maintenance costs to adapt, monitor, repair, and upgrade infrastructure in response to these acute and chronic weather conditions.

<sup>1</sup> Referenced to Network for Greening the Financial System (NGFS)’s suggested climate scenarios  
<sup>2</sup> Long-Term Low-Emissions Development Strategy  
<sup>3</sup> All impacts are assessed to remain relevant with varying degrees across the time periods

Physical Risks		Potential Operational and Financial Implications
Acute	Rising temperature	<ul style="list-style-type: none"> <li>Compromise infrastructure integrity due to the expansion of viaduct bearing, structure expansion and rail/joint</li> <li>Potential risk of derailment due to the expansion of rail/joint and thermal expansion in structures</li> <li>Unsafe working conditions arising from the high temperature, which could impede maintenance/repair efforts</li> <li>Higher electricity consumption due to increase in heat load for the air conditioning systems in trains and train stations</li> <li>Increase maintenance and operational costs, as well as increase insurance premiums, arising from aforesaid pointers</li> </ul>
	Increased dry spells	<ul style="list-style-type: none"> <li>Unsafe working conditions due to dry spells (e.g., haze arising from neighbouring countries), which could impede maintenance/repair efforts</li> </ul>
	Intensified extreme rainfall	<ul style="list-style-type: none"> <li>Compromised infrastructure integrity due to erosion of earth resulting in slope failure and landslide</li> <li>Degradation of track geometry due to erosion of embankment and track foundation could increase the risk of derailment</li> <li>Unsafe working conditions due to rainfall, which could impede maintenance/ repair efforts</li> <li>Increase maintenance and operational costs, as well as insurance premiums, arising from aforesaid pointers</li> <li>Flooding of tunnel tracks, stations' entrances and other facilities due to overflowing</li> </ul>
Chronic	Rising sea levels	<ul style="list-style-type: none"> <li>Spalling or cracking segment of tunnels due to re-bar corrosion and infiltration</li> <li>Tunnel squatting due to pressure from water-logged soil, which could compromise on infrastructure integrity</li> <li>Unsafe working conditions, which could impede maintenance/repair efforts</li> <li>Increase maintenance and operational costs, as well as increase insurance premiums, arising from aforesaid pointers</li> </ul>

To enhance resilience against climate risks, SMRT Trains has implemented a strategy encompassing regular inspections of viaduct bearings, train tracks, tunnels and slopes and routine maintenance and upgrading. Collaborating closely with the Land Transport Authority (LTA), we have implemented round-the-clock real-time monitoring systems to detect high water levels, complemented by dual-level sensors for portal sump pumps across our train stations. In times of adverse weather events, our dedicated team swiftly deploys portable flood barriers to safeguard vulnerable M&E rooms within stations, ensuring uninterrupted operations. In the upcoming year, we are also reviewing the risks related to lightning strikes, and the adequacy of current mitigation measures.

**Transition Risks and Opportunities and Financial Impact**

We recognise that the most significant financial impacts stem from policy and regulatory changes. For instance, the Singapore Carbon Pricing Act's implementation would increase operational costs. Likewise, meeting enhanced emissions reporting obligations may necessitate investment in new systems/processes, potentially affecting our financials. While we foresee no financial implications for other transition risks, we exercise vigilance on the evolving concerns of regulatory bodies and our stakeholders.

The Singapore Green Plan 2030 presents an exciting opportunity. Increased public transport ridership due to network expansion (reaching 360km by the early 2030s) and a projected 75% peak-period modal share for public transport could significantly benefit SMRT. We are committed to both mitigating risks and actively pursuing opportunities to capitalise on the growing demand for public transport.

Risks & Opportunities	Factors	Potential Operational and Financial Implications		
Transition Risks	Policy & Legal	Singapore Carbon Pricing Act <sup>1</sup>	Increase operational costs (i.e. indirect costs) due to carbon tax incurred from energy consumption	
		Enhanced emissions-reporting obligations <sup>2</sup>	Increase expenses due to enhanced reporting (e.g. adoption of new ESG management solutions and increased scope of internal/ external audits)	
	Reputation	Increased stakeholder/public concerns about the SMRT's contribution to decarbonisation	Potential revenue uplift due to positive associations with timely adoption of lower emission technologies and solutions	
	Market	Changing customer/commuter behaviours	Higher public transport ridership due to increasing cost of car ownership in Singapore and nationwide efforts <sup>3</sup>	
Increased cost of overall supply chain materials		Increase operational costs, however effects of rising material costs can be mitigated through long-term service support (LTSS) contract		
Opportunities	Markets	Technology	<ul style="list-style-type: none"> <li>Cost to transition to lower emissions technology</li> <li>Unsuccessful investment in new technologies</li> <li>Low maturity/viability of new technologies</li> </ul>	Increase in CAPEX through trial/adoption of lower emissions technology
		Regulatory push and policies of Singapore Green Plan 2030 Targets	Increase public transport ridership due to regulatory push and policies of Singapore Green Plan 2030	

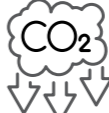


<sup>1</sup> <https://www.mse.gov.sg/policies/climate-change/cpa>  
<sup>2</sup> Arising from Temasek's portfolio targets to halve 2010 emissions by 2030, with net-zero by 2050.  
<sup>3</sup> <https://www.greenplan.gov.sg/targets/>

**Metrics and Targets**

In SMRT, we strengthen our commitment to environmental sustainability and measure our Group performance holistically across the 3 ESG aspects. Through our actions, we aim to reduce our emissions as part of Temasek's portfolio goal of halving its 2010 emissions by 2030. We will continue to refine and update our SMRT Climate Transition Plan as we progress in this area.

Details of targets set can be found on pages 39-40 of this sustainability report.

**FY23/24 Environmental Targets and Achievements**

-  To reduce Total GHG Emissions<sup>1</sup> (tCO<sub>2</sub>e) **Exceeded Target**
-  To reduce total Water Consumption<sup>2</sup> (m<sup>3</sup>) **Below Threshold**
-  To reduce Total Paper Consumption<sup>3</sup> (# print count) **Met Target**

Notes:  
 1. GHG Emissions – Measured based on emissions of the Group, data collected and tracked by the Business Units.  
 2. Water Consumption – Measured based on the water consumption of Rail (including TEL) and Buses. The increase is due to ridership recovery and is tracked by the Business Units.  
 3. Paper Consumption – Measured based on the total paper consumption of the Group, data collected and tracked by the Business Units.  
 4. FY22/23P Baseline Scope 1+2 Emissions amended to include Buses Tenant Electricity Consumption (of 249 tCO<sub>2</sub>e)  
 5. FY22/23P Baseline – Includes Scope 3 and growth (such as 11 TEL stations opening), excludes Stellar Kallang Wave Mall and Corp (HQ) consumption

# GREEN BUSINESSES AND OPERATIONS





# Our Decarbonisation Pathway

## Why this issue is material

Energy consumption and GHG emissions are critical issues for SMRT due to our significant role in Singapore's transportation sector. Our core business, MRT operations, heavily depends on electricity, a major contributor to our Scope 2 emissions. Additionally, the ongoing electrification of our vehicles necessitates close attention to energy use. SMRT's goals align well with Singapore's national focus and commitment to combating climate change. By actively managing our direct and indirect GHG emissions, we contribute significantly to achieving Singapore's overall climate targets. Furthermore, implementing environmentally friendly practices strengthens our position as a key player in Singapore's transition to a more sustainable transportation system.

## How we manage this

### GHG Initiatives:

#### Renewal of Air-conditioning Systems

The air-conditioning systems on our older NSEWL and BPLRT are going through progressive renewal. The renewed system is more efficient and can save electricity compared to the old systems. In 2023, we completed the split air-conditioning system renewal for 30 NSEWL and BPLRT stations. We have also upgraded the central chillers and tunnel ventilation system for 3 NSEWL stations. The full system renewal is scheduled to be completed by 2025.

#### Increase Station Temperature Setting While Maintaining Commuter Comfort

With the support from the Authority, we are conducting trials at underground stations to increase temperature setting by 0.5°C. This trial aims to assess the impact of raising the temperature on energy consumption and commuter comfort. If the trial is successful, the potential carbon reduction could be more than 1,500 tCO<sub>2</sub>e per year.

## Green Station

SMRT's Green Station project utilises an AI-powered Intelligent Heating, Ventilation, and Air Conditioning (HVAC) system for energy optimisation. This system employs predictive, demand-based controls to target up to 10% reduction in station air-conditioning energy consumption. A Proof-of-Value (POV) at CCL stations Paya Lebar and MacPherson achieved ~8% savings, and ~6% savings respectively.



Optimising energy consumption at MRT stations without compromising commuters' comfort

Building on this success, we plan to scale-up across our underground stations. If the Green Station is implemented across all 70 underground stations on NSEWL, CCL and TEL stations, it could lead to an annual energy reduction of approximately 7,000 MWh. This translates to the equivalent energy consumption of approximately 1,750 4-room HDB flats, underscoring the project's substantial environmental impact.

## Permanent Way Institution (PWI) Sustainability Award

SMRT's submission of Friction Clamping for Viaduct Bearing Replacement has won the Permanent Way Institution (PWI) Sustainability Award in 2023. This award recognises exceptional efforts in promoting sustainability within the railway industry. The friction clamping approach for viaduct bearing replacement can reduce the carbon emission for replacement of viaduct bearings by close to 95% compared to the traditional method. As there are more than 16,000 bearings in Singapore's NSEWL, the adoption of the friction clamping method potentially leads to almost 100,000 tCO<sub>2</sub>e of carbon avoidance for the system-wide replacement of viaduct bearings.

## Signing of Green CBTC agreement with Hitachi Rail GTS Singapore

The signing of an agreement with Hitachi Rail GTS Singapore on 6 November 2023 marked a significant milestone for SMRT's Green CBTC (Communication-Based Train Control) Next Gen project. This digital, data-driven solution targets a 15% reduction in traction energy consumption on NSEWL through advanced coasting, adaptive slow running, and coordinated arrivals and departures to maximise regenerative braking.

## Green CBTC Trial with Alstom

For CCL, in collaboration with Alstom, SMRT also conducted a Proof-of-Value (POV) trial run of optimised timetables on 3 Sundays in September and October 2023.

## Solar Energy Deployment

A tender for the installation of solar panels at various NSEWL and CCL stations was awarded in March 2023. PPA discussions and site surveys were conducted in 2023, and installation is expected to be completed by 2026.

We are also expanding the solar photovoltaic (PV) system at our Bishan Depot. We signed the PPA with EDPR Sunseap in 2022 and completed the site survey in 2023. The installation is still ongoing until 2025 to cover more rooftop spaces with solar panels. When the new 1.5MWp PV system is complete, the combined capacity of the new and existing PV systems at Bishan Depot will reach 2.5MWp.

At Gali Batu Bus Terminal, 1,020 solar panels have been installed on the rooftop, contributing to Singapore's renewable energy goals and reducing carbon emissions. These panels harness solar energy to provide for all the operational power needs of the Terminal.

## Deploying Smart Building Suite

SMRT Buses, in collaboration with an advanced technology partner, will implement the Smart Building Suite, an integrated system that consolidates software and hardware to gather data across our infrastructure, featuring a monitoring dashboard for improved oversight. This suite includes Condition Monitoring, Energy and Water Management, HVAC Optimisation, and Carbon Management. By utilising Building Management Systems (BMS) and smart metering units in Bus Depots and Interchanges, the Suite establishes a central control centre for monitoring carbon footprint, asset health, and management.

The Condition Monitoring capability will address energy demand and supply challenges. It serves as an interface between users and building equipment, providing real-time monitoring of Air Handling Units (AHUs) and power consumption.

The Energy and Water Management initiative will provide a comprehensive understanding of our resource utilisation. It serves as a central hub that collects data from various sources, offering Infrastructure and Resource Managers (IRM) customisable dashboards for fleet-wide and individual site insights.

To automate data collection in facilities lacking BMS, advanced metering units are being deployed to integrate with the Smart Building Suite via an API, enabling real-time data upload of energy and water consumption.

Bus Interchanges' HVAC systems are optimised through a centralised control tower based on real-time and forecasted weather conditions, ensuring optimal comfort while minimising energy consumption.

Consolidated data from BMS and meters allows for comparison, anomaly detection, and energy usage prediction. This data transparency provides actionable insights to align with LTA's sustainability targets.

This improves asset health visibility, enabling faster response times and minimising downtime.

Our Carbon Management module serves as a 24/7 digital carbon auditor to automatically collect, analyse, and display information on carbon emissions across assets. A visualisation dashboard highlights emission reduction shortfalls for efficient reaction.

**Mobile Wind Harvesters**

SMRT Buses is exploring with researchers from Nanyang Technological University to harness power from gentle breezes using small-scale wind harvesters. These can power low-energy electronics, such as LEDs on buses, by capturing wind or surface vibrations.

**Bus Telematics System**

SMRT Buses has implemented Bus Telematics systems on board the entire bus fleet, which monitor driver behaviour and bus performance, including fuel efficiency. By promoting eco-driving habits and enabling proactive maintenance, telematics reduces fuel consumption and minimises wear and tear on vehicles. Additionally, it enhances passenger comfort and safety with real-time surveillance, recording idling time, and streamlining investigations through integration with video footage. This comprehensive approach not only translates to cost savings but also contributes to a greener future by reducing overall resource usage and emissions.



**Decarbonising Taxi and Private Hire Vehicle (PHV)**

In light of rapidly evolving technologies, macro-economic and regulatory environment, we reviewed the pace of electrification, to ensure financial and operational sustainability. The priority is to implement hybrid vehicles to replace the diesel counterparts. To incentivise the adoption of electric and hybrid vehicles among drivers, subsidies and incentives are offered. We also collaborate with charging infrastructure providers to establish convenient charging solutions for EV taxi drivers. Additionally, we promote energy efficiency by setting guidelines, such as maintaining air-conditioning temperatures at 24°C and switching off lights and electronics when not in use.



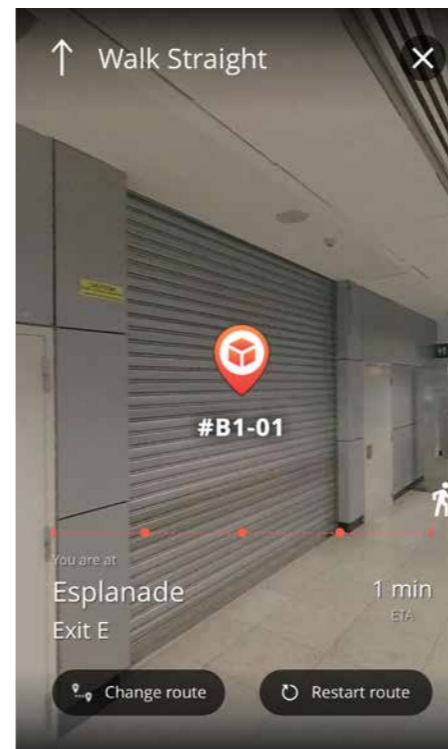
STRIDES Premier's new hybrid and EV taxi

**LED Light Tube in Advertising Panels**

Selected eco-friendly advertisement panels feature energy-saving T8 LEDs instead of conventional fluorescent tubes, resulting in a 67% reduction in electrical consumption. We achieved additional savings by implementing an automatic switch-off daily from 1am to 5am.

**iProperty App**

A pioneering approach to property marketing, allowing prospects and leasing managers to explore retail shops virtually across Singapore's largest transit network. The web application allows users to gain easy access to shop tours, while a leasing portal facilitates collaborative virtual tours between prospects and leasing managers, eliminating the need for physical visits to the shop spaces. This innovative solution enhances efficiency and reduces carbon footprint by minimising travel to the stations for viewing purposes.



iProperty Mobile Web Application

**Stellar Ace Green Package**

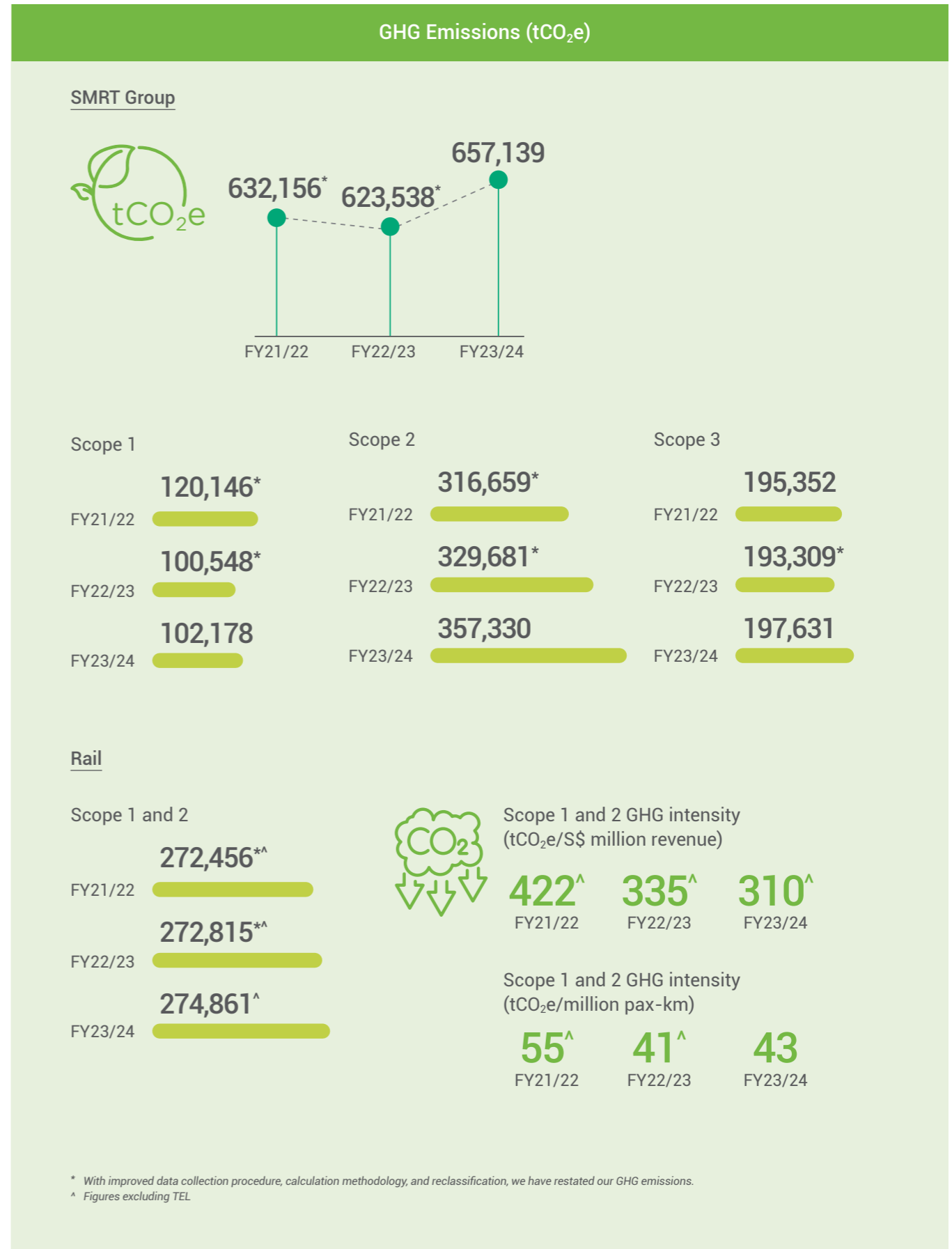
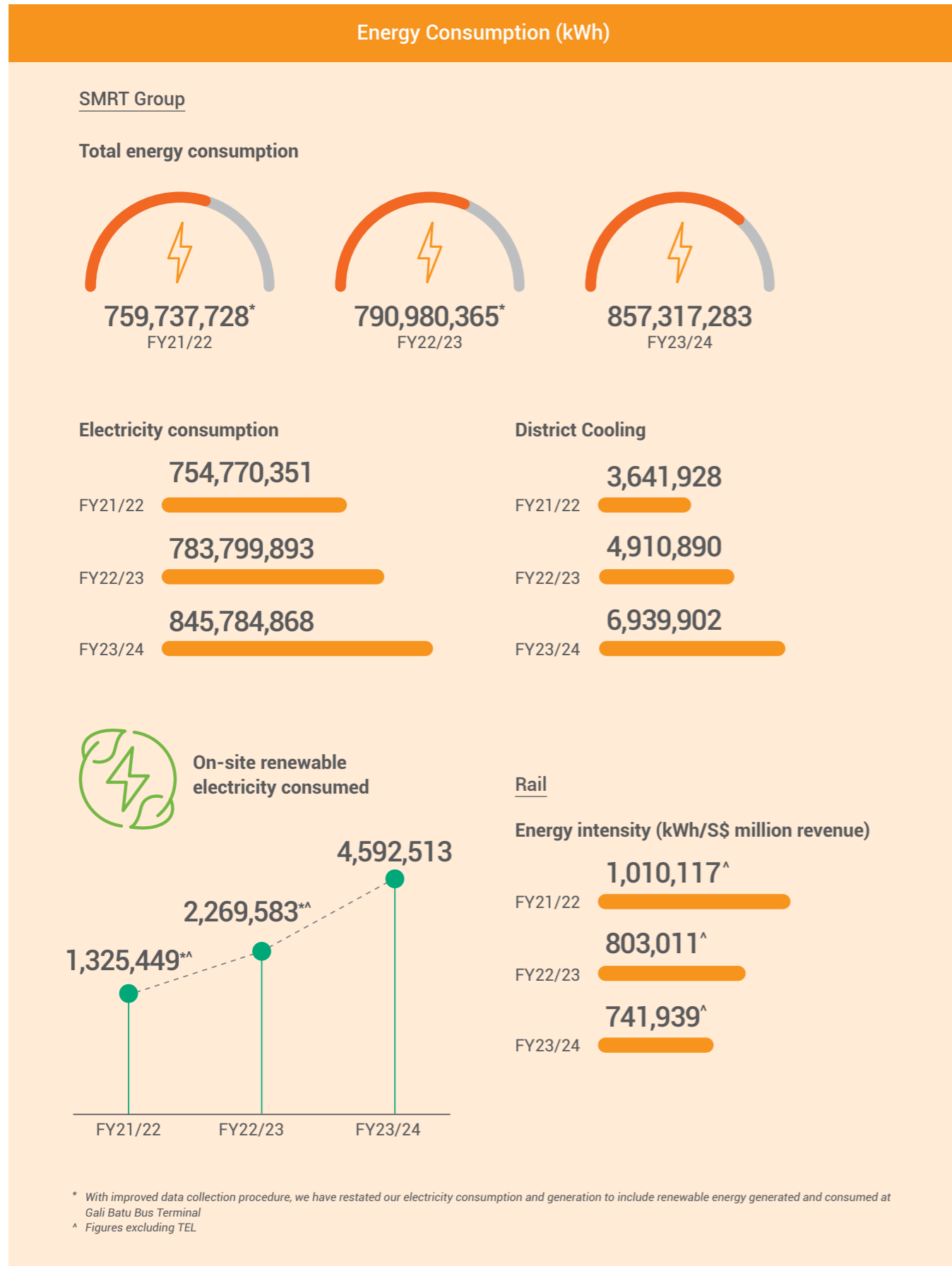
We embarked on a "Green Journey" with a comprehensive series of workflows throughout the entire lifecycle of each client's advertising campaign. From sourcing eco-friendly supplies to employing sustainable processes and ensuring end-of-life recycling, our Green Package offers clients the opportunity to align their campaigns with ESG principles. For every asset purchased to promote ESG initiatives, we match it in dollars, providing network solution bundles at half the cost. Additionally, production costs for these assets are fully absorbed.



Stellar Ace Green Packages

**Migrating On-Premise IT Infrastructure to the Cloud**

By transitioning to hyperscale data centres, we harness more efficient cooling systems, green energy sources, and optimised server utilisation. Research by AWS reveals an 80% decrease in carbon emissions compared to traditional on-premise setups.



## Making Impact Overseas

The RTS Link is an LRT system that will cross the Straits of Johor. It will be the 3rd land crossing between Malaysia and Singapore and is of national significance to both countries. It is a historic initiative by both the Malaysia and Singapore governments to make crossing the world's busiest land border safe, affordable, and environmentally friendly. The RTS Link is expected to be completed by the end of 2026 and ease daily traffic congestion on the Johor-Singapore Causeway. It will also strengthen ties between Singapore and Malaysia and create more jobs and business opportunities in both countries. Moreover, its inclusive design ensures accessibility for all, fostering greater social cohesion and economic opportunities on both sides of the border, for generations to come.

RTS Operations Pte Ltd (RTSO), the company operating the RTS Link, is not only focused on delivering efficient transportation solutions but also prioritises positive ESG outcomes for the high-volume shuttle service connecting Bukit Chagar station in Johor Bahru, Malaysia with Woodlands North station in Singapore via a 25m-high bridge.

The RTS Link will have a peak capacity of up to 10,000 passengers per hour per direction. Improved connectivity enhances social integration and economic opportunities for Singaporeans and Malaysians, fostering regional growth and inclusivity. RTSO's commitment to stringent quality and inspection standards also ensures responsible resource management and risk mitigation, aligning with ESG principles. Through collaborative efforts with stakeholders and innovative initiatives like lifestyle offerings for commuters, RTSO actively promotes social well-being and economic development, reflecting its dedication to sustainable and responsible business practices.



The Johor Bahru – Singapore RTS Link

## The Johor Bahru – Singapore RTS Link

**“RTS Project’s transformative potential is in enhancing connectivity between Malaysia and Singapore and in championing environmental sustainability, social responsibility, and governance. By providing a seamless and efficient transportation alternative, the RTS Link will play a significant role in reducing carbon emissions through encouraging more cross-border travel via eco-friendly mass transit. The RTS Link is poised to accelerate travel growth, enhance people-to-people connections, generate employment opportunities, and facilitate robust trade links.”**



**Mr Yap Kim Wah**  
Vice Chairman,  
RTS Operations Pte. Ltd.

### Interesting Features of the Project



**Total Length**  
4km in length  
(Malaysia: 2.7km and Singapore: 1.3km)



**Number of Stations**  
2 stations  
(Malaysia: Bukit Chagar Station and Singapore: Woodlands North Station)



**Train**  
4 cars per train set



**Speed**  
Maximum operation speed is 80 km/h



**Total Capacity**  
10,000 passengers per hour per direction



**Journey Time**  
The estimated train journey time is 6 minutes between stations



**Headway**  
3.6 minutes (ultimate) during peak hour



**Depot**  
RTS Link Maintenance Depot will be located at Wadi Hana, Johor Bahru

## Kaizen Initiatives

Through the 'Reuse' strategy, we successfully redeployed components from rectifier modules, short circuit devices, and timber sleepers. Our "Repair" strategy focuses on building in-house capabilities to fix critical components such as the Tuas West Extension FangDa Digital Control Unit and Power Electronics Drives and Control testing. By leveraging data and AI, we significantly "Reduce" energy consumption within the Electronic Control System and projects such as Green CBTC and Green Station.



Collaboration with Metro Taiwan Alliance to build in-house repair capabilities

## Extending Sustainability Throughout the Value Chain

SMRT recognises the importance of collaboration with its value chain partners through workshops, targeting Scope 3 emissions reduction and addressing the broader environmental impact. Additionally, SMRT plays a leadership role in the public transport sector.

As the "Queen Bee" appointed by SkillsFuture Singapore (SSG), we have worked with SIT to equip 63 companies in our value chain with Kaizen principles since 2020. Building on this success, the enhanced "Queen Bee 2.0" programme addresses not only quality and productivity but also safety and sustainability, reflecting rising workplace safety concerns and global environmental challenges.



SMRT as "Queen Bee" as appointed by SSG



Participants at the 2nd Value Chain Partner Workshop

# Water

## Why this issue is material

We understand that water is a precious resource that demands responsible resource management. As a key player in Singapore's public transport network, we take water scarcity seriously. Our extensive network demands significant water usage, and we recognise water scarcity as a global concern. By prioritising responsible water management, SMRT contributes to a more sustainable future and reinforces our commitment to environmental responsibility.

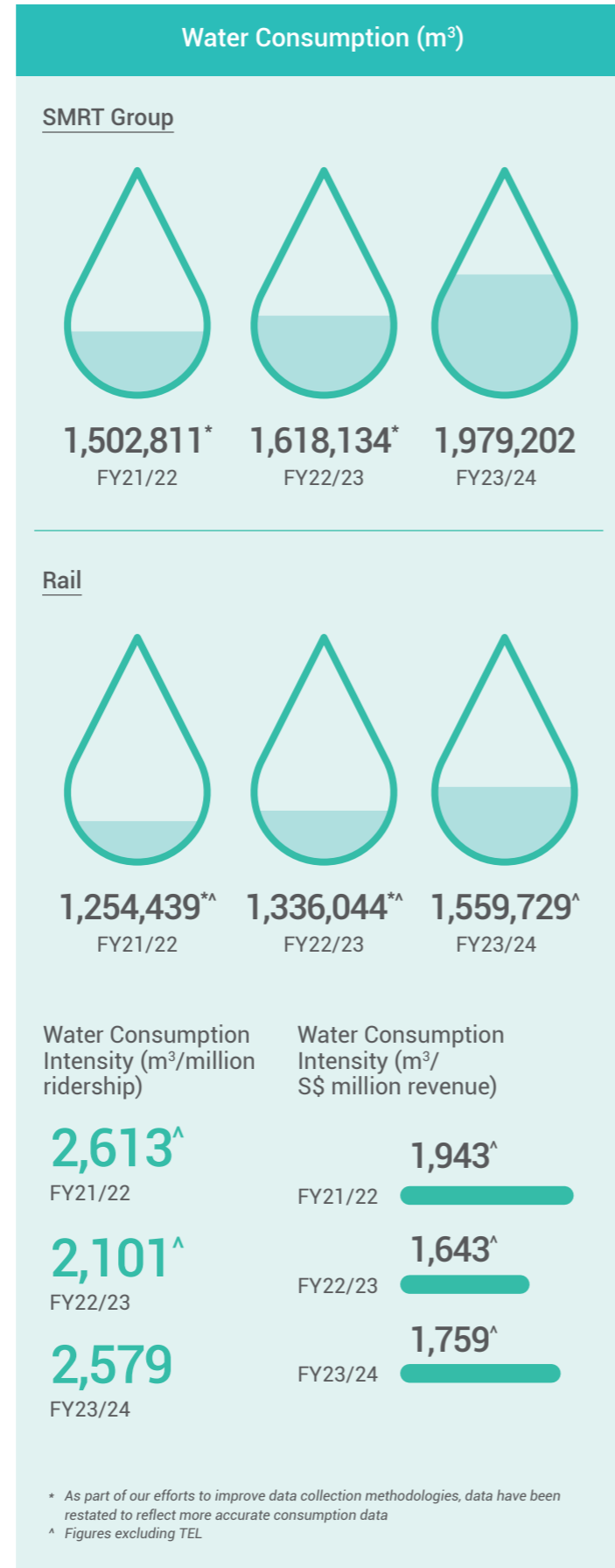
## How we managed this

### Water Efficiency

In 2023, we secured Water Efficient Building (WEB) certification for our TEL Stage 3 stations. We will continue to secure WEB certifications for the new TEL Stage 4 stations. By the end of 2025, taps in toilets in over 40 MRT stations will be replaced with more water-efficient fixtures. We are implementing monitoring devices to track abnormal water consumption; the initial trial will be conducted at three stations.

At SMRT's Bus Interchanges and depots, all toilets have been retrofitted with water-efficient fittings based on recommendations from PUB, our national water agency. Additionally, all SMRT Bus Interchanges and depots are WEB-certified. We will extend our WEB certification journey to all sites in the Jurong West Package. Our SMRT Bus depots currently use recycled water for bus washing, with plans to reuse recycled water through periodic water sampling tests. This initiative is expected to save around 340m<sup>3</sup> of water annually across our two depots.

Efforts to promote water conservation within STRIDES Premier are underway through a series of initiatives. Employees receive education on water conservation and practical strategies to reduce consumption in their daily tasks, reinforced through "learning moments" as timely reminders. Water-saving fixtures such as automatic shut-off faucets and low-flow toilets are being introduced to curb water consumption. These efforts aim to foster a culture of water consciousness and sustainable resource management.



# Waste Management

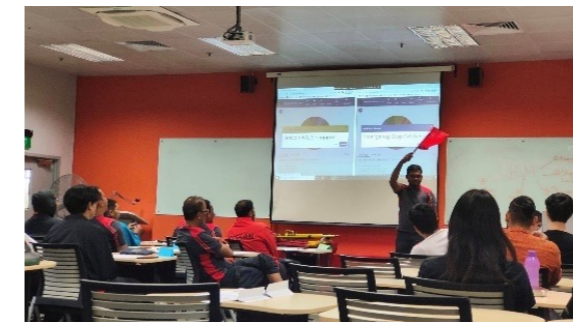
## Why this issue is material

Our business and network produce waste, ranging from paper and food scraps to used train components and automotive parts. Disposing of this waste irresponsibly could contribute to landfill burden and pose a threat to the ecosystem. Furthermore, overlooking waste reduction efforts depletes valuable resources that could be better utilised through recycling and reusing practices. We believe efforts should be directed towards implementing a comprehensive waste management strategy that prioritises source reduction through changes in work processes and optimises waste collection for recycling and proper end-of-life management.

## How we managed this

### Track Access Management System (TAMS)

TAMS helps to digitalise track access management process, which saves 375,000 sheets of A4 paper per year. It was first introduced on NSEWL, and we have started deploying it on CCL in 2023.



Onboarding session on Track Access Management Level 1

### Reuse and Recycling

With the renewal of NSEWL signalling system, the legacy Westinghouse FS2000 train-borne signalling spares and testing equipment became redundant. Instead of phasing them out, we managed to give them a new lease of life with Transport for London (TfL), which continues to operate the FS2000 signalling system on the Central Line and Bakerloo Line in London, United Kingdom. Since then, TfL has been using these spares for their operations and maintenance. This repurposing of legacy spares and equipment helped to avoid about 1,900 tonnes of GHG emissions. In addition, approximately 1,400 tonnes of metal waste were sold to our recycling partner in 2023.

## Supporting SG Clean Day 2023

About 400 SMRT employees, including our Group CEO and other senior management, along with our families and friends showed their support for SG Clean Day by volunteering to pick litter at the F1 Pit Building on 13 May 2023. SMRT is happy to be part of this meaningful event and also honoured to be presented with a certificate of appreciation from the Public Hygiene Council for our strong support of this event.



SG Clean Day 2023

## Buses

In our efforts to enhance sustainability within our bus operations, we partnered with Westcom Bio-Tech Pte. Ltd to reduce our food waste by up to 90% with a food waste biodigester. Instead of being thrown away, our leftover foods are now converted into compost, giving it a second life as fertiliser for the plants around the depot, or around the neighbourhood.



Food Waste Biodigester at Woodlands Depot

Additionally, we have expanded our digitalisation efforts in various areas. We have enhanced our bus captain mobile application to include more functions, such as the daily First Parade Task (FPT), allowing bus captains to report any faults during FPT promptly for immediate rectification by the maintenance team.

At the Bus Training Department (BTD), we also strive to go paper-less by utilising tablets and digital methods for classroom teaching. Instead of traditional handouts, bus captain trainees access digital materials on tablets or through computer-based e-learning platforms. All instructors are equipped with hybrid laptops for daily records and onsite assessment. These paperless methods not only reduce environmental impact and increase efficiency but also save costs associated with printing and copying. Additionally, they provide bus captains with valuable technology experience, essential in today's digital world.

We are actively implementing efficient waste management practices. Firstly, our adoption of the iWorkshop system is reducing paper waste by digitising workflows and minimising paper usage. Additionally, we have provided each employee with a reusable bag, thus reducing reliance on single-use items.

Collaborating with our engineering team, we are conducting reliability engineering studies to identify areas where component replacements can be minimised, thereby reducing waste generation. Furthermore, we have initiated a take-back program for used tyres, batteries, and automotive components, ensuring responsible disposal or recycling.

These collective efforts underscore our steadfast commitment to sustainable waste management practices throughout our operations.

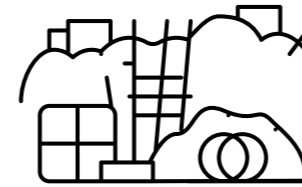


Used tyres are properly disposed of at the workshops through a Take-Back Programme which ensures responsible end-of-life management

### Waste Profiling Initiative

In an ongoing effort to improve waste management, SMRT is embarking on a waste profiling initiative. We have started to examine the waste journey within our facilities. This initiative, known as the Mixed Waste Off-site Normative Assessment (MONA) project, is to assess the waste streams and improve segregation of general waste destined for incineration and recycling.

### Waste Generated



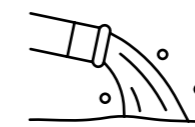
Non-Hazardous

Scrap Metal  
**1,386.9 tonnes**

Laptops/Desktops  
**1,000 units**

### Waste Directed to Disposal

Hazardous



Toxic Industrial Waste

Non-Hazardous

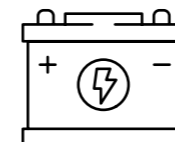


General Waste

### Waste Diverted from Disposal

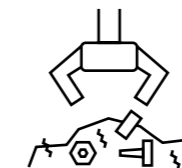
Recycle

Hazardous



Battery

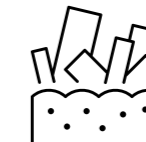
Non-Hazardous



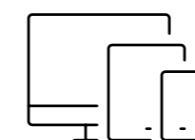
Scrap Metal

Other recovery operations

Non-Hazardous



Train-borne Signalling Spares and Testing Equipment



E-Waste  
(Laptop/Desktops, Hard Disks, Mobile Devices)



Recyclables  
(Glass, Metal, Paper, Plastic)



Tyres



**EMPOWERED  
EMPLOYEES IN A  
THRIVING WORKPLACE**

SMRT remains committed to empower our employees through safeguarding their health and safety and supporting their continuous growth. Our employees are core to our operations; their well-being and personal capacity reflect that of our entire business. Thus, we believe in investing in our employees by creating a diverse and inclusive environment where they can thrive and develop freely.

## Employee Health and Well-Being

### Why this issue is material

Employee health and well-being are fundamental to our sustainability strategy. A healthy and engaged workforce not only fosters innovation but also propels our business success. By investing in their well-being, we strengthen our talent pool and cultivate a positive work environment.

### How we manage this

#### Education

SMRT partnered MoneyOwl (MO), to provide knowledge on Financial Literacy and Integrated Shield Plans. MO also provided simple and relatable content to our employees which aligned with SMRT's goal for financial and physical well-being, including sufficient portable insurance coverage. More than 150 employees have attended the sessions.

#### Employee Assistance Programme

Our employees need to juggle multiple responsibilities and challenges in their lives, and this can affect their overall well-being. Thus, SMRT is dedicated to supporting them during challenging times, whether related to personal or work-related issues. Since February 2023, SMRT collaborated with an independent service provider, the Singapore Counselling Centre, to implement an Employee Assistance Programme to fulfill this commitment. This initiative offers face-to-face or virtual counselling sessions to employees seeking assistance. These sessions are conducted in the employee's preferred language and at their

convenience, aiming to provide a safe environment for resolution or emotional support from trained professionals.

#### Empowerment through Health Awareness

In partnership with Alliance Medinet, 25 Annual Health Screening & Flu Vaccination sessions were organised island-wide across 12 work locations between October and December 2023. There was an increase of 4% in turnout rate compared to 2022's exercise. Like 2022's exercise, complimentary basic health screening and flu vaccination were provided for all employees. In 2023, SMRT expanded the number of critical safety vocations for the enhanced health screening. Employees in these eligible vocations and above 50 years old are given additional tests like obstructive sleep apnoea. As employees are the foundation of our businesses, SMRT hopes to improve employees' health awareness and empower them to manage their chronic conditions in a timely manner.



Annual Health Screening and Flu Vaccination Session

Beyond these initiatives, we also improved the workplace with upgraded servicing workbenches, with adjustable heights, anti-fatigue mats, and improved lighting for comfort and productivity. A robot courier system in the workshop reduces walking distance for older workers and streamlines tool delivery. Furthermore, a "Managing a Respectful Workplace" workshop for senior management on 11 October 2023 equipped leaders to cultivate a positive and inclusive environment.

## Workforce Safety

### Why this issue is material

At SMRT, Safety is anchored in our Core Values of Respect, Integrity, Safety & Service, Excellence (RISE). We are committed to Safety as a top priority to ensure a safe, secure and healthy environment for our workforce and commuters. Our approach is centred on a Strong Safety Culture, where the Attitude, Behaviour and Commitment (ABC) of Safety drives the message, "Think Safety, Work Safely, Go Home Safe!"

### How we manage this

#### Strengthening Safety Partnership with SMRT's Contractors

At SMRT, contractors are an integral part of our workforce in ensuring a safe environment for all our stakeholders including commuters. SMRT organised the inaugural Annual SMRT Contractors' Safety Forum in July 2023. This annual event aims to bring industry leaders and contractor partners together to share best practices, address safety challenges, enhance safety standards on our premises and promote a strong work safety culture.

SMRT had also established the SMRT-Contractor Safety Community of Practice (COP). This COP comprises quarterly dialogues to engage on a wide range of topics, ranging from required safety standards, compliance and enforcement for high-risk work activities, safety training for contractor partners to policies and directives related to contractor safety. The annual safety forum serves as a platform to take stock and recognise the safety achievements of our contractor partners. In FY24/25, Safety Awards would be given to contractor partners to recognise good safety performance and initiatives.

Since 1 January 2024, SMRT had implemented enhanced procurement safety evaluation criteria for contractor partners providing technical/engineering services, including maintenance, repairs, overhauls, installations, replacements, and cleaning work whereby:

- a. All contractor partners must possess a bizSAFE Level 3 or higher certification issued by the Workplace Safety and Health Council, demonstrating their commitment to best safety practices,
- b. Contractor partners must not be listed on the Ministry of Manpower's (MOM) "Business Under Surveillance" List,
- c. Safety has always been a critical evaluation factor in all our procurement process. With effect from 1 January 2024, we have increased the weightage of safety evaluation factor as we

continue to emphasise on safety and encourage our contractors to place Safety as their top priority when working with SMRT.

#### Launch of Safety Culture 3.0

On 5th March 2024, SMRT launched Safety Culture 3.0 – a relentless journey towards Vision Zero Accidents @ SMRT, centring on enhancing safety ownership at all levels. The launch event was attended by SMRT staff as well as Chairman SMRT, Mr Seah Moon Ming, Chairman Board Safety, Security and Health Committee, Mr William Tan, Group CEO, Mr Ngien Hoon Ping along with other SMRT Board Members, guests from Ministry of Transport, Land Transport Authority (LTA) and NTWU.

The key focus of Safety Culture 3.0 as we strive towards a generative safety culture include:

- **Execution Excellence**  
Operationalising the Standards, Compliance and Enforcement Framework through the application of "Swiss Cheese Methodology", Gemba Walks, enhancing the "Situational Awareness" of the workforce and focusing on the "Second Last Man", which refers to "anyone directly involved in the work process to ensure the safety of colleagues carrying out the activities".
- **Sustainable Safety**  
Achieve a safety culture where everyone in SMRT, takes ownership of their personal safety and the safety of their colleagues & commuters.
- **Data & Technology**  
Continue to harness data and technology such as Artificial Intelligence, to develop purposeful leading indicators, safety performance analysis and provide insights to improve safety standards.

These 3 enablers form the bedrock of Safety Culture 3.0 towards a safer workplace and is aligned with the spirit of MySMRT, where every individual in the company exercises personal and collective responsibility and ownership towards Safety.



Launch of Safety Culture 3.0



### Occupational Health

To demonstrate that occupational health is equally important as Workplace Safety, Board Safety and Security Committee (BSSC) was renamed to Board Safety, Security and Health Committee (BSSHC). The BSSHC Charter was reviewed to include Occupational Health processes for BSSHC's oversight, guidance and monitoring, along with the formation of a dedicated Occupational Health and Well-Being Committee to demonstrate further commitment that occupational health is as important as workplace safety.

### SMRT Safety and Occupational Health on LinkedIn

Launched in October 2023, this platform highlights SMRT's efforts and dedication to Safety and Occupational Health by showcasing our Kaizen for Safety initiatives, best practices and milestones that contribute to a safer and healthier work environment for SMRT's diverse workforce.

### Accident-Free Day Initiative

SMRT has also introduced the Accident-Free Day initiative to shape greater ownership and drive better safety performance at operational unit levels.

### Commitment to WSH

The BSSHC and Senior Management had completed the Top Executive Workplace Safety and Health (WSH) Programme (TEWP), reinforcing their commitment on fulfilling their WSH duties and responsibilities. This initiative aligns with the recently introduced Code of Practice on Chief Executives' and Board of Directors' Workplace Safety and Health Duties.

### Professional Exchange

SMRT actively engages in professional safety exchanges with other overseas rail operators such as Prasarana Malaysia Berhad and local organisations including Workplace Safety and Health Council (WSHC), ST Engineering, and ExxonMobil. These exchanges facilitate the sharing and adoption of best safety practices.

### Enhancing Safety Investigation Quality

Safety investigation is a key component of SMRT's safety systems in identifying root causes of incidents and preventing recurrence. The company had implemented several measures to enhance its investigation capabilities. Board Director Mr Quek Gim Pew conducts quarterly coaching sessions to level up the competencies of our appointed investigators. SMRT collaborated with Rail Investigators from UK's Rail Accident Investigation Branch to conduct workshops and partnered with Singapore University of Social Science (SUSS) to provide specialised training on Human Factors in accident investigation. Additionally, SMRT offers an in-house safety investigation course to train newly appointed Safety Investigators.

### Our Performance: Work-Related Injuries

In FY23/24, SMRT achieved zero fatality and major injury amongst our workforce. Our workplace injury rate<sup>1</sup> of 626 per 100,000 workers is higher than FY22/23 mainly due to Slip, Trip, and Fall (STF) incidents. SMRT is committed to reducing STF thus reducing workers' injuries. Both Rail and Strides Holding had since launched STF prevention campaigns within their BUs, with awareness videos featuring their respective Presidents being shared on Workplace.

# Diversity and Non-discrimination

## Why this issue is material

Diversity and non-discrimination are paramount for SMRT, influencing workforce representation, talent acquisition, and retention. By embracing diversity in hiring and nurturing an inclusive workplace culture, SMRT not only attracts a wider talent pool but also ensures employees feel valued and respected, leading to higher levels of engagement and productivity.

## How we manage this

### Adopting non-discriminatory HR policies and embracing diversity

#### Embracing Fair-Employment Practices

At SMRT, we are committed to being an employer of choice by adhering to the Tripartite Guidelines on fair-employment practices. In 2023, we implemented four Tripartite Standards:

- ensuring fair and merit-based hiring practices,
- creating an age-friendly workplace,
- offering flexible work arrangements to support work-life balance, and
- enhancing term-contract employment practices.

We collaborated with SGEEnable to provide job opportunities for persons with disabilities (PwDs) and ensure an inclusive environment that supports our mature workers. Flexible options like telecommuting, staggered work hours, and part-time roles are available to meet diverse employee needs. In the coming year, we aim to adopt two more Tripartite Standards to further promote inclusivity and support our employees' work-life integration.

#### National Accreditation

In 2023, SMRT achieved the Enabling Mark (Silver) accreditation from SG Enable, recognising our commitment to disability-inclusive employment practices. We ensure accessibility in our physical workplaces and leverage technology to support the integration of PwDs into our teams. Additionally, we provide equal opportunities for learning and development.



Enabling Mark (Silver) Award

### Celebrating Diversity

To demonstrate our commitment, SMRT participated in the 2023 Purple Parade to raise awareness and celebrate the abilities of Singapore's diverse society. Over 4,300 frontliners wore collar pins from 19 October to 30 November 2023, showing solidarity with the cause. Additionally, a 250-member contingent from various business units marched alongside partners from APSN on 4 November 2023. As part of our inclusivity efforts, SMRT launched The Purple Parade Concept Train, featuring 21 Faces of PwDs on the Circle Line MRT and Bras Basah station platform screen doors from 14 March to 21 April 2024. This campaign extended to buses on SMRT's route 960 from 25 April to 5 June 2024, aiming to foster relatability and create an inclusive environment through accessible public transportation.



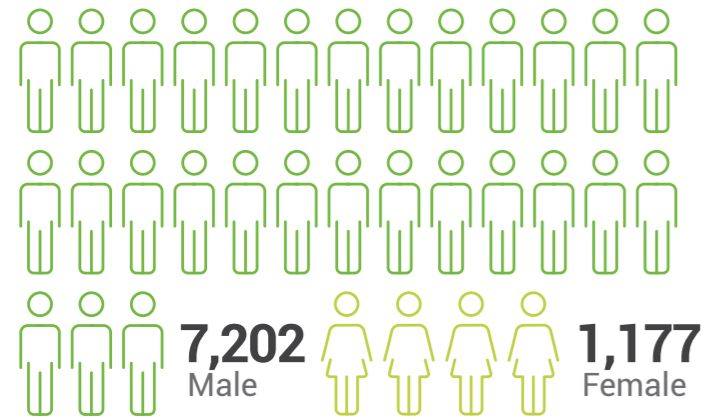
SMRT at the 2023 Purple Parade

<sup>1</sup> Based on workplace injuries with any instances of light duties or medical leave issued

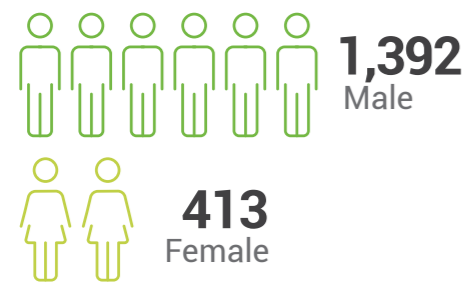
# Employee Data

## Employee Headcount\*

### Permanent



### Contract



Full-time **8,469** **1,324**

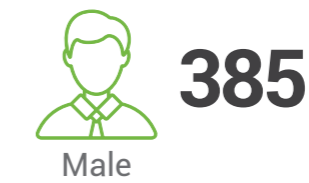
Part-time **125** **266**

New employee hires and employee turnover	No. of new hires	Rate of new hires	No. of voluntary turnovers	No. of non-voluntary turnovers	Total no. of turnovers	Rate of turnover
<b>Gender</b>						
Male	1,232	12.1%	618	250	868	10.1%
Female	301	3.0%	152	32	184	11.6%
<b>Age Group</b>						
<30	660	6.5%	169	48	217	12.8%
30-50	732	7.2%	430	104	534	10.2%
>50	141	1.4%	171	130	301	9.2%

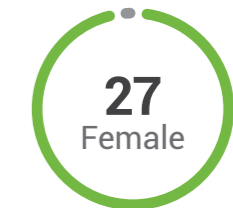
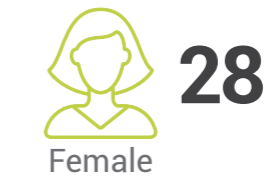
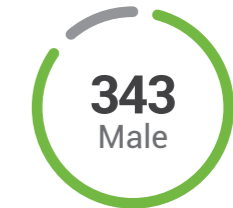
Diversity of governance bodies and employees	Senior Management	Executives	Non-executives	Overall Workforce
<b>Gender</b>				
Male	145	1,094	7,355	8,594
Female	30	441	1,119	1,590
<b>Age Group</b>				
<30	0	272	1,424	1,696
30-50	89	955	4,175	5,219
>50	86	308	2,875	3,269

## Parental leave

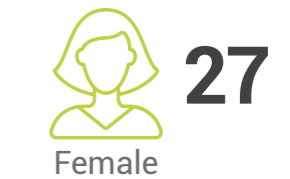
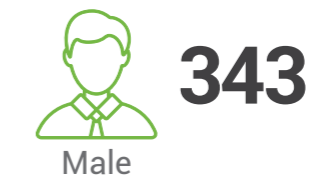
Total number of employees entitled to parental leave



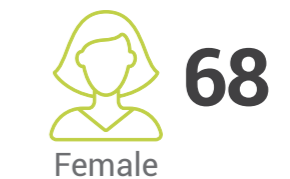
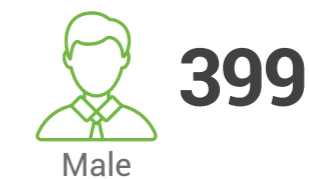
Total number of employees that took parental leave



Total number of employees that returned to work in the reporting period after parental leave ended



Total number of employees returning from parental leave in the prior reporting period



Return to work rate of employees who took parental leave



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

# Development of Workforce

## Why this issue is material

At SMRT, our people are our greatest asset. Through ongoing training and skills development, we empower them to excel not only in their current roles, but also contribute to the company's long-term goals. This continuous learning fosters innovation, improves efficiency, and enhances our ability to respond to industry shifts and technological advancements. A highly skilled workforce is crucial not only for our own success but also for enhancing our competitiveness and sustainability in evolving landscape.

## How we manage this

### Leadership Development

SMRT continues to focus on nurturing future leaders aligned with our core values and competencies. Over the past year, nearly 1,000 employees have benefited from these programmes, with emphasis on effective coaching, engagement in constructive dialogues and generative conversations, honing emotional intelligence and cultivating an atmosphere of psychological safety in the workplace. These competencies empower leaders to cultivate a productive, innovative, and rewarding workplace environment for their teams.

### Continuous Learning and Development

We have launched an annual week-long event "Lifelong Learning For Effectiveness" to encourage all employees to embrace lifelong learning. Invited speakers and partners from various learning institutions and skills training and course providers shared relevant, current topics to build upon our employees' knowledge and skills.

Simultaneously, we actively support employees pursuing higher qualifications through our Learning through Educational Advancement Programme (LEAP). This includes sponsoring selected permanent full-time employees showing strong performance to pursue

diplomas and degrees locally and abroad. Additionally, we collaborate with Institutes of Higher Learning like the Singapore Institute of Technology (SIT), Singapore Polytechnic (SP), and Nanyang Polytechnic (NYP) to provide rail-related upskilling programs. The increased number of LEAP awardees, almost doubling from the previous year, underscores our commitment to continuous employee development.

### Refine and Upgrade our Training Curriculum

SMRT Institute aligns skills and competencies with the SkillsFuture Framework (SFw) from SkillsFuture Singapore (SSG), standardising competency levels for different job roles and conducting detailed training needs analysis.

Striving for a more positive, engaging, and seamless experience, we have reduced the onboarding courseware from 8 to 5 courses, providing a relevant and adequate curriculum while avoiding the overloading of the new hires' onboarding programme. The remaining courses have been integrated into their ongoing e-learning (self-directed) to enhance efficiency.

We continually review and update our course programmes. For example: RMSV (Role Modelling the Service Vision) and IOSE (Implementing Operation for Service Excellence) aimed to enhance our commitment to service excellence. Additionally, we have introduced a new accredited course, "WSQ Respond to Service Challenges," aimed at non-executives, complementing IOSE.

We implemented Audit Methodology and appointed internal auditors to maintain consistent performance standards, continuously refining and upgrading our training curriculum and standardising training for Rail Maintenance Group. The department "Joint READ!", which operates independently, and is tasked with conducting quality audits.

Quality assurance includes standardised training for Workplace Trainers, which incorporates the SIT National Centre of Excellence for Workplace Learning (NACE) course, ensuring high-quality and uniform training delivery. Recognising prior learning in relevant courses further enhances trainer quality.

### Upgrading Workforce Skills

SMRT Buses' training programme adheres to industry standards, including the SFw for Public Transport under the Industry Transformation Map. Our Bus Technical Officers and Engineers hold certifications from the Bus Technical Specialist Certification Centre (BTSCC). We are progressing with the National EV (Electric Vehicles) Specialist Safety (NESS) Certification for EV readiness. Collaborating with the Authority and OEMs like Yutong, BYD, Volvo, and Linker, we are designing new training programmes to educate the next generation of Electric Bus (EB) specialists in maintenance, diagnosis, and repairs. This initiative aims to establish industry standards for public bus transport.

### Recognition for our Trainers

SMRT Institute has implemented a Trainers Qualification framework and recognition scheme to recognise nominated trainers with Letters of Award, Trainer ID Tags, etc., demonstrating our commitment to valuing and appreciating their significant contributions.

### Collaboration with Institutes of Higher Learning (IHLs)

We have collaborated with IHLs to pioneer a new internship structure (e.g. 1-year internship framework started in 2023) aimed at providing deeper and more meaningful work exposure for students. Through these partnerships, we aim to create more opportunities to engage young Singaporeans, exposing them to the importance and purpose of a career in the Public Transport industry. This will highlight its positive impact to millions of commuters every day.

SMRT also launched the Internship Conversion Programme to recognise high-performing interns and their contributions. This programme offers them an opportunity for a full-time position and converts their internship length of service into full-time service, acknowledging their valuable contributions to SMRT.

Working closely with ITE College West, we have developed a Rail Engineering Hub (e.g. donating decommissioned train equipment) to enhance students' understanding, correlation, and hands-on working experience. This initiative equips them with the necessary skill sets and knowledge to excel in future roles with us.

As an extension of the support, we also supported ITE's Work Study Programme in 2023 to help younger Singaporeans attain their educational aspirations.



We nurture a highly skilled workforce through ongoing training and development



# BEDOK

The name Bedok has been in existence since the 15th century. The town's name is most likely derived from the Malay word 'Beduk', a wooden drum formerly used to signal the start of prayer times in the mosque.

BEDOK TOWN SQUARE

**ENGAGED  
COMMUNITIES IN A  
VIBRANT CITY**

# Customer Service and Satisfaction

## Why this issue is material

Positive experiences across all our services contribute to public trust and community well-being. Satisfied customers – whether commuters, passengers, or users of our other services – become loyal advocates and partners in our sustainability journey. When commuters enjoy reliable, punctual, clean, and comfortable journeys with courteous employees, they are more likely to choose public transport, reducing congestion and environmental impact. These positive experiences foster trust and loyalty, making SMRT a valued partner in the community.



## How we manage this

### Customer Satisfaction Survey Results

The Public Transport Customer Satisfaction Survey (PTCSS) is conducted annually by the Public Transport Council to understand commuters' expectations and needs. The 2023 survey showed that we have consistently maintained high satisfaction levels. For Mass Rapid Transit (MRT) services, the overall mean satisfaction score remained consistent with the previous year at 8.0 out of 10. For bus services, the overall mean satisfaction score was also consistent with previous year at 7.7 out of 10. Service attributes that are most important to both train and bus commuters are Reliability, Waiting and Travel Time.

### Promoting Safe and Gracious Commuting

#### Roadshows

To promote safe and gracious commuting, a series of roadshows and talks were organised throughout the year for commuters and the community, with the focus on the elderly. Go-To SMRT roadshows were organised at MRT stations and community centres,

and Commuter Safety Engagement sessions were organised at bus interchanges. More than 6,000 commuters were educated through these events on topics such as safe commuting on trains and buses, and escalator safety.

#### Go-To SMRT/WeCare rooms

We have continued to expand our Go-To SMRT initiative at the TEL Stage 3 stations. All 11 TEL 3 stations were listed by the Agency for Integrated Care (AIC) as Dementia Go-To Points (GTP). Our frontline employee service training was also completed with WeCare rooms fully set up.

#### SMRT Learning Journey Programme and Adopt-A-Station/Bus Interchange

As part of the SMRT Learning Journey Programme and Adopt-A-Station/Bus Interchange (AAS/AAI) Programme, students from participating schools get to learn about safe and gracious commuting behaviour as well as receive experiential training to be Student Service Ambassadors to assist commuters.



AAS Student Service Ambassadors from CHIJ Secondary (Toa Payoh) at Braddell MRT station

#### Public Transport Workers' Appreciation Day and Caring Commuter Week

The annual Public Transport Workers' Appreciation (PTWA) Day and Caring Commuter Week took place at One Punggol in November 2023.



PTWA Day 2023

At the event, SMRT engaged over 1,200 members of the public to raise awareness of our safety and inclusivity features as well as show support by using the hashtag #GoToSMRT on their social media platforms to raise awareness about SMRT's services. Partners such as APSN Katong and MINDS Towner Gardens schools presented artwork created by their students to express appreciation for our transport workers.

#### Appreciation by Grassroots and Community

As part of the Public Transport Workers' Appreciation (PTWA) initiative, Minister Chan Chun Sing and Minister Ong Ye Kung visited Commonwealth and Sembawang MRT stations, respectively, to acknowledge the contributions of our frontline colleagues. They also attended the two Go-To SMRT roadshows organised at these stations. Close to 900 commuters were engaged at these roadshows, promoting safe and gracious commuting behaviour.

At three of our bus interchanges, commuters wrote 450 appreciative notes to frontline employees. Additionally, kids-sized bus captain and service ambassador uniforms were provided for young commuters to wear during photo sessions, fostering a sense of appreciation and connection with our frontline teams.



Mr Ong Ye Kung, Minister of Health and Adviser for Sembawang GRC, recognising frontline employees

#### Caring Commuter Campaign

In support of the Caring Commuter Campaign led by the Public Transport Council (PTC), we organised several activities for the community, which included the Caring Commuter Champions Workshops that had 500 participants learning how to show care to fellow commuters.

SMRT also partnered with the Caring SG Commuters Committee, PTC and South West CDC to launch the inaugural CARE Ride @South West event in the train network in November 2023 which aimed to foster intergenerational bonds and encourage independent travel among the elderly. There were 100 participants including the elderly from the Hillgrove precinct and students from Lianhua Primary School.

We also had students from Swiss Cottage Secondary School who gave out heart-shaped cards with messages to commuters to encourage them to be gracious and caring. Senior Parliamentary Secretary Baey Yam Keng joined the students and SMRT employees in our outreach efforts at Woodlands (NSL and TEL) stations in January 2024.



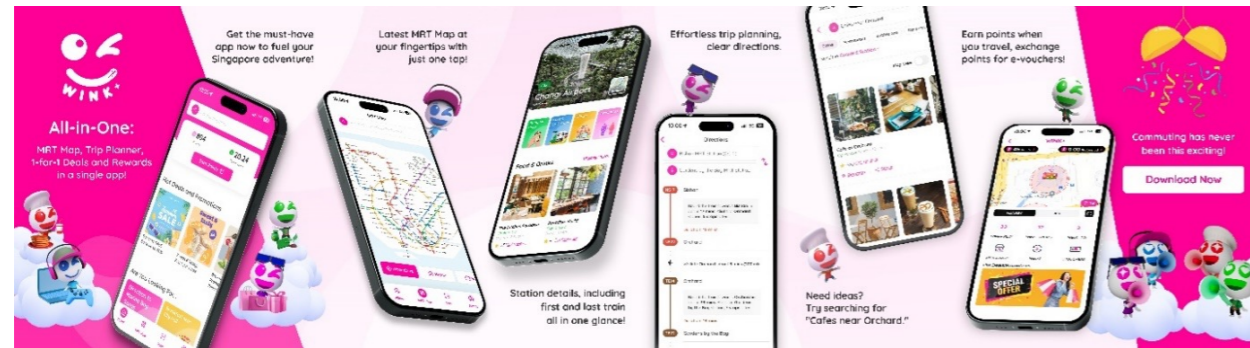
Volunteer Session with Swiss Cottage Secondary School

#### Partnership with the Singapore Kindness Movement

In partnership with the Singapore Kindness Movement, we promoted the appreciation of our frontline employees during Kindness Month in May 2023. We launched the "Catch an Act of Kindness" campaign, encouraging commuters to post a photo and caption of appreciation on their social media accounts whenever they witnessed or received an act of kindness from our employees.

## Enhancing Commuters' Lifestyles: WINK+ app

WINK+ is Stellar Ace's innovative engagement platform designed to enhance the commuting experience on the SMRT network. Through WINK+, users can earn points by traveling on the SMRT network, scanning WINK+ QR codes, and engaging in various WINK+ activities. These points, referred to as WINKs, can be redeemed for direct cash discounts at participating merchants' offline and online.



WINK+ app key features

### Key Features and Engagement Activities:

- QR Code Scanning: Users can scan WINK+ QR codes available in-train, on advertisement panels, and on buses to earn points.
- In-App Activities: The app offers engaging activities such as places to explore, things to do and games, via the station pages and WINK+ Play to keep users engaged while commuting.
- Geotagged Virtual Gates: Users can locate and travel to geotagged virtual gates displayed on the WINK+ App map to earn additional points.
- Travel Card Integration: By linking their CAN ID in the app, users can accumulate points under WINK+ Go every time they tap in or out of the SMRT network.
- Intelligent Search and Insights: The app provides intelligent search functionalities and commuter insights, for example locating popular food outlets and restaurants.

### Sustainable Mobility Redefined

The WINK+ app contributes significantly to sustainability in commuting by encouraging the use of public transportation, thereby reducing the carbon footprint. By enhancing the commuting experience and offering attractive rewards, WINK+ promotes a greener lifestyle among users.

WINK+ enhances the commuting experience by providing users with a range of engaging activities and valuable rewards. By incorporating intelligent search and useful content insights, the app enriches the daily transit journey, making it more than just traveling from point to point. This not only enhances the lifestyle of our commuters but also plays a part in promoting the use of public transport.

## Public Health and Safety

### Why this issue is material

Creating a safe and healthy commuting environment is not only an ethical responsibility but also essential for the overall success of SMRT. We endeavour to deliver public transport that is safe, reliable and commuter-centred. By prioritising public health and safety, SMRT contributes to the overall stability and efficiency of the transportation network.

### How we manage this

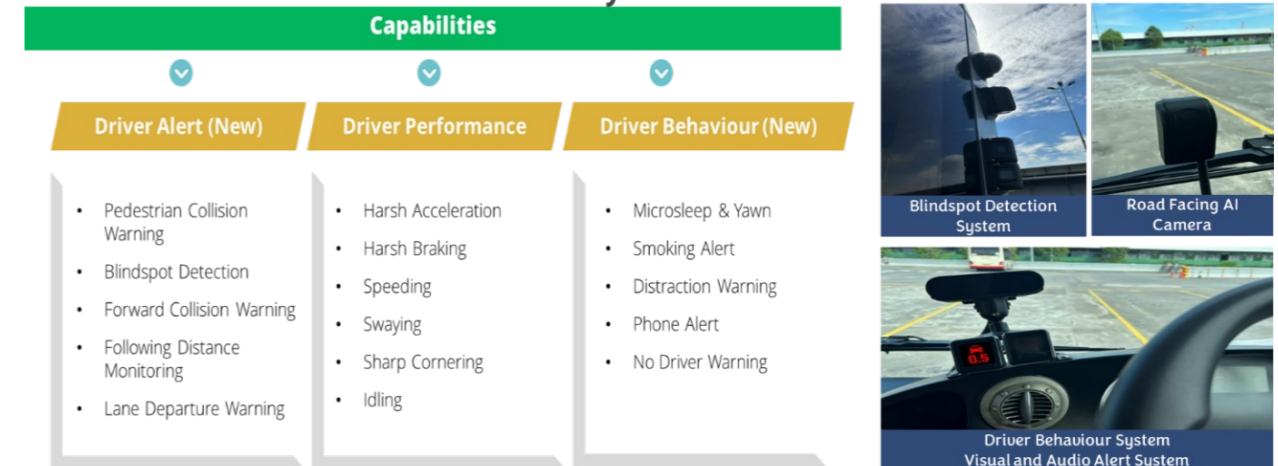
#### SMRT Buses: Enhanced Bus Telematics System

SMRT Buses has upgraded its telematics system across the entire bus fleet to provide bus captains with enhanced situational awareness of their operating environment through sensors and video analytics. A

key feature of the upgraded system is the Driver Alert System, which includes the installation of an Advanced Driver Assistance System (ADAS). The ADAS will assist bus captains in promptly identifying hazardous road scenarios, enabling timely intervention and action.

The Driver Behaviour System also integrates an Anti-Fatigue System (AFS) with a driver-facing artificial intelligence (AI) camera. This camera captures the facial expressions of the bus captain to identify signs of fatigue, such as microsleep and yawning, which then prompt visual and audio alerts. Furthermore, occurrences of fatigue are documented at the Operations Control Centre, prompting checks on the driver's condition before resuming duties. This systematic approach aims to reduce the risk of accidents arising from the bus captain's inability to maintain focus on the road.

### SMRT Buses' New Telematics System



SMRT Buses' Enhanced Telematics System

### SMRT Trains: Commuter Safety Education

Commuter safety education videos were created to enlighten commuters on the hazards of track intrusion in Bukit Panjang LRT (BPLRT) stations and to reinforce the importance of staying clear of the tracks. These videos were aired on all digital screens across BPLRT stations, disseminated via social media channels, and distributed to local schools to encourage safe conduct around railway tracks.



Commuter Safety Education

### Escalator Safety Initiatives

Various measures were implemented to enhance escalator safety for commuters. These included upgraded signage, service ambassadors with placards, educational videos on Rail Travel Information System (RATIS) displays and at roadshows and HDB residential lift lobbies, stickers on escalator side panels, fixed standees at Changi Airport (CGA) MRT station, and discussions with the Building and Construction Authority (BCA) regarding a national campaign promoting standing on both sides of escalators. Additionally, 17 roadshows were planned for FY24/25 at MRT stations and community centres to raise awareness about escalator safety.



Escalator Posters and Stickers at Clementi MRT station



Escalator Safety at our MRT stations



Safety Roadshows

### Ensuring Operational Safety at SMRT

Operational Safety Audits are regularly conducted on SMRT's operations and maintenance activities to validate compliance with safety standards established in respective business units' operating documents. The audits include voice procedures on Restricted Manual train movements, onboard bus audit on bus captain driving behaviour as well as high-risk maintenance activities involving work-at-height, lifting and hot works. Instances of safety non-compliance are immediately followed up to ensure that the gaps are addressed through education and re-training to the correct standards required.

### Security

Integrated Visitor Management System (iVMS) automates the visitor management process, allowing visitors to self-register using their government-issued ID card, such as the NRIC, and then authenticate themselves through facial recognition. This process enhances the access control management to the depot, thereby reducing the risk of unauthorised entry and potential security breaches. The iVMS system also automates and digitises all visitor records, which can be used for auditing purposes and to track the movement of individuals and vehicles into the depots.

iSecurity Proof-of-Value (POV) aims to enhance the existing concept of operations for transit security through the use of Video Analytics with Artificial Intelligence to trigger a response from a roving Transit Security Officer (TSO) within each station. The POV includes various types of security and safety scenarios that will typically be checked by a station TSO, such as a suspicious character with bulky clothing and covered facial features, persons carrying offensive weapons or oversized items, unattended bags, unsecured doors and persons scaling over half-height Platform Screen Door (PSD). The project aims to provide pervasive stare to enhance security detection, while reducing reliance on static TSO deployment at faregates. The POV will be assessed through objective means such as red teaming exercises and technical assessments.

### Supporting Crime Prevention with Community Partnership

This initiative was a partnership between Woodlands Police Division, LTA, SMRT, and the schools within the community. Talented students designed crime prevention decals which are then printed to large size and placed on our train viaduct columns at areas with high traffic.



Students Designed Crime Prevention Decals



Community Partnership Award from SPF

# Local Communities

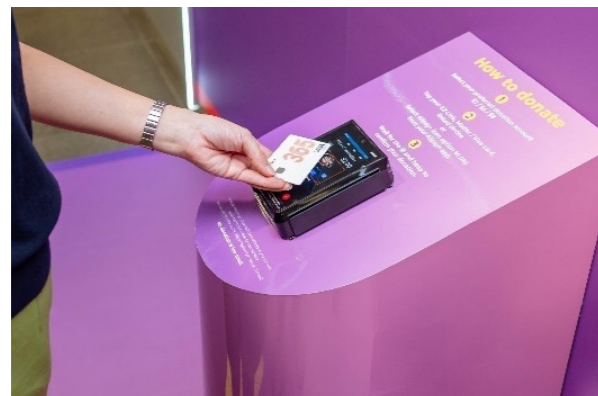
## Why this issue is material

Understanding and addressing local community needs is crucial for SMRT's social sustainability strategy. The residents are our primary customer base, and their needs inform the development of efficient and tailored services. Furthermore, collaboration with local authorities and residents on infrastructure projects ensures minimal disruption and alignment with community needs. This focus on local communities ultimately supports our vision of "Moving People, Enhancing Lifestyles" by fostering a thriving and inclusive environment for all.

## How we manage this

### Tap for Hope under the President's Challenge, supported by National Council of Social Service

SMRT launched Tap for Hope on 11 December 2023 at the Bayfront MRT station. Ms Sun Xueling, Minister of State for Home Affairs and Social and Family Development, attended the event as the Guest-of-Honour. Tap for Hope 2023 was SMRT's annual fundraising event in its third year. Commuters tapped at donation stands set up at 10 SMRT venues: Bayfront, HarbourFront, Paya Lebar, Serangoon, Bugis, Tanjong Pagar, Toa Payoh and Raffles Place MRT stations, and at Choa Chu Kang bus interchange and the Woodlands Integrated Transport Hub. The fundraising campaign ran from 11 December 2023 to 31 January 2024. Themed Caring for Caregivers, President's Challenge 2023 highlighted the important role caregivers play in Singapore's healthcare and social support systems.



Tap for Hope at MRT station



SMRT receiving token of appreciation from President Tharman Shanmugaratnam for our Tap For Hope

### Community Chest SHARE Programme

Employees contribute monthly donations to SHARE, Community Chest's giving programme. Donations go towards helping children with special needs, at-risk youths, adults with disabilities, families in difficult circumstances, the elderly and those with mental health issues.

### Community Chest Fu Dai 2024

SMRT demonstrates its steadfast commitment to making a positive impact on the lives of others. 30 volunteers, together with our taxi partners STRIDES Premier, took part in this festive event, seventh year running. 8,000 prosperity bags were packed and delivered.



Community Chest Fu Dai 2024

### Monthly Volunteering Activities with Various Social Service Agencies

Employees volunteered and served our community through activities such as monthly ration distribution initiative, quarterly house paintings for AWWA beneficiaries and monthly befriending, food serving activities at Geylang East Home for the Aged (GEHA).

### Donations and Sponsorships

Our CSR focuses on three pillars: Enabling Mobility, Empowering Through Arts and Education, Encouraging Environmental Sustainability. SMRT contributed more than S\$2 million in cash and in-kind sponsorship to various causes that align with our CSR pillars.



SMRT's Gift of Mobility provides transportation support to various charities for their events

### Gift of Mobility

Gift of Mobility (GOM) provides transportation support to various charities for their events. Through GOM, SMRT supported Blossom Seeds with a wheelchair-accessible van for their beneficiaries and volunteers to attend their annual charity lunch.

### Migrant Workers Photography Exhibition in Collaboration with Holdinghands Studio, a Social Enterprise

As part of placemaking, SMRT stations and interchanges provided quality public spaces that can support societal causes beyond transportation. 22 carefully curated photographs depicting the country's landmarks, sceneries and daily activities were featured in a six-week long exhibition titled "Singapore: Through the Lens of Our Migrant Workers" at Bayfront MRT station on the Circle Line from 17 July to 23 August 2023. The photos were also displayed in trains and at stations on the North-South, East-West and Circle Lines.



Singapore: Through the Lens of Our Migrant Workers photography exhibition at Bayfront MRT station

### NLB Nodes

A collaboration with National Library Board (NLB) to bring the library experience beyond its premises, and to make learning and discovery accessible in everyday spaces. The initiative is aligned with SMRT's CSR pillar to Empower Through Arts and Education and tapped on SMRT's wide reach in public transport hubs and stations. It was launched on 12 September 2023 at the Woodlands Integrated Transport Hub by Senior Parliamentary Secretary for Transport Baey Yam Keng.

The Nodes were rolled out at Woodlands MRT station, bus interchange of the Woodlands Integrated Transport Hub, Bishan, Orchard and Tiong Bahru MRT stations, as well as the Bukit Panjang Integrated Transport Hub and Choa Chu Kang bus interchange. From September 2023 to March 2024, these Nodes provided members of the public with quick and convenient access to a selection of eMagazine titles, NLB YouTube videos, and eBooks by scanning the QR codes at these Nodes.



Nodes rolled out at MRT stations, bus interchanges, and Integrated Transport Hubs



### Supporting Key National Initiatives

SMRT supported key national events such as National Day Parade by providing media space sponsorship, playing National Day themed songs at our stations.

### Festive Celebrations

Commuters look forward to the annual activities organised at various MRT/LRT stations and bus interchanges to celebrate five major festivals (Hari Raya Puasa, National Day, Deepavali, Christmas and Chinese New Year) in Singapore. This includes the playing of festive music in all our MRT/LRT stations and bus interchanges during the respective seasons to spread the festive cheer.

We also brought the magic of Chingay to commuters with two Chingay themed trains. At three stations along the Circle Line, commuters also had the opportunity to take photos with the Chingay performers.



Hari Raya Puasa 2023



Christmas 2023



National Day 2023



Chingay 2024

### School Engagements

As part of our continued outreach to schools, we collaborate with schools from kindergarten level to Institutes of Higher Learning to share about the public transport industry and bring them on learning journeys at the bus interchanges, MRT stations and train depots through the SMRT Learning Journey Programme. We also inculcate safe and gracious commuting behaviour amongst young commuters through the SMRT Adopt-A-Station/Bus Interchange Programme where we organise school assembly talks, classroom training and experiential learning at the MRT stations and bus interchanges. Students also get the opportunity to put up dance or music performances in our transport network as part of community involvement.

Inaugural storytelling sessions for children were started in May 2023 in collaboration with the National Heritage Board. Members of public and students from

kindergartens/childcare centres participated in ten sessions organised at Staytion at Stellar@TE2 and at MRT stations with the storytelling theme on train travel, and safe and gracious commuting.



Storytelling session with kindergarten children at Toa Payoh MRT station

### Engaging Grassroots and communities

We also support groups such as Heartware Network and SG Her Empowerment (SHE) to empower their members by organising learning visits and soft skills training.

SMRT supported Blossom Seeds, a Senior Citizens' Care Service, in its Flag Day launch at Woodlands (NSL) station in November 2023. The event aimed to create awareness for its Medical Escort and Transport (MET) Service and raise funds for the operations. Senior Minister of State Zaqy Mohamad was the Guest-of-Honour at the event.

### Project Kopi

"Project Kopi" was an initiative organised by Grassroots Advisor Henry Kwek and the Kebun Bahru Community Club to reach out to the public. Mr Kwek together with grassroots members and SMRT employees distributed 150 cups of coffee to commuters at the Mayflower MRT station on 25 September 2023.



Grassroots Advisor Henry Kwek brings a cup of coffee to commuters and SMRT staff at Mayflower MRT station

### Sembawang West Youth Festival

In support of the Sembawang grassroots organisations, SMRT Buses participated in the Sembawang West Youth Festival at Woodlands Galaxy Community Club. It promoted Go-To SMRT, safety and inclusive features at its bus interchanges. Grassroots Advisor Poh Li San reiterated the importance of commuting safely with the Sembawang residents at the event.

### Cheng San – Seletar Community Awards

In appreciation of SMRT's strong support as a community partner, SMRT was presented with a Community Award by Ms Nadia Ahmad Samdin (Advisor for AMK-GRC GROs) at the Cheng San – Seletar Long Service and Community Awards on 9 December 2023.

### Comic Connect

Since the launch of Comic Connect in June 2022, 26 Comic Connect murals have been installed at selected MRT stations and Woodlands Integrated Transport Hub (WITH) as at end March 2024. Comic Connect is a collaboration with members of the local art community to install heritage-themed art murals in public transport nodes to preserve local heritage and cultural identity.



Mr Zaqy Mohamad, Senior Minister of State, Ministry of Defence & Ministry of Manpower, Deputy Leader of the House, at the unveiling of SMRT's 21st Comic Connect at Woodlands Integrated Transport Hub

Beyond the Comic Connect initiative, we also partnered with several organisations on art outreach at our train stations such as the following:

- **Photo Mural Community Event at Maxwell**
  - A photo mural with about 30 photos depicting the rapid development and transformation of Chinatown was launched at Maxwell station by Minister Josephine Teo. The photos were contributed by Mr Lee Wong and Mr Quek Tiong Swee of the pioneer generation. The event was organised in partnership with the Kreta Ayer Residents' Committee, Fairfield Methodist Church and Yong-en Care Centre.



Mr Ngien Hoon Ping, Group Chief Executive Officer, SMRT Corporation Ltd, presenting a memento to Mr Lee Wong, one of the photographers from the Pioneer Generation

**Singapore on Canvas**

- In partnership with the Tanjong Pagar Community Club and Tanjong Pagar-Tiong Bahru Grassroots Organisations, a wall mural of Singapore's longest hand-drawn historical art titled, "Singapore on Canvas" was unveiled at Tanjong Pagar MRT station by Minister Indraneel Rajah.



Ms Indraneel Rajah, Minister, Prime Minister's Office, Second Minister for Finance and Second Minister for National Development, at the unveiling of "Singapore on Canvas" at Tanjong Pagar station

**Caring for Our Community! Roadshow @ Yio Chu Kang station**

- The roadshow held on 9 July 2023 at Yio Chu Kang MRT station in partnership with Cheng San-Seletar Grassroots Organisations featured 21 mural paintings by students from APSN Chaoyang School and local artist, Mr CamyZuly. Adviser to Ang Mo Kio GRC GROs, Senior Minister Mr Lee Hsien Loong and Grassroots Adviser, Ms Nadia Ahmad Samdin graced the occasion as Guests-of-Honour.



Senior Minister (the then Prime Minister), Mr Lee Hsien Loong and Grassroots Adviser, Ms Nadia joined the community in celebrating creativity and diversity

**Singtel Art Exhibition – Expressions Through Art**

- The first collaboration with Singtel to promote artwork from Special Education (SPED) schools using media spaces at our train stations and in two themed trains on the NSEWL and CCL network.



The Guest-of-Honour Ms Jane Ittogi with invited guests from SPED schools (Photo credit: Singtel)

**Music in Community**

We unveiled specially commissioned pianos that are open to the public at Bayfront, Tanjong Pagar, Orchard and HarbourFront MRT stations to enhance vibrancy within the stations and enrich commuters' overall experience on its network. This is a platform for commuters to showcase their musical talents.



Mrs Josephine Teo, Minister for Digital Development and Information, Second Minister for Home Affairs and Adviser to Jalan Besar GRC GROs (Kreta Ayer-Kim Seng) at the launch of the Community Piano at Bayfront station

SMRT Trains and the National Arts Council (NAC) signed a three-year Memorandum of Understanding (MOU) in August 2023 to enliven commuting spaces through music, poetry and busking. With this partnership, the launch of a year-long 'I Play SG Music' campaign led by Hear65, a national music movement by NAC and produced by music media company, Bandwagon, brought local music to our MRT, LRT stations and bus interchanges for the first time. We have also brought in licensed buskers, who are PwDs, to perform in our stations with the first busking session in August 2023.



MOU signed between SMRT Trains and NAC (Photo credit: Courtesy of Bandwagon)

# Accessibility and Inclusion

## Why this issue is material

By ensuring that our services are accessible to all, we promote social equity and inclusivity, empowering everyone, regardless of ability, to fully participate in society. This is particularly crucial for elderly individuals, people with disabilities, and families with young children. By prioritising accessibility, we can potentially broaden our customer base, increase ridership, and create a more efficient transport system. Moreover, this commitment demonstrates our sensitivity to the diverse needs of our community, fostering trust and stronger relationships with the public. Through this, SMRT transcends merely moving people; we connect them to opportunities and experiences, thereby contributing to a more resilient and vibrant community for all.

## How we manage this

### Signing of MOU with AIC

A Memorandum of Understanding (MoU) was signed by SMRT and the Agency for Integrated Care (AIC) on 6 January 2024 to deepen commitment for dementia-friendly initiatives in the SMRT network which started since 2017. SMRT's bus interchanges and train stations were the first public transport facilities in Singapore to be listed as Dementia Go-To Points (GTPs) in 2019 and 2021 respectively.



SMRT-AIC MOU with Guest-of-Honour President Tharman Shanmugaratnam

## The Purple Parade

SMRT led a 250-strong contingent comprising SMRT management and employees with our partner, APSN and its beneficiaries, in The Purple Parade event held on 4 November 2023.



The Purple Parade 2023

## The Friends of Community Care Award

The Friends of Community Care Award was presented to SMRT at the Community Care Workplan Seminar organised by AIC in June 2023. Nominated by the AIC, Asian Women's Welfare Association (AWWA), Dementia Singapore and other Community Care organisations, this award recognised SMRT's efforts in "Doing Right, Doing Good and Doing Well", and in embracing the Kaizen spirit.

## New Train and Station Chimes

New train and station chimes were progressively rolled out across all trains and at over 70 stations along NSEWL and CCL from 14 February 2024. This was after positive feedback was received from a three-month pilot programme which began on 29 October 2023. The local folk-inspired chimes were produced in collaboration with The TENG Company to make commuting more inclusive for the visually impaired.

### Busking in Stations with Licensed PwD Buskers

In collaboration with the National Arts Council (NAC) and supported by LTA, SMRT's busking initiative started in August 2023 with a pianist with autism at Tampines MRT station. We started this initiative to promote inclusion and vibrancy at our train stations. Since April 2024, this initiative has expanded to 17 licensed PwDs busking at seven MRT stations (Tampines, Eunos, Dhoby Ghaut, Toa Payoh, Serangoon, Buona Vista and Bayfront) in partnership with NAC and ART:DIS.



Busking at Tampines MRT station

### Partnering SPED Schools

Since 2023, we started reaching out to Special Education (SPED) schools situated within 1km distance from our MRT stations to offer customised Learning Journey programmes for their students to familiarise with the train stations and bus interchanges near their schools. A total of 27 activities were organised for SPED schools in FY23/24.

### NaviLens Go

NaviLens Go, an application to enable members of the public to navigate our bus interchanges, was introduced by SMRT Buses to complement NaviLens as part of SMRT's inclusive efforts to help visually impaired members of the public navigate its bus interchanges.



NaviLens Go, a mobile app that enhances wayfinding at SMRT bus interchange

### SAVH Familiarisation Tour

As part of our regular engagement with the Singapore Association of the Visually Handicapped (SAVH), we organised a familiarisation tour for 20 members at Caldecott CCL and TEL stations to improve their members' commuting experience.

### "Helping Hand" Stickers

"Helping Hand" stickers have been produced and piloted in 10 selected trains and buses in February 2024. This is part of SMRT's support to further encourage gracious behaviour and amplify the "Helping Hand" scheme by the Caring SG Commuters Committee to foster a more caring, welcoming and inclusive public transport system.

### Supporting Beneficiaries of Make-A-Wish Foundation

We had the opportunity to fulfil the wishes of two young beneficiaries of Make-A-Wish Foundation in November 2023. One of the beneficiaries, who wished to be a bus captain, was brought to the WITH's Heritage Gallery and given a tour of the Woodlands Temporary Bus Park and Depot. A train ride on the new R151 train was arranged for another beneficiary and his family. They were personally guided by a Chief Train Captain (TC) and given an exclusive tour of the TC's train cabin. This was to fulfil the beneficiary's dream of being a TC.

## Inclusive Lifestyle for SMEs

### Hive 2.0



### Driving Sustainable Innovation: Stellar Lifestyle's Retail Revolution at Hive 2.0

At SMRT, we are committed to driving sustainable innovation to enhance the lifestyles of our commuters and contribute to a greener, more vibrant future. Our latest endeavour, Hive 2.0, located within the Esplanade MRT Station, exemplifies this commitment. As part of our sustainability efforts, we have transformed this space into a retail innovation hub that not only revolutionises the commuter experience but also fosters local entrepreneurship and embraces technology and innovation.



### Retail Innovation for a Sustainable Future

Hive 2.0 is more than a retail space; it is our commitment to sustainable retail practices. Partnering with local startups and embracing innovative retail concepts, we are redefining traditional retail paradigms. From 7-Eleven's first self-checkout store in Singapore to room-sized robotic retail dispensing machines, every aspect of Hive 2.0 is designed to minimise environmental impact while maximising efficiency and convenience for commuters.



### Empowering Local Entrepreneurs

Central to Hive 2.0's mission is our commitment to supporting small and medium enterprises (SMEs) and local startups. By providing a platform for these businesses to showcase their innovations, we are empowering them to thrive in a competitive market while contributing to Singapore's economic growth. Through initiatives like the Stellarate Innovation program, we nurture talent and drive entrepreneurial spirit, ensuring a sustainable future for our community.



### Harnessing Technology for Sustainability

At SMRT, we recognise the pivotal role of technology in driving sustainability. Hive 2.0 integrates cutting-edge technologies such as artificial intelligence (AI), robotics, and connected networks to optimise operations and reduce our carbon footprint. From autonomous delivery bots that navigate seamlessly between buildings to AI-powered virtual assistants that enhance the shopping experience, every innovation at Hive 2.0 is a step towards a more sustainable future.



Hive 2.0 Placemaking Initiative

**Creating Vibrant Transit Destinations:**

Beyond retail, Hive 2.0 transforms MRT stations into vibrant lifestyle hubs. Through placemaking initiatives and community engagement, we aim to create environments that inspire and uplift, fostering a sense of belonging and connection among commuters.

As Stellar Lifestyle's flagship representation of its forward-looking approach to retail innovation, Hive 2.0 leverages technology to enrich spatial dynamics and redefine commuter experiences. This newly unveiled space underscores Singapore's leading transit retail operator's commitment to fostering a sustainable environment, serving as a dynamic playground for SMEs to thrive within a resilient, innovative and digitally driven ecosystem.

**"Through 'Hive by Stellar Lifestyle', we want to create a platform for our partners to collaborate and build trusted partnerships among themselves. We want our SMEs to keep growing by helping them to accelerate their connections with customers, and ultimately succeed in Singapore and beyond."**



**Mr Seah Moon Ming**  
Chairman, SMRT Corporation Ltd

**Stellarate**

Commuters now have access to a myriad of distinctive retail concepts, predominantly curated from burgeoning local startups, offering them an unparalleled shopping experience.

Stellarate, Stellar Lifestyle's Innovation Programme, is in collaboration with esteemed partners and supported by government agencies such as Enterprise Singapore and Infocomm Media Development Authority (IMDA). It aims to establish a dynamic platform fostering collaboration between corporations and investors. This platform is designed to drive co-innovation and product co-creation, with a primary focus on enhancing operational efficiency and bolstering revenue streams.

Stellarate seeks to create new business opportunities and provide commuters with tailored experiences aligned with their lifestyles. Winners showcase their concepts at Hive 2.0 (Esplanade MRT Station), validating their Minimum Viable Products (MVPs) and gaining valuable feedback. Additionally, Stellarate connects SMEs with partners like JR East and SUTD, enabling them to improve offerings through access to new resources and grants.



Stellar Lifestyle's Innovation Programme for co-innovation and product co-creation





**RESPONSIBLE  
PRACTICES**

# Cyber Security

## Why this issue is material

Cyber security remains a critical priority for SMRT, emphasising our commitment to maintaining operational resilience and safeguarding against potential cyber threats. This commitment is integral to protecting our critical infrastructure, ensuring safe and reliable operations, mitigating financial losses from potential attacks, and guaranteeing regulatory compliance.

With the increasing digitisation of transportation systems and reliance on interconnected technologies, SMRT is aware of the imperative to bolster our cyber security measures. By investing in robust cyber security infrastructure, including threat detection systems, employee training, and incident response protocols, SMRT not only ensures the continuity of its services but also contributes to the overall sustainability of the transport sector by mitigating risks associated with cyber incidents.

## How we manage this

SMRT formed the Cyber Security Steering Committee (CSSC) and Cyber Security Governance Committee (CSGC) on 18 May 2023 to strengthen SMRT Corporation's cyber security governance.

SMRT Group CISO Office has enhanced SMRT's cyber security operational readiness through several initiatives. Firstly, by opening the SMRT Rail Cyber Security Centre (SRCC) on 17 November 2023. Secondly, the operationalisation of Cyber Security Incident Management and Response Capabilities across SMRT Corporation. Additionally, we contributed to CIDE 2023 (organised by Singapore Ministry of Defence) to validate our technical proficiency and foster continuous improvement in technical skills.

SMRT Group CISO Office implemented a comprehensive cyber security education program across the Group such as phishing simulation exercises to familiarise and educate SMRT's employees on cyber security threats. Additionally, cyber security quizzes have been introduced to assess and reinforce SMRT employees' knowledge. Furthermore, cyber security e-learning courseware was introduced to all SMRT employees to enhance their understanding of cyber security fundamentals.

SMRT Group CISO Office and Group Safety & Security Office collaborated with our strategic partner, Ensign InfoSecurity to conduct a Crisis Management Group (CMG) Cyber security Table-Top Exercise (TTX) on 22 November 2023 to exercise CMG's readiness, response, and communication protocols, bolstering overall cyber security resilience in SMRT Corporation.

# Data Protection

## Why this issue is material

SMRT handles vast amounts of sensitive information ranging from passenger details and payment data to operational insights. Given the magnitude of such data entrusted to us, we recognise the importance of implementing stringent data protection measures to safeguard against unauthorised access, disclosure, or misuse.

Through regulatory compliance, such as the PDPA of Singapore and continuous efforts to enhance data security protocols, we uphold accountability and trust in our data handling practices among stakeholders.

## How we manage this

In 2023, as part of our PDPA compliance review, SMRT a data protection inventurisation programme was initiated to audit and evaluate the Group's data protection practices and processes. Through this exercise, the Group's Management and Data Protection Associates ("DPAs") gained greater insights and appreciation of the Group's obligations under the PDPA. The businesses' processes and workflows are also refined and streamlined to enhance its compliance with the Group's obligations under the PDPA. It is a critical initiative to effectively manage and protect personal data assets while ensuring compliance with data protection regulations. By systematically identifying, documenting and re-evaluating personal data processing activities, the Group can mitigate risks, enhance data governance, and foster trust in our data handling practices. Embracing a strategic approach to personal data management through inventurisation lays the foundation for sustainable growth and responsible data stewardship in today's digital age.

# Anti-Corruption and Anti-Bribery

## Why this issue is material

Integrity lies at the heart of our businesses and operations and we hold the public's trust in the highest regard. The Group is committed to strive for full compliance with all relevant local laws and regulations, as well as to uphold the highest standards of honesty in all our dealings. We have zero-tolerance and employ a firm stance against any and all breaches of standards in the form of corruption and bribery which would not only tarnish our short-term reputation but affect stakeholders' trust in us and our ability to conduct business in the long term.

## How we manage this

As part of SMRT's Enterprise Risk Management (ERM) Framework, all Business Units and Corporate Departments are required to conduct risk assessments, which would include assessing for fraud and bribery risks. The Group also communicates and provides training on SMRT's corruption policies and procedures, and control plans (e.g. Code of Business Conduct & Ethics, Anti-Bribery Policy, Group Expense Policy, Declarations of annual Self-Assessment (CSA) Exercise) to all members of our governance body, senior management and employees periodically.

When irregularities are detected, the Group will conduct extensive internal investigations and affected employees involved will be reported to authorities as appropriate. If applicable, the Group also metes out disciplinary measures including dismissal against of employees who have breached the Group's rules and regulations. In FY23/24, the Group tightened its financial controls and reporting mechanisms to ensure transparency and accuracy in financial statements and further enhanced its risk management practices to identify, assess and mitigate potential risks to the Group's operations and reputation. A comprehensive risk management strategy that integrates financial, operational and strategic risks into decision-making processes was also developed. As part of the Group's efforts to reinforce awareness and appreciation of their obligations and responsibilities towards achieving zero corruption and/or significant non-compliance with laws and regulations, the Legal Department conducted 2 rounds of training sessions for employees on ethical

decision-making and compliance with requirements to further foster a culture of integrity and accountability. The Group also reinforced its existing mechanisms to encourage and protect whistleblowers who report unethical behaviour, fraud, or other misconduct within the Group, and to ensure confidentiality and non-retaliation to create a safe environment for reporting concerns.

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

## ISO 37001 Anti-Bribery Surveillance Audit

In April 2023, a 3-day surveillance audit was conducted by external auditors to ensure that the Group continues to meet ISO 37001 standard requirements. Executives from 7 Business Units participated in the external audit, and the Group was found to have satisfied all requirements to maintain its ISO 37001 certification.

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

- Anti-Money Laundering (AML) Fundamentals and AML Country Guides;
- Anti-Bribery and Anti-Corruption Global Edition; and
- OFAC Sanctions and Embargoes

These e-learning courses provide an overview of money-laundering, laws that criminalise bribery and corruption, and the economic sanctions programs administered by the US Office and Foreign Assets Control (OFAC) and are intended to equip employee with the requisite knowledge to identify specific risks as well as potential exposures and red flags that may be encountered daily.

### ISO 37001 Certification for STRIDES International Business

As a testament to SMRT's continuous efforts to maintain and improve our Anti-Bribery Management System and the Group's commitment to Zero Tolerance for bribery and corruption, Strides International Business had obtained the ISO 37001 certification in July 2024.

### Revision of SMRT Code of Business Conduct and Ethics

Following the discovery of irregularities in EVCo, the Board conducted an operational review of the businesses and operations of the Group. The Board concluded that EVCo was in financial distress and was not in a position to continue trading. A liquidator was appointed with the consent of the creditors and EVCo was put into liquidation on 18 March 2024.

Notwithstanding the liquidation of EVCo, Strides remains invested in the eMaas business, with interests in electric vehicle charging and digital solutions for electric fleet.

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

## Regulatory Compliance

### Why this issue is material

As a public transportation provider, SMRT's rail, bus, and taxi operations are subject to rigorous regulations. These regulations encompass operating licences, transport policies, legislation, fare structures, and performance benchmarks. Non-compliance not only jeopardises our longstanding reputation and trust with stakeholders but also opens us up to legal and financial liabilities. Thus, ensuring strict adherence to applicable laws and regulations is paramount for SMRT's operations, encompassing both our employees and suppliers.

### How we manage this

SMRT has a Safety & Security Audit system to provide a structured framework to check the workforce compliance (including contractors) against applicable safety and security legislations, code of practices and standards in our HSE Legal register, as well as authorised operating documents, processes, and procedures. This is achieved through Controlled Self-assessment, audits on Safety, Security and Health Management Systems, operational safety and health audit and workplace safety and health inspections.

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

To strengthen our working relationship with the regulators, SMRT Trains hold regular Joint-Board and Joint-Management meetings with LTA to ensure tight oversight on key issues pertaining to safety and security standards, statutory and Licence requirements, asset renewal programme, operational and maintenance management, and technology collaborations. SMRT reports no non-compliance with any environmental laws as well as social and economical regulations.

For our taxi operations, STRIDES Premier is aligned to the updated Point-to-Point regulatory framework introduced by the Land Transport Authority (LTA) since October 2020. This transition includes the conversion of our Taxi Service Operator Licence to a Street-Hail Service Operator Licence and a Ride-Hail Service Operator Licence - Class 2, allowing us to operate a call booking centre. Moreover, we uphold rigorous compliance standards, staying up-to-date and adhering to all relevant regulations. Our commitment extends to actively collaborating with regulatory authorities to stay current with industry developments and align our practices with any policies that may affect our business, relating to the Point-to-Point sector.

## Enterprise Risk Management

### Why this issue is material

Risk management equips us with the ability to identify potential threats and mitigate the impact they might have on our operations, avoiding unnecessary losses. By recognising and addressing these risks, the Group could avoid unnecessary losses and be better prepared for crisis situations. It also assures our Board and stakeholders that key enterprise and business risks faced by the Group have been identified, assessed and managed with appropriate risk mitigation measures and controls.

### How we manage this

SMRT recognises that incorporating ESG into our ERM framework will enable us to identify and assess the ESG-related risk events that impact the overall ESG performance of the Group. By evaluating both favourable and unfavourable aspects of ESG-related risks, we can leverage its diverse aspects to enhance enterprise value.

As the fight against climate change continues, we recognise that climate-related risks will have both direct and indirect impacts on our operations. SMRT has renamed the previous Environmental Sustainability Risk in our Group Top Risk to Climate Risk, emphasising our focus on understanding the climate-related impact of physical risks and transition risks on our business. SMRT continued to place emphasis on effective management and stewardship of resources to reduce our carbon footprint and water and paper consumption, setting performance targets for the Group to achieve collectively.

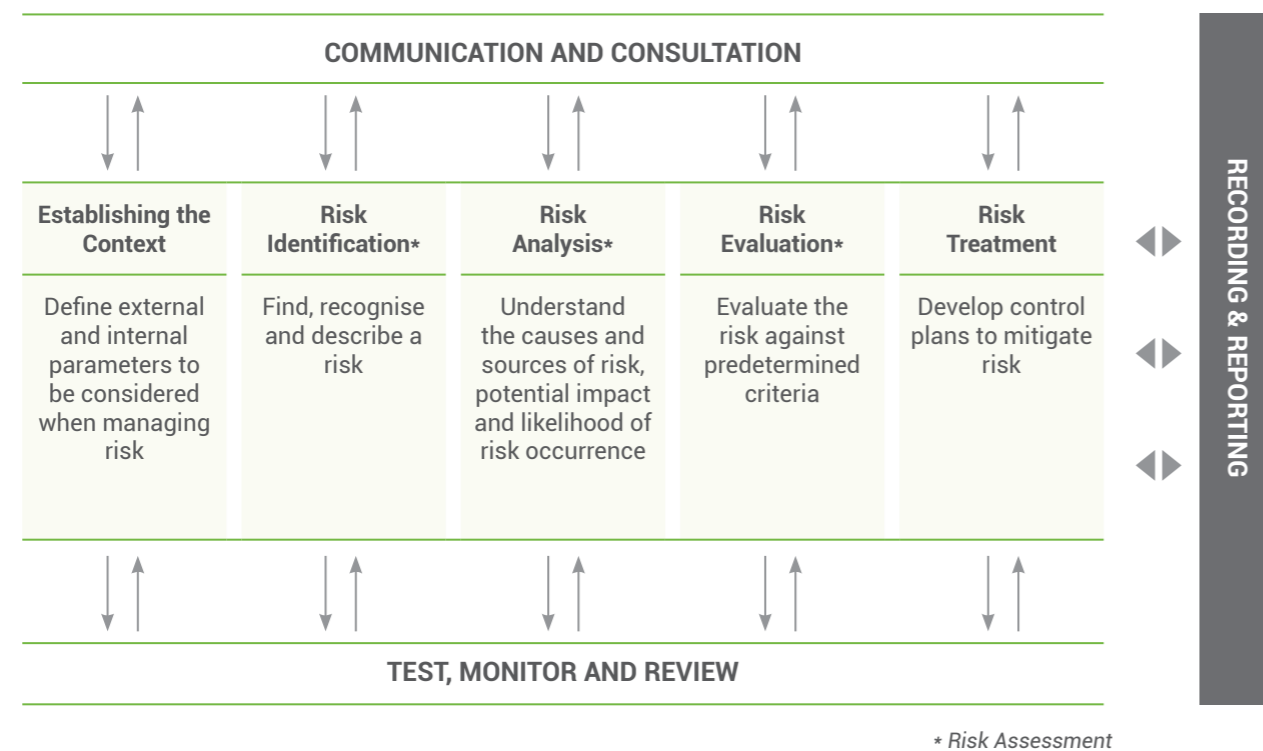
Within this report, a preliminary climate scenario analysis was conducted to identify the implications of climate-related risks and opportunities on our Group businesses. Adopting a phased approach to evaluate the full impact of climate risks on our business, the assessment covered in this report encompasses only the risks and opportunities related to our Rail Business. The other business units will be addressed in our subsequent efforts. Please refer to pages 41-44 for our analysis of the Rail Business.

Through this exercise, SMRT strives to strengthen our climate mitigation measures and facilitate more effective resource allocation to address the potential financial impacts of climate-related risks on the Group's long-term financial position.

## Risk Management Process

The adequacy of risk governance, risk policy and internal controls is assessed through the Group's Enterprise Risk Management framework ("ERM Framework"). The ERM Framework is based on the ISO 31000:2018 Risk Management Guidelines and is underpinned by the principle that managing risk is integral to, and not separate from, the way in which the Group runs its business. By linking the ERM Framework to the Group's Business Strategy, the Board ensures the Group's business strategies, plans, and budgets are aligned with its risk appetite. Identified risks are continually reviewed and reported by the Management Committee and Board Committees, with insights and strategic recommendations cascaded back to the business units and functional departments.

### SMRT RISK MANAGEMENT PROCESS

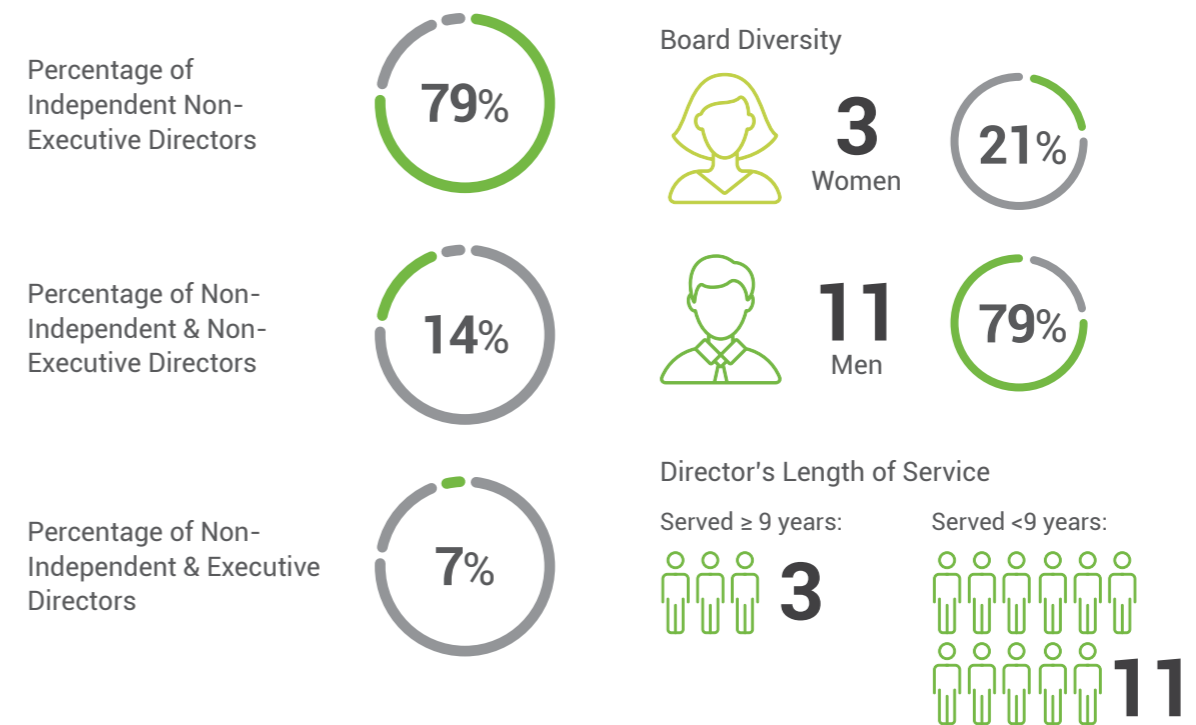


## Corporate Governance and Board Diversity

### Why this issue is material

By prioritising robust corporate governance, SMRT fosters a culture of accountability and aligns management interests with those of our external stakeholders. This commitment to strong governance practices translates into transparency, ethical conduct, and responsible decision-making. These principles are fundamental to building trust with stakeholders and minimising legal and financial risks. Furthermore, we believe that board diversity in terms of age, gender, and ethnicity strengthens our capabilities, ultimately leading to improved overall governance.

### How we manage this





# Supply Chain Management

## Why this issue is material

We recognise that our environmental and social impact extends beyond our direct operations. By ensuring responsible procurement practices throughout the supply chain, we minimise the environmental and social footprint associated with the materials and services we use. This not only mitigates risks like disruptions and ethical concerns but also fosters cost efficiency through responsible sourcing. Furthermore, a sustainable supply chain strengthens our brand reputation for responsible business practices.

## How we manage this

Small and Medium-sized Enterprises (SMEs) require more support and resources on ESG initiatives. To address this, we develop the Kaizen for Sustainability training program. This program equips SMEs with the knowledge and tools to implement continuous improvement principles, allowing them to enhance their sustainability efforts despite resource constraints.

SMRT main supply chain is in the transportation sector. Our key suppliers include OEM manufacturers, parts distributors, facilities management companies, software & solution providers. 92% of our total supplier base were local and this accounted for 95% of the total procurement expenditure. We recognise that our suppliers play an important role in sustainability of our supply chain.

### Value Chain Partner Sustainability workshop

Since 2023, SMRT has been engaging suppliers through our Value Chain Partner Sustainability Workshop to raise awareness of carbon footprint accounting, emphasise the importance of sustainability practices, and to encourage them to find ways to reduce their carbon emissions. As at 31 March 2024, we have conducted 3 workshops for our value chain partners and have collectively engaged 130 participants, including 74 value chain partners, demonstrating a significant outreach effort in promoting sustainability in our supply chain.



SMRT has been engaging suppliers through our Value Chain Partner Sustainability Workshop

### Sustainability Evaluation of Proposals from Tenderers

Internally, SMRT Procurement has been actively driving sustainable practices within its operations, evidenced by the implementation of a Sustainable Procurement (SP) Policy that includes a 5% SP evaluation in tenders exceeding \$1 million. The potential tenderers are evaluated on their ability to adopt internationally recognised sustainability standards and quality management systems and reduce Scope 3 emissions for SMRT. This initiative has resulted in 34 tenders being completed with SP evaluation, leading to the successful procurement of goods and services while prioritising sustainability. Notably, 1 tenderer had been awarded due to higher SP scores.

### Adverse Media Screening of New Vendors

SMRT maintains a serious stance towards the ethical practices of our suppliers. Since 14 July 2023, SMRT had implemented adverse media screenings of vendors to detect any negative media coverage, this includes breaches of environmental regulations. During the FY23/24, we have screened 230 new vendors at onboarding for adverse media, and none were discovered to have violated environmental regulations.

These initiatives underscore SMRT's dedication to meeting its sustainable commitments through robust policies, stakeholder engagement, and industry recognition.

# What's Next

## SMRT is committed to its sustainability journey.

Together with encouraging more environmentally friendly commuter choices, our initiatives and efforts will pave the way for a more sustainable Singapore. However, achieving this vision requires overcoming major challenges.

We rely on the energy mix of our electricity grid to mitigate most of our GHG emissions. With limited large-scale renewable energy sources, Singapore will need to import renewable electricity and alternative renewable energy such as green hydrogen, geothermal and nuclear energy, all of which will incur substantial investments and varying delivery timelines due to technology maturity and readiness.



We are also making efforts to evaluate more sustainable solutions, procure clean energy, adopt greener vehicles, collaborate with our value chain partners and pursue more sustainable businesses to lower our energy intensity as we expand our businesses.




SMRT continues to improve our processes to track our GHG emissions and report in line with the International Sustainability Standards Board (ISSB) standards to meet the mandatory sustainability reporting requirements for large non-listed companies from FY2027 as detailed by ACRA and SGX RegCo.

# Appendices

## Appendix 1: Stakeholder Engagement Overview and Response

Stakeholder group	Engagement method & frequency	Stakeholder concerns	SMRT's response
 Employees	<ul style="list-style-type: none"> <li>Regular Employee Circulares/ townhalls/ Leaders-in-Conversation and ground visits by leaders</li> <li>Regular posts on Workplace by Meta</li> <li>Annual Workforce Engagement Survey (WES)</li> <li>Annual performance review</li> <li>Employee engagement activities, such as webinars and volunteering activities</li> </ul>	<ul style="list-style-type: none"> <li>Psychological safety in the workplace</li> <li>Fostering a harmonious workplace</li> <li>Transparency in compensation with established KPIs</li> <li>Contribution to society</li> </ul>	<ul style="list-style-type: none"> <li>Implement multiple feedback channels for employees to report safety, security and cyber security, and harassment or improper conduct.</li> <li>Introduce OurSAFETY App across Business Units to empower employees to share safety/security observations and report unsafe situations conveniently anywhere and anytime.</li> <li>Increase frequency of Gemba Walks, providing employees with an avenue to provide direct feedback to leaders.</li> <li>Document policies and guidelines to ensure employees understand reporting procedures, fostering a safe environment where concerns can be raised without fear of reprisal.</li> <li>Promote a psychologically safe work environment with a new "fair and just" framework within its disciplinary procedures. This empowers employees to voice out any work concern without apprehension, contributing to a collaborative and supportive work culture.</li> <li>Increase employee engagement through analytics. 96% participation in the 2023 WES with 6% increase in engagement scores. This signifies that employees are closely aligned with the organisation's objectives and are valued contributors to SMRT's success.</li> <li>Link a portion of senior management's compensation to sustainability Key Performance Indicators (KPIs), aligning with ESG goals. Each Business Group also has its own scorecard, which assigns different weightage to the various ESG KPIs.</li> <li>Moving people, enhancing lifestyles. The 2023 Public Transport Customer Satisfaction Survey (PTCSS) showed that we have maintained high satisfaction levels with both train commuters and bus passengers.</li> </ul>

Stakeholder group	Engagement method & frequency	Stakeholder concerns	SMRT's response
 Customers	<ul style="list-style-type: none"> <li>Regular social media postings (Facebook, Instagram, YouTube, Twitter, LinkedIn, TikTok)</li> <li>Ongoing customer service touchpoints</li> <li>Ongoing feedback management (Hotline, Emails, WhatsApp, Website, SMRT Connect apps) for concerns and queries</li> <li>Annual Sustainability Report</li> <li>Service Excellence and Safety Engagement Programmes</li> <li>Engagement platform for tenants to connect with other fellow tenants from the Stellar Lifestyle community</li> <li>Survey with STRIDES Premier Taxi Hirers</li> </ul>	<ul style="list-style-type: none"> <li>Accessibility and Inclusivity</li> <li>Safe and Gracious Commuting</li> <li>Customer Satisfaction</li> <li>Tenant's future business expansion</li> <li>EV taxi operation costs</li> </ul>	<ul style="list-style-type: none"> <li>Partner with social service agencies to enhance training of frontline employees and expand inclusive initiatives for PwDs and PWIDs.</li> <li>Provide Go-To SMRT services, safe and gracious commuting.</li> <li>Build affinity and drive our commuter engagement and service excellence programmes and initiatives.</li> <li>Discuss and explore with tenants on potential avenues for business expansion.</li> <li>Explore lowering the ownership and operating costs of EVs.</li> </ul>
 Media	<ul style="list-style-type: none"> <li>Regular media events, briefings and releases</li> <li>Timely response to media queries</li> <li>Annual Group Review Report and Sustainability Report</li> <li>Proactive sharing of stories and employees' achievements to media</li> <li>Daily social media posts (Facebook, LinkedIn)</li> </ul>	<ul style="list-style-type: none"> <li>Updates on company performance and developments on latest products, services, and related contents</li> <li>Public health and safety</li> </ul>	<ul style="list-style-type: none"> <li>Provide media statements, including timely, detailed and relevant information for major incidents, responding to viral social media posts and proactive media announcements.</li> <li>Dedicated media hotline / email</li> <li>Update via social media posts (e.g. Facebook, LinkedIn)</li> </ul>
 Shareholders	<ul style="list-style-type: none"> <li>Annual Group Review Report and Sustainability Report</li> <li>Quarterly meetings</li> <li>Regular engagement for material matters as necessary</li> <li>Round Table Discussions for Chairman and Group CEO</li> </ul>	<ul style="list-style-type: none"> <li>Accountability, transparency and ethical business</li> <li>Company business outlook</li> <li>Timely response to queries</li> </ul>	<ul style="list-style-type: none"> <li>Regular updates on business and financial performance, strategy, views on operating landscape and business outlook.</li> <li>Updates on material transactions and developments.</li> </ul>
 Partners/ Suppliers	<ul style="list-style-type: none"> <li>Regular monthly and ad-hoc meetings with key partners/ suppliers</li> <li>Sustainability workshops for partners/suppliers</li> <li>Sustainability questionnaire for tenders above \$1M</li> <li>Safety Culture 3.0 Workshop</li> </ul>	<ul style="list-style-type: none"> <li>Lack of expertise and resources to support ESG initiatives (i.e. reporting and reducing carbon emissions)</li> <li>Calculation of emissions is complex and tedious.</li> <li>More interaction with guests</li> <li>More opportunity for Q&amp;A</li> <li>More participation from contractors</li> </ul>	<ul style="list-style-type: none"> <li>SMRT is developing a sustainability-focused Kaizen workshop for vendors, aimed at assisting them in accounting for and minimising GHG emissions.</li> <li>Conduct regular Safety Dialogues &amp; Workshops as part of Safety Culture 3.0 to raise the safety performance of our workforce and partners.</li> <li>Include safety veto requirements and assign a higher safety weightage in our tender evaluation.</li> </ul>

Stakeholder group	Engagement method & frequency	Stakeholder concerns	SMRT's response
 Local Communities	<ul style="list-style-type: none"> <li>Educational tours and community programmes (ongoing)</li> <li>Festive campaigns (ongoing)</li> <li>Community outreach programmes (ongoing)</li> <li>Donations &amp; Sponsorships (ongoing)</li> <li>Sustainability Report (annually)</li> </ul>	<ul style="list-style-type: none"> <li>Outreach and engagement</li> <li>Community bonding opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Regular and festive engagement programmes/initiatives to connect with commuters and communities.</li> <li>School outreach programmes such as SMRT Adopt-A-Station/Bus Interchange and Learning Journey Programmes at MRT stations, bus interchanges and depots to build affinity with students and the community.</li> <li>Donate EZ-Link cards worth about \$1 million to the graduating cohorts of various ITEs and polytechnics, to signify our investment in our future workforce.</li> <li>Collaborate with social service agencies to better understand the requirements of commuters with various disabilities and needs to make our transport network more accessible and inclusive.</li> </ul>
 Government and Regulators	<ul style="list-style-type: none"> <li>Regular virtual and face-to-face meetings</li> <li>Regular consultation sessions</li> <li>Annual Group Review and Sustainability Report</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with legal, regulatory and licensing requirements</li> </ul>	<ul style="list-style-type: none"> <li>Adopt measures to ensure compliance with legal, regulatory and licensing requirements.</li> <li>Feedback to government and regulators on the industry's evolving trends and standards (e.g. matters relating to WSH Act, cyber security etc.) and operational risks.</li> </ul>
 Unions	<ul style="list-style-type: none"> <li>Regular informal or formal consultations</li> <li>Annual Group Review and Sustainability Report</li> </ul>	<ul style="list-style-type: none"> <li>Dialogue and engagement with management</li> <li>Knowledge sharing and capacity building</li> </ul>	<ul style="list-style-type: none"> <li>Renewed Collective Agreement.</li> <li>Foster collaboration through a team-building retreat.</li> <li>Gather feedback on issues relating to ESG.</li> <li>Conduct over 20 roadshows with the union to ensure employee understanding.</li> <li>Prioritise strong labour relations through regular Labour-Management Relationship (LMR) trainings for management and union representatives to create a productive and harmonious workplace.</li> <li>Partner SNEF to conduct LMR trainings to better understand their roles and responsibilities in LMR context.</li> <li>Organise LMR retreat to form bonds and enhance future collaborations.</li> </ul>

Appendix 2: GRI Index

GENERAL DISCLOSURES			
GRI Standard	Disclosure	Page Number or Reference	
GRI 2: General Disclosure 2021	<b>The organisation and its reporting practices</b>		
	2-1	Organisation details	Page 3
	2-2	Entities included in the organisation's sustainability reporting	Page 3
	2-3	Reporting period, frequency, and contact point	Page 3
	2-4	Restatement of information	Page 11-12, 13-14, 51-52, 55
	2-5	External assurance	Page 3
	<b>Activities and workers</b>		
	2-6	Activities, value chain and other business relationship	Page 33-34, 39-40, 47-56
	2-7	Employees	Page 65-66
	2-8	Workers who are not employees	Omitted due to fluidity of number of workers
	<b>Governance</b>		
	2-9	Governance structure and composition	Page 31
	2-10	Nomination and selection of the highest governance body	Group Review 2023/24 Page 133
	2-11	Chair of the highest governance body	Group Review 2023/24 Page 131-132
	2-12	Role of the highest governance body in overseeing the management of impacts	Page 31 Group Review 2023/24 Page 126
	2-13	Delegation of responsibility for managing impacts	Page 31
	2-14	Role of the highest governance body in sustainability reporting	Page 31
	2-15	Conflicts of interest	Group Review 2023/24 Page 131
	2-16	Communication of critical concerns	Page 31
	2-17	Collective knowledge of the highest governance body	Page 9-10
	2-18	Evaluation of the performance of the highest governance body	Group Review 2023/24 Page 134
	2-19	Remuneration policies	Group Review 2023/24 Page 134-136
	2-20	Process to determine remuneration	Group Review 2023/24 Page 134-136
	2-21	Annual total compensation ratio	Omitted to maintain company confidentiality
	<b>Strategy, policies and practices</b>		
	2-22	Statement on sustainable development strategy	Page 6-7
	2-23	Policy commitments	Page 90-91, 93, 95 Group Review 2023/24 Page 137-147
	2-24	Embedding policy commitments	Page 90-91, 93, 95 Group Review 2023/24 Page 137-147
	2-25	Processes to remediate negative impacts	Page 61-64, 90
	2-26	Mechanisms for seeking advice and raising concerns	Group Review 2023/24 Page 147
2-27	Compliance with laws and regulations	Page 91-92	
2-28	Membership of Associations	Page 17	
<b>Stakeholder engagement</b>			
2-29	Approach to stakeholder engagements	Page 29, 97-99	
2-30	Collective bargaining agreements	Page 29, 64, 97-99	

MATERIAL TOPICS			
GRI Standard	Disclosure		Page Number or Reference
<b>Energy Consumption</b>			
GRI 3: Material Topics 2021	3-3	Disclosure of material topics	Page 47
GRI 302: Energy 2016	302-1	Energy consumption within Organisation	Page 11-12, 51
	302-3	Energy intensity	Page 51
<b>Emissions</b>			
GRI 3: Material Topics 2021	3-3	Disclosure of material topics	Page 47
GRI 305: Emissions 2016	305-1	Direct GHG emissions (Scope 1)	Page 11-12, 52
	305-2	Energy indirect GHG emissions (Scope 2)	Page 11-12, 52
	305-3	Other indirect (Scope 3) GHG emissions	Page 11-12, 52
	305-4	GHG emissions intensity	Page 11-12, 52
<b>Resource Stewardship</b>			
GRI 3: Material Topics 2021	3-3	Disclosure of material topics - Water	Page 55
GRI 303: Water and Effluents 2018	303-3	Water withdrawal	Page 11-12, 55
GRI 3: Material Topics 2021	3-3	Disclosure of material topics – Waste Management	Page 56
GRI 306: Waste 2020	306	Waste Management	Page 56-58
<b>Human Capital</b>			
GRI 3: Material Topics 2021	3-3	Disclosure of material topics	Page 61
GRI 401: Employment 2016	401-1	New employee hired and employee turnover	Page 65-66
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 61
GRI 403: Occupational Health and Safety 2018	403-1	Occupational Health and Safety Management system	Page 62
	403-2	Hazard identification, risk assessment & incident investigation	Page 62-63
	403-3	Occupational health services	Page 63
	403-5	Worker training on Occupational Health and Safety	Page 63
	403-6	Promotion of worker health	Page 63
	403-9	Work-related injuries	Page 63
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	Page 11-12
	404-2	Programmes for upgrading employee skills and transition assistance programmes	Page 67-68
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governing bodies	Page 65-66
GRI 406: Non-discrimination 2016	406-1	Non-discrimination policies	Page 64
<b>Customer Service &amp; Satisfaction</b>			
GRI 3: Material Topics 2021	3-3	Disclosure of material topics	Page 71
<b>Our impact on the community</b>			
GRI 3: Material Topics 2021	3-3	Disclosure of material topics	Page 77
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programmes	Page 77-81

MATERIAL TOPICS			
GRI Standard	Disclosure		Page Number or Reference
<b>Cyber security &amp; Data Protection</b>			
GRI 3: Material Topics 2021	3-3	Disclosure of material topics	Page 89
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page 13-14, 89
<b>Business Ethics &amp; Integrity</b>			
GRI 3: Material Topics 2021	3-3	Disclosure of material topics	Page 94
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governing bodies	Page 65-66, 94
GRI 3: Material Topics 2021	3-3	Disclosure of material topics	Page 90
GRI 205: Anti-corruption 2016	205-2	Communication and training about anti-corruption policies and procedures	Page 90-91
	205-3	Confirmed incidents of corruption and actions taken	Page 90-91
GRI 2-27: Compliance with laws and regulation	2-27	Compliance with laws and regulations	Page 91
GRI 3: Material Topics 2021	3-3	Disclosure of material topics	Page 95
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	Page 95
	308-2	Negative environmental impacts in the supply chain and actions taken	Page 95
GRI 414: Supplier Social Assessment 2016	414-2	Negative social impacts in the supply chain and actions taken	Page 95

**Appendix 3: UN GC Index**

Principle	Description	Page Reference
<b>Human Rights</b>		
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights; and	Page 61-68
Principle 2	make sure that they are not complicit in human rights abuses.	Page 61-68
<b>Labour</b>		
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	Page 61-68
Principle 4	the elimination of all forms of forced and compulsory labour;	Page 64
Principle 5	the effective abolition of child labour; and	Page 64
Principle 6	the elimination of discrimination in respect of employment and occupation	Page 64
<b>Environment</b>		
Principle 7	Businesses should support a precautionary approach to environmental challenges	Page 31
Principle 8	undertake initiatives to promote greater environmental responsibility; and	Page 32, 47-58
Principle 9	encourage the development and diffusion of environmentally friendly technologies	Page 32, 47-58
<b>Anti-Corruption</b>		
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery.	Page 32, 47-58



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