



GOING THE DISTANCE

SUSTAINABILITY
REPORT
2021



ABOUT THIS REPORT

ComfortDelGro is pleased to share our latest Sustainability Report, documenting our journey and progress across the Environmental, Social and Governance (ESG) domains. This Sustainability Report expresses our sustainability ambitions across all of our operations globally, and serves to share our sustainability commitment with our valued stakeholders.

ComfortDelGro understands the complexity of ESG issues and the need for urgent actions to be taken. As a global mobility service provider, we recognise that our Company plays a key role in the transition to a climate-friendly future and achieving the sustainable development agenda. With our ability to connect communities with mobility services and reach others through our extensive public transport network, ComfortDelGro is committed to delivering long term value and positive impact to our society.

We are proud to share our sustainability progress with you in our seventh Sustainability Report. This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core option, Sustainability Accounting Standards Board (SASB): Road Transportation Standard and Car Rental Leasing Standard and SGX Listing Rule 711 (A) and (B).

REPORTING SCOPE AND PERIOD

This report discusses ComfortDelGro Group's performance in the context of its activities relating to ESG considerations for the financial year starting 1 January 2021 and ending 31 December 2021 ("2021").

This Sustainability Report supplements ComfortDelGro's Annual Report 2021, which can be found on our corporate website www.comfordelgro.com. This Report is only available on our website and is published on 31 March 2022.

Our listed subsidiaries, SBS Transit and VICOM, publish their independent Sustainability Reports. The publications can be found on their respective corporate websites (SBS Transit – <https://www.sbstransit.com.sg/> and VICOM – <https://www.vicom.com.sg/>).

INDEPENDENT CONSULTANCY

An independent sustainability consulting firm was appointed to provide external assistance with the contents of this Report.

INTERNAL ASSURANCE

To strengthen the reliability of our data, ComfortDelGro Group Internal Audit has performed an internal assurance on the design of, and compliance with, policies, processes and internal controls over data being produced and reported in the Sustainability Report for the financial year 2021. Based on the scope of the internal review on the selected key performance metrics, the overall conclusion over ComfortDelGro Group's Sustainability Reporting process is adequate and effective. ComfortDelGro has not sought external assurance for FY2021, but intends to do so in future.

FEEDBACK

We welcome your feedback on our Sustainability Report to help us improve. Please reach us at groupsustainability@comfordelgro.com.

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MESSAGE FROM THE CHAIRMAN AND MD/GROUP CEO



LIM JIT POH
CHAIRMAN

YANG BAN SENG
MD/GROUP CEO

2021 was a year characterised by resilience. Despite the persistent uncertainties brought on by the COVID-19 pandemic, Governments and companies like ComfortDelGro have doubled down on their sustainability commitments. In 2021, we established the Sustainability Committee at the Board-level to better integrate Environmental, Social and Governance (ESG) considerations into the business strategies of the Group. Ms Jessica Cheam gamely agreed to chair this new Committee. Her passion and experience will help chart our ESG strategies and drive our efforts towards sustainable mobility.

ENABLING A CLIMATE-FRIENDLY AND SUSTAINABLE TRANSPORT SYSTEM

The sobering Inter-governmental Panel on Climate Change (IPCC) Assessment Report 6 signalled a “Code Red” for humanity as man-made carbon emissions were singled out as the definitive cause of global warming since the Industrial Revolution. Conference of the Parties 26 (COP26), a significant climate conference delayed by COVID-19, was finally held in November 2021, with nearly 200 countries banding together to ink the Glasgow Climate Pact. While some observers noted that more could be achieved, the Pact had set a strong foundation

to reduce Greenhouse Gas (GHG) emissions and embark on a decarbonisation pathway that would limit planet warming to 1.5°C in the next century. Over 2,000 companies, including ComfortDelGro, have risen to the challenge to take accelerated climate action by committing to the Science Based Targets initiative (SBTi).

Since committing to SBTi for the “Well Below 2°C” scenario in February 2021, the Group has developed stretched targets to achieve the more ambitious 1.5°C scenario. This entails putting in-place aggressive decarbonisation programmes to achieve a 55% reduction in our GHG emissions

MESSAGE FROM THE CHAIRMAN AND MD/GROUP CEO

by 2032. The Group has since submitted its plans to the SBTi expert committee for approval. ComfortDelGro is the first mobility operator in the region to have committed and submitted its SBTi plans. We commend the Sustainability Office and the Business Units for their aspirations and efforts.

To reduce our emissions, the Group and its Business Units have been working tirelessly to move away from the use of Internal Combustion Engine (ICE) vehicles and to electrify our fleet. The tender win by the ComfortDelGro Engineering-ENGIE consortium to install 479 out of 632 charging stations for Electric Vehicles (EVs) in Singapore was a significant milestone. We look forward to offer our expertise in EV charging to build up the local infrastructure and encourage EV adoption. This will also provide every opportunity for us to speed up the electrification of our own fleet.

Another heartening news was the award of the S\$30 million contract to our wholly-owned subsidiary ComfortDelGro Bus (CDG Bus) to operate a fully electrified private fleet of shuttle buses at the National University of Singapore campus. CDG Bus later also won a S\$20 million multi-year contract to serve four shuttle bus routes in the Nanyang Technological University (NTU) with 20 electric buses. These were significant wins as they would position CDG Bus as the largest private operator of electric buses in Singapore. Together with our planned roll out of up to 400 electric taxis in 2022, it would strengthen our suite of sustainable mobility solutions for our customers.

Metroline, ComfortDelGro's fully-owned subsidiary in the UK, has also been operating its fleet of 20 hydrogen double-deck buses in London since June 2021. This experience will increase the Group's knowledge in operating alternative clean energy vehicles,

and enable us to explore the implementation of such solutions in other geographies that we operate in.

In Australia, CDC Victoria was a commendable finalist in Healthy Environment category of the 2021 Premier's Sustainability Awards. We were the first public transport operator in Australia to implement the use of automatic geofencing technology to deliver enhanced environmental performance by cutting emissions and limiting engine noise. Operating on Melbourne's track bus services, 48 of 50 of the Volvo hybrid buses have shown to reduce nitrogen oxide and particulate emissions by up to 50% and reduce fuel and CO2 emissions by up to 40%.

ComfortDelGro recognises that electrification needs to be coupled by the greening of the electricity grid to further reduce the impact on the environment. With that, ComfortDelGro Engineering and ENGIE entered into a second joint venture to develop and manage solar solutions. As a start, the joint venture will install and operate rooftop solar panels later in 2022 at ComfortDelGro Engineering's Loyang, Pandan and Ubi premises. The renewable energy generated will feed the energy usage of the automotive workshops and fast charging station for cabbies and public EV users at these locations. They target to achieve 50MWp renewable energy capacity by 2030, or the equivalent of powering 12,500 four-room housing flats.

Ahead of regulatory pressure to report on climate risks, ComfortDelGro has also embarked on its Task Force on Climate-related Financial Disclosures (TCFD) journey. This year, we engaged business units from Singapore, Australia, China, UK and Ireland in climate risk workshops. These workshops sought to establish the physical and transition risks and opportunities of climate change for our operations. The full report is expected to be published in May 2022.

SAFEGUARDING THE WELLBEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS AND COMMUNITIES

As a global mobility operator, the health and safety of our employees and commuters continues to be a priority for the Group. Practicing the three-pronged protocol of Trace, Test and Vaccinate, ComfortDelGro has invested our best effort to curb the spread of COVID-19 within our communities.

Due to the high transmissivity of the Delta variant, COVID-19 clusters emerged across several of the bus interchanges in Singapore earlier in July. Over 200 of our bus captains were tested positive. Our public transport operator, SBS Transit, took swift and decisive actions to strengthen safe management measures and reduce further transmissions. Similarly, when a COVID-19 cluster was discovered at the ComfortDelGro Driving Centre, it was immediately closed for two weeks for deep cleaning and disinfection. We are relieved to report that there have been no fatalities.

We continued to provide support to our staff and business partners during this difficult period. The Group distributed over 200,000 Antigen Rapid Test (ART) kits to our staff in Singapore. On top of the S\$86.5 million rental relief disbursed, ComfortDelGro Taxi also distributed ART kits to cabbies to support their routine COVID-19 testing regime. About 100 of our cabbies in Singapore made a total of 15,000 trips to convey persons serving Stay-Home Notice (SHN) for their COVID-19 test. The cabbies were unfazed by the additional risks and kept up diligently with thorough cleaning routines after each trip.

In the geographies that ComfortDelGro operates in, we worked closely with the respective authorities, business partners and employees to encourage vaccination that would offer protection against the virus. In Australia, we ran a campaign to promote

MESSAGE FROM THE CHAIRMAN AND MD/GROUP CEO

vaccination take-up rate by offering gift-cards to fully vaccinated workers. At the time of this report, the vaccination rate stands at more than 90% at the Group-level. 99% of China and Singapore staff have been vaccinated.

In 2021, we continued to give back to various causes and our communities. Our contribution to seniors, children, the sick and persons with disabilities amounted to S\$2.07million. ComfortDelGro Taxi's cabby volunteer group, CabbyCare Charity Group (CabbyCare), kept up its practice of delivering meals to the needy and made a total of 2,310 pro-bono trips, or the equivalent of about S\$173,250 in fares forgone. This is more than double the number of trips made last year.

In Australia, we have committed a sponsorship of A\$750,000 over three years to the Kinchela Boys Home Aboriginal Corporation (KBHAC) to not only build and maintain a mobile bus education centre for KBHAC, but to also deploy drivers to support its community events that promote cultural exchange and understanding for the Aboriginal and Torres Strait Islander people. More of our community engagement efforts are reflected later in this report.

GROWING OUR BUSINESS WITH STRONG GOVERNANCE, ETHICAL INTEGRITY AND INNOVATION

Strong corporate governance forms the cornerstone of how we do business. This year, ComfortDelGro refreshed several of its policies and practices. We have published our Whistleblowing Policy to improve transparency of our grievance mechanism. Our Supplier Code of Conduct has been revised to reflect our growing attention to sustainability along our supply chain. This sustainability report is also the first report which we sought limited internal assurance. We plan to seek external assurance in 2023.

In the digital economy, cybersecurity threats have become more prevalent. We have guided our Business Units to obtain the Data Protection Trustmark, a Singapore national-level certification for organisations that have demonstrated strong data protection practices. ComfortDelGro Engineering and VICOM Inspection Services have attained their Data Protection Trustmark in 2021. Several other BUs are in the process of attaining their certification by the end of 2022.

To drive innovation, ComfortDelGro collaborated with the National University of Singapore to establish the Smart and Sustainable Mobility Living Lab. This is intended as a sandbox for research on mobility technologies that can be commercialised for the mass market. Through this initiative, we would initiate several projects that would generate insights on how to operate EVs more efficiently and maximise the lifespan of EV batteries.

THE WAY FORWARD

ComfortDelGro is a signatory to the United Nations Global Compact, and we are pleased to reaffirm our support for the 10 universal principles in the area of Human Rights, Environment, Labour and Anti-Corruption. This report serves as our Communication on Progress for 2021, and describes the action we have taken to incorporate the principles in our business strategy and operations.

We are thankful that our efforts in sustainability were recognised when ComfortDelGro was selected as one of four Singapore companies to be included in the 2021 Dow Jones Sustainability Index (DJSI) – Asia Pacific. This is the third year that the Group has been included in this prestigious index. We also maintained our rating in the top fifth percentile of the Sustainalytics

ESG assessment and improved our rating in the MSCI ESG rating to an "AA" grade. This would not be possible without the grit of our people, the support from our partners and customers, as well as the trust bestowed by our patrons and stakeholders.

With pressing urgency for climate action, the sustainability journey ahead will be arduous. Still, the accomplishment this year demonstrates that we are capable of achieving more for the betterment of the planet and future generations.

We thank our Customers, Staff, Partners and Stakeholders for their support in our sustainability journey. We look forward to your continuing support.

LIM JIT POH
CHAIRMAN

YANG BAN SENG
MD/GROUP CEO

2021 IN REVIEW

MAKING HEADWAY IN OUR ELECTRIFICATION JOURNEY



2021 marks the year we accelerate our fleet electrification. Against the backdrop of maturing battery technologies and supporting infrastructure for Electric Vehicles (EVs), ComfortDelGro has significantly grown its fleet of electric taxis, buses and rental vehicles. With every EV we add to our fleet, it produces 50% less Greenhouse Gas (GHG) emissions compared to its Internal Combustion Engine (ICE) counterpart in its lifetime*. This enables ComfortDelGro to reduce its impact on the environment and contribute to climate action.

Since 2016, ComfortDelGro has been building up its experience in operating and maintaining these vehicles across its diverse geographies. Through economies of scale

from its operations, complemented by smart optimisation engines, it is able to operate a large fleet of EVs efficiently and minimise environmental impact associated with their lifecycle management.

ComfortDelGro is committed to the Science Based Targets initiative (SBTi) and aims to achieve decarbonisation targets in line with the Paris Agreement goal to limit global warming to 1.5°C above pre-industrial levels. We have set our sight to at least halve our GHG emissions over the next decade, and is pending the targets approval from the SBTi expert committee. ComfortDelGro is the first Singaporean mobility operator to commit to SBTi and the 1.5°C business ambition.

* Statistics were obtained from the Land Transport Authority.

2021 IN REVIEW

KEEPING UP WITH THE COVID-19 FIGHT



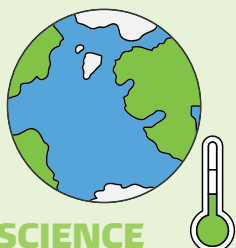
In 2021, ComfortDelGro kept up with the implementation of measures and programmes to help our people and communities combat the effects of global lockdowns. As the world transits to a “new normal” of living with COVID-19, ComfortDelGro is committed to ensuring the continued safety of our people, patrons and communities.

In Shenyang, the ComfortDelGro Lei Feng Team <雷锋车队> was appointed by the Shenyang Municipal Government and Transportation Bureau to take charge of passenger transfer at Shenyang Taoxian International Airport and Shenyang North Railway Station during the COVID-19 pandemic. Led by taxi driver Zhao Yu Hai, the team consisted of 14 other taxi drivers and collectively, they provided about 20 trips per day, transferring a total of 8,000 passengers in the three-month period. Despite the risk of contracting COVID-19, they persevered with their frontline efforts to transport travellers and contributed to a safer environment for the Shenyang people. During the Chinese New Year in 2021, the Lei Feng Team worked non-stop, sacrificing the time to reunite with their families, and contributing to pandemic prevention work for their community.



2021 IN REVIEW

KEY SUSTAINABILITY PERFORMANCE METRICS AT A GLANCE

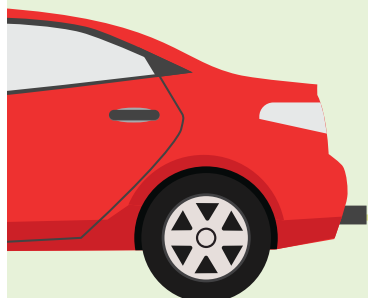


SCIENCE BASED TARGETS INITIATIVE (SBTI)

Committed to the 1.5°C climate scenario and submitted reduction targets for Scope 1, 2 and 3 emissions

ABSOLUTE GREENHOUSE GAS (GHG) EMISSIONS IN 2021 (in Tonnes CO₂e)

Scope 1 : 744,805
 Scope 2 : 192,982
 Scope 3*: 550,095
 Scope 1+2: 937,787
 Scope 1+2+3: 1,487,882

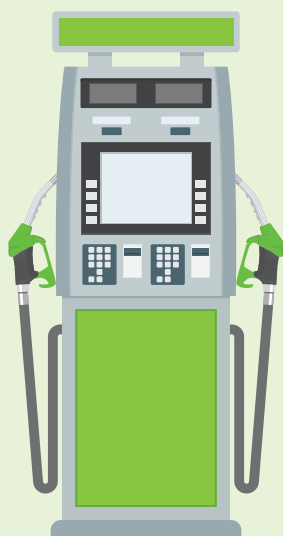


GHG EMISSION INTENSITY (TCO₂E/ \$MIL REVENUE)

2021: 265
 2020: 290
 2019: 301

Included China's data for past years and calculated based on Scope 1+2 emissions for consistent comparison with our baseline year of 2015.

FUEL CONSUMPTION



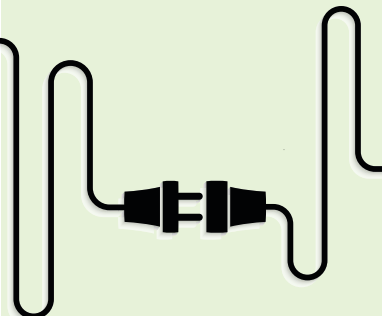
FUEL TYPE	2019	2020	2021
Bio-blend Diesel B20 (in litres)	-	-	34,016,891
Diesel (in litres)	331,332,976	252,762,130	217,276,303
Petrol (in litres)	32,658,433	33,264,997	38,830,319
CNG (in litres)	15,051,082	15,813,088	22,698,690

This is the first year we have included the data from our China's operations in our Sustainability Report. We have restated past years' environmental data (i.e. emissions, fuel and electricity consumption) to ensure a fair comparison of our environmental performance over time.

* This is our first year reporting on our Scope 3 emissions


2021 IN REVIEW

KEY SUSTAINABILITY PERFORMANCE METRICS AT A GLANCE




ELECTRICITY CONSUMPTION

ENERGY TYPE	2019	2020	2021
Electricity Purchased (kWh)	499,794,946	444,914,841	468,051,266
Renewable Electricity Purchased (kWh)	0	0	0
Renewable Electricity Generated (kWh)	2,063,689.5	1,743,025	2,393,358



AIR QUALITY EMISSIONS

AIR QUALITY EMISSIONS	2021
NOx	317,104.65 kg NO _x /km
SOx	1,508.29 kg SO _x /km
PM10	13,784.73 kg PM10/km



WATER

2,621.19
megalitres used



WASTE

6,332.06 tonnes waste generated

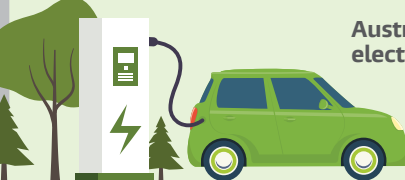
2,873 tonnes diverted from disposal

31 tonnes of paper recycled

GREEN VEHICLES (% ACROSS GEOGRAPHIES)

About 35,000 vehicles across 7 countries

- Singapore - Hybrid/electric taxis **65%**
- UK - Hybrid/electric/hydrogen buses **55%**
- Australia - Hybrid/electric taxis **73%**
- China - Hybrid/CNG/Electric taxis **71%**





PASSENGER SAFETY

ROAD FATALITIES

- Singapore: 2
- UK/Ireland: 2
- China: 1
- Australia: 0

VEHICLE COLLISION RATE



VEHICLE COLLISIONS RATE (PER MILLION MILE)	2019	2020	2021
Singapore	0.31	0.36	0.28
UK & Ireland	48.18	35.69	26.65
Australia	31.32	25.44	19.75
China [^]	-	-	5.34

[^] This is the first year we are reporting on China's data and hence past year data is not available.

2021 IN REVIEW

KEY SUSTAINABILITY PERFORMANCE METRICS AT A GLANCE



ACCESSIBILITY FOR BUSES

Wheelchair Accessibility of Public Buses

	2021
Singapore	100%
UK & Ireland	100% (up from 90% in 2020)
Australia	100%

Wheelchair Accessibility of All Buses (Public buses, coaches and private hire buses)

	2021
Singapore	98.2%
UK & Ireland	82.2%
Australia	64% (up from 57% in 2020)

In our overseas operations, regional road infrastructure is not always designed to operate low-floor wheelchair accessible buses. The regional bus operations are therefore constrained from operating low-floor wheelchair accessible vehicles.



WORKPLACE SAFETY

0 work-related fatalities across our operations

WORKPLACE INJURY RATE (WIR) PER 100,000 EMPLOYEES*	2019	2020	2021
Singapore	457.4	455.1	714
UK & Ireland	480.8	616.2	356.7
Australia	2,189.9	1,008.8	1,929.4
China[^]	-	-	738.6



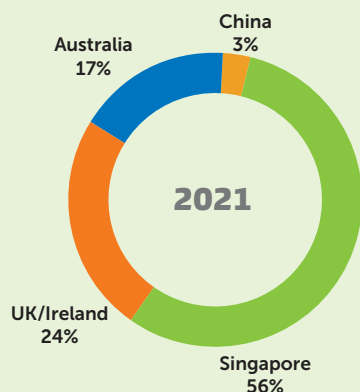
DIVERSITY METRICS

FEMALE EMPLOYEES
 2021: 14.3%
 2020: 14.6%
 2019: 14.3%

EMPLOYEES AGED ABOVE 50-YEAR-OLD
 2021: 43.3%
 2020: 40.8%
 2019: 40.1%

NATIONALITIES
 Singaporean: 31%
 Malaysian: 19%
 British: 16%
 Australian: 14%
 Chinese: 6.4%

WORKFORCE SIZE BY COUNTRIES



DONATIONS

2021: S\$2.07million
 2020: S\$1.44million
 2019: S\$1.24 million



TRAINING HOURS

2021: 20.2 hr
 2020: 18.6 hr
 2019: 28.2 hr

* Workplace Injury Rate (WIR) for Singapore falls below the 971 per 100,000 employed persons for the Transportation and Storage industry. The statistics is published by Ministry of Manpower in the Workplace Safety and Health Report 2020. According to the Labour Force Survey, the WIR in UK/Ireland falls below 1,770 per 100,000 employed persons for the industry. Australia has a "no-fault" system of workers' compensation for work-related injuries and benefit systems which indirectly led to relatively high workplace injury reports and long medical leaves.

[^] This is the first year we are reporting on China's data and hence past year data is not available.

2021 IN REVIEW

FINANCIAL PERFORMANCE AT A GLANCE

At ComfortDelGro, we believe that sustainability is critical to creating long-term shared value for all our stakeholders. We work hard to steer our business towards long-term economic and market growth while maintaining strong environmental, social and ethical responsibilities. We look beyond short-term profits, focusing on generating positive change and value to the economy and our stakeholders for the long-term.

The full year Group revenue increased by 9.1% to \$3.5 billion as economies staged gradual recoveries. Excluding Government assistance grants, the Group went back into the black with an

operating profit of \$125.4 million, compared to the full year operating loss of \$47.6 million previously. Including the various Government COVID-19 assistance packages which amounted to \$84.6 million, the Group registered an operating profit of \$210.0 million. The net profit attributable to shareholders increased by 114.0% to \$130.1 million. For more details, please refer to ComfortDelGro Annual Report 2021.

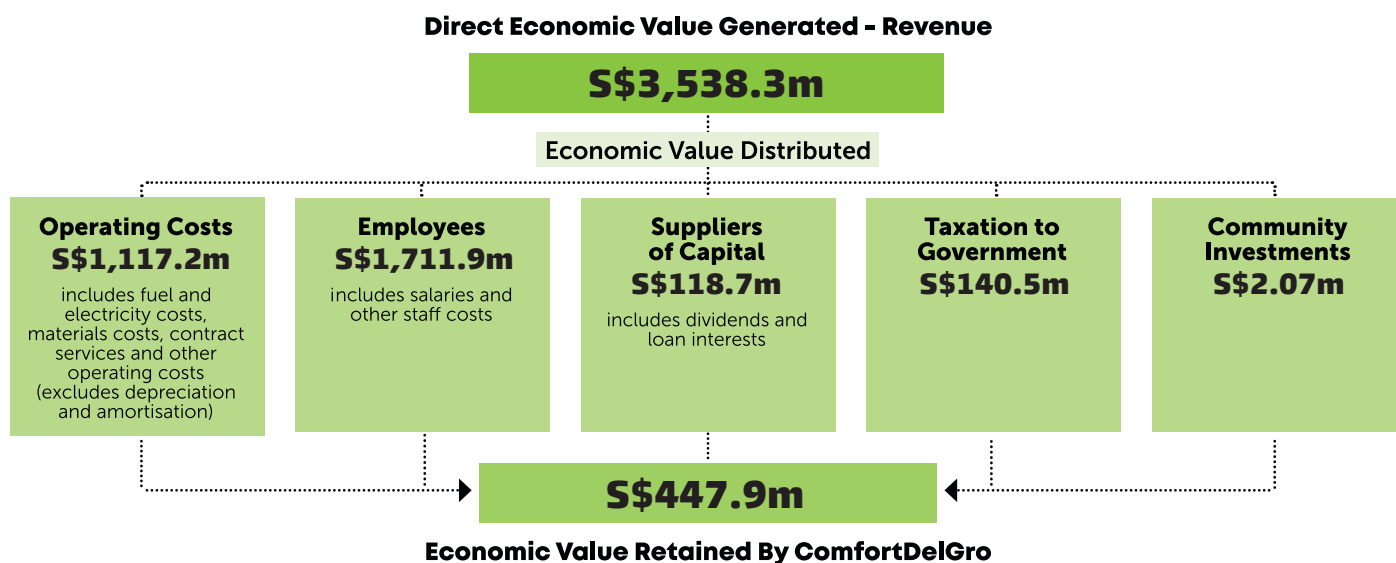
We distributed around 87% of our economic value to our suppliers, employees, government and community. Economic value retained in 2021 is S\$447.9 million.

GROUP FINANCIAL HIGHLIGHTS

FINANCIAL SUMMARY	2019	2020*	2021
Revenue (S\$'mil)	3,901.1	3,242.6	3,538.3
Operating Profit (S\$'mil)	415.8	121.7	210.0
Profit Attributable to Shareholders (S\$'mil)	265.1	60.8	130.1
EBITDA ** (S\$'mil)	864.2	613.2	635.3
Earnings per ordinary share (cents)	12.24	2.81	6.00

* Certain comparative figure have been restated due to a change in accounting policy

**EBITDA excludes impairment and net gain/(loss) on disposal



AWARDS AND ACCOLADES

COMFORTDELGRO ACHIEVEMENTS

Member of

Dow Jones Sustainability Indices

Powered by the S&P Global CSA

The DJSI distinction reflects being a sustainability leader in the industry. ComfortDelGro is the only Singaporean transport company to be included, and 2021 marks the 3rd year we have received this prestigious credential.



In January 2021, ComfortDelGro and its subsidiary, SBS Transit, were honoured with the GreenDNA certification in recognition as champions of environmental stewardship in Singapore.

With a specific focus on the adoption of a Low Carbon Lifestyle and the incorporation of sustainable mindsets, GreenDNA is a recognised accreditation that certifies the encoding of such green practices into the DNA of organisations and individuals. These mindset shifts attention to reduce use of resources and advocates for circular business practices.

MSCI ESG RATINGS

AA

CCC B BB BBB A AA AAA

MSCI ESG Research provides ESG Ratings of companies according to exposure to industry-specific ESG risks and the ability to manage those risks relative to peers. In 2021, we have received an "AA" rating, an improvement from our "A" rating in 2020.



FTSE4Good

The FTSE4Good Index Series is designed by FTSE Russell to measure the performance of companies demonstrating strong Environmental, Social and Governance (ESG) practices. ComfortDelGro is proud to remain as a constituent of the FTSE4Good Index Series in 2021.

AWARDS AND ACCOLADES



The Singapore Environment Council (SEC) has developed an enhanced Eco Office certification which aims to guide offices in the implementation of environmentally conscious practices such as reducing waste, optimizing resource consumption (paper, water, electricity). The certification consists of a tiered approach, with 'Elite' being the top category. It is only awarded to offices that have achieved excellence in environmental performance and sustainability messaging amongst employees.

We are proud to report that 21 offices received the Eco Office certification, of which 16 were classified in the top "Elite" tier.

"ELITE" CATEGORY

ComfortDelGro Corporation Limited
 ComfortDelGro Engineering Pte Ltd - Braddell
 ComfortDelGro Engineering Pte Ltd - Loyang
 ComfortDelGro Engineering Pte Ltd - Pandan
 ComfortDelGro Engineering Pte Ltd - Ubi
 SBS Transit Ltd - Ang Mo Kio Bus Depot
 SBS Transit Ltd - Bedok North Bus Depot
 SBS Transit Ltd - Braddell HQ
 SBS Transit Ltd - Bukit Batok Bus Depot
 SBS Transit DTL Ltd - DTL Depot
 SBS Transit Ltd - Hougang Bus Depot
 SBS Transit Ltd - NEL Depot
 SBS Transit Ltd - Seletar Bus Depot
 SBS Transit Ltd - SPLRT Depot
 SBS Transit Ltd - Soon Lee Bus Depot
 SBS Transit Ltd - Ulu Pandan Bus Depot

"CHAMPION" CATEGORY

ComfortDelGro Rent-a-Car Pte Ltd

"PROFESSIONAL" CATEGORY

ComfortDelGro Driving Centre Pte Ltd
 Setsco Services Pte Ltd
 VICOM Ltd

"PREMIUM" CATEGORY

Moove Media Pte Ltd

OUR SUBSIDIARIES' ACHIEVEMENTS

CITYCAB

LAND TRANSPORT AUTHORITY ANNUAL SAFETY AWARD CONVENTION

Public Transport Safety Award
 (Point-to-Point Operator) Merit Award
Merit Award

COMFORTDELGRO AUSTRALIA

NSCA FOUNDATION AND GIO WORKERS COMPENSATION'S 28TH ANNUAL NATIONAL SAFETY AWARDS OF EXCELLENCE

Received Highly Commended award in the Best Communication of a Safety Message category

QUEENSLAND BUS INDUSTRY AWARDS

Winner of the 2021 Environmental/Innovation Award

SBS TRANSIT

SINGAPORE CORPORATE AWARDS 2021 (SPECIAL EDITION)

SBS Transit was awarded with the "Corporate Excellence and Resilience Award" (Mid-Cap) at the Singapore Corporate Awards 2021 (Special Edition). This prestigious award is a strong affirmation of our commitment to strong corporate governance despite challenging circumstances.

SECURITIES INVESTORS ASSOCIATION (SINGAPORE) (SIAS) INVESTORS' CHOICE AWARDS

In 2021, SBS Transit was awarded with the "Shareholder Communication Excellence Award" (Mid-Cap) as well as Runner-up for the "Most Transparent Company Award" (Industrials).

LAND TRANSPORT AUTHORITY ANNUAL SAFETY AWARD CONVENTION

Public Transport Safety Award (Bus Operator) *Excellence Award*

- PT203 Bukit Merah Bus Package

Merit Award

- PT212 Jurong West Bus Package

Public Transport Safety Award (Rail Operator) *Excellence Award*

- North East Line

VICOM

SIAS INVESTORS' CHOICE AWARDS

Runner up to Shareholder Communication Excellence Award in Mid Cap Category

SINGAPORE GOVERNANCE AND TRANSPARENCY INDEX

Ranked 21st out of 519 listed companies surveyed

OUR APPROACH TO SUSTAINABILITY

WE MOVE AND CONNECT PEOPLE, CREATE JOBS, INVEST AND INNOVATE TO REMAIN RELEVANT AND TO IMPROVE QUALITY OF LIFE. OUR SUSTAINABILITY APPROACH IS FOCUSED ON ACCELERATING THE ADAPTATION AND MITIGATION OF CLIMATE CHANGE, ENSURING THE SAFETY AND WELLBEING OF OUR EMPLOYEES, CUSTOMERS AND COMMUNITIES, AND UPHOLDING OUR INTEGRITY IN GOVERNANCE.

OUR APPROACH TO SUSTAINABILITY

BOARD STATEMENT

As a global land mobility company, ComfortDelGro is committed to creating long-term shared value for all our stakeholders through sustainable growth. The Board, and the appointed Sustainability Committee, consider sustainability a key tenet of ComfortDelGro's business strategy, and the Board exercises strong oversight of all material sustainability issues.

As a reflection of the importance we place on sustainability, the Group has fully integrated Environment, Social and Governance (ESG) factors into its overall blueprint. The ComfortDelGro sustainability framework is aligned with the United Nations' Sustainable Development Goals (UN SDGs) and reflects the material topics that impact our business and society.

The three key pillars in our framework are: (1) Enabling a climate-friendly and sustainable transport system, (2) Safeguarding the well-being, health and safety of our people, patrons and communities and (3) Growing our business with strong governance, ethical integrity and innovation.

We understand that as an international mobility operator, we play a key role in delivering clean, low carbon transport solutions, with the aim of reaching net zero emissions. As part of our overall climate mitigation strategy, we have committed to the Science Based Targets initiative (SBTi) which aims to cut emissions to achieve a 1.5°C scenario and have made steady progress in electrifying our global fleet of vehicles.

We are also investing into emerging innovations shaping the future of mobility, entering new partnerships to develop climate-friendly mobility solutions and pivoting towards renewable energy sources. As a responsible steward, we are constantly optimising the efficiency of our operations and minimising our usage of energy, fuel, water and other precious resources.

Our 24,000-strong workforce is the lifeblood of our company. Beyond ensuring a safe and healthy workplace for our employees and commuters, we are committed to protecting the mental and physical well-being of our people. We are dedicated to equal opportunities, diversity and inclusion, training and upskilling of all our employees. As a responsible corporate citizen, we strive to achieve the highest service quality, provide accessible mobility solutions and generate positive local impact in the communities we operate in.

The Board also plays an active role in upholding strong corporate governance and ethical business practices across the entire company and its wide geographies. We are committed to addressing the needs of all our stakeholders through transparent and fair decision-making. The Board regularly reviews the terms of reference of all Board Committees as well as the Board competencies required to help the Group navigate the future. We are constantly building our Board capabilities through selected training programmes and workshops. We have established a clear and transparent whistleblowing process and our key governance priorities include cybersecurity and protection of personal data, as well as sustainable supply chain practices. This ensures that we work with ethical suppliers and partners that adhere to our sustainability principles, and enables us to use our sphere of influence to improve industry practices.

The Board regularly reviews its business strategy, sustainability framework and plans with the senior management, who is tasked with the management of ESG issues, its performance and disclosure. The Group has also integrated ESG factors into executive compensation, which will drive positive ESG outcomes that benefit both shareholders and stakeholders.

We firmly believe that our sustainability vision, integrated with our business strategy, will help us achieve the Group's mission of creating long-term value for society.

OUR APPROACH TO SUSTAINABILITY

MATERIALITY APPROACH AND PROCESS

Our materiality approach focused on identifying priority ESG topics that would impact our business in the long term. This included anticipating emerging sustainability issues and market needs that would inform our business decisions.

RESEARCH AND IDENTIFICATION OF MATERIAL TOPICS

We commenced our materiality assessment process through an analysis into a wide array of industry practices and standards to identify material topics within our industry.

1. Understanding macro ESG developments and trends impacting our company and stakeholders
2. Mapping to the UN SDGs across our geographical footprint

3. Referencing requirements from reporting standards and rating agencies
4. Undertaking peer analysis & industry benchmarking
5. Referencing leading global thought-leadership and academic research

STAKEHOLDER ENGAGEMENT THROUGH MATERIALITY INTERVIEWS

Subsequently, we proceeded to engage a range of key internal and external stakeholders to validate the identified ESG material topics. Our stakeholder engagement comprised of both surveys, virtual and in-person interviews. As our portfolio of operations span across numerous geographies and wide-ranging business functions, we sought to encompass all viewpoints through a holistic and grand-scale engagement.

	INTERNAL STAKEHOLDERS	EXTERNAL STAKEHOLDERS
Interviews, Live Conferences and Video Workshops	Stakeholder Type: Key Management Nine stakeholders interviewed over five sessions including <ul style="list-style-type: none"> • Group Chief Financial Officer • Head, Group Investor Relations • Group Chief HR Officer • Group Chief Branding and Communications Officer • Group Chief Business Development Officer (Bus and Rail) • Group Chief Business Development Officer • Group Chief Strategy Officer • VP, Group Procurement • VP, Group Property Services 	Stakeholder Type: Investors One stakeholder interviewed over one session Stakeholder Type: Trade Unions & Associations Two stakeholders interviewed over two sessions Stakeholder Type: Regulators Two stakeholders interviewed over two sessions
	Online Surveys Research and Investigation	Stakeholder Type: Employees 165 employees surveyed

DATA ANALYSIS AND VALIDATION

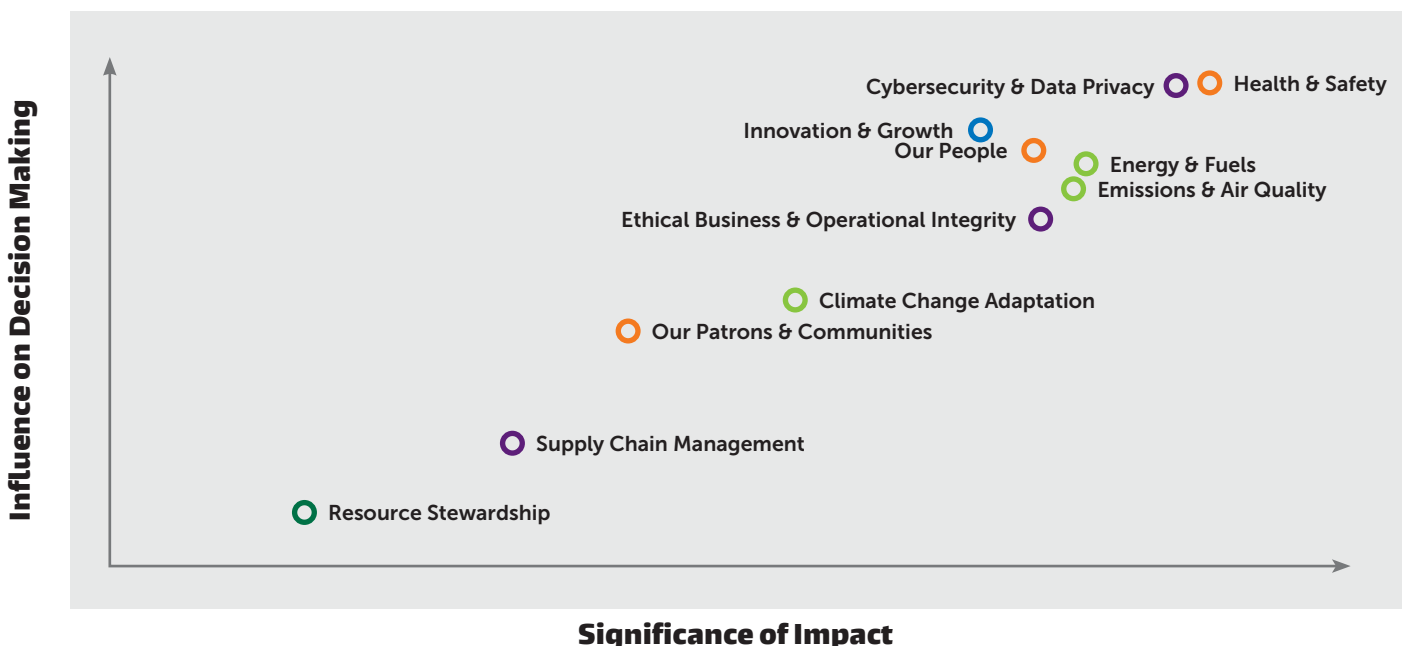
The materiality assessment interviews and surveys generated a wide array of quantitative and qualitative inputs, which were used to inform our sustainability strategy. Next, we organised a management validation workshop to finalise the material ESG topics critical for our business. An in-depth materiality exercise was also undertaken by two of our subsidiaries, namely SBS

Transit and VICOM Group, and their results were also taken into consideration.

The materiality assessment resulted in 11 key material topics, divided across the three pillars of ESG. Under the 11 overarching material topics, 26 sub-topics were identified to aid in targeted efforts towards ensuring sustainability.

OUR APPROACH TO SUSTAINABILITY

PILLAR	KEY MATERIAL TOPICS	MATERIAL SUB-TOPICS
Environmental Enabling a climate-friendly and sustainable transport system	Climate Change Adaptation	<ul style="list-style-type: none"> • Climate friendly mobility • Sustainable products and services
	Energy and Fuels	
	Emissions and Air Quality	
	Resource Stewardship	<ul style="list-style-type: none"> • Water • Waste
Social Safeguarding the wellbeing, health and safety of our people, patrons and communities	Health and Safety	<ul style="list-style-type: none"> • Occupational health and safety • Public health and safety
	Our People	<ul style="list-style-type: none"> • Training • Human and labour rights • Diversity and equal opportunity • Employee wellbeing
	Our Patrons and Communities	<ul style="list-style-type: none"> • Accessibility • Service quality • Local impact and CSR
Governance and Economy Growing our business with strong governance, ethical integrity and innovation	Ethical Business and Operational Integrity	<ul style="list-style-type: none"> • Anti-bribery • Anti-corruption • Competitive behaviour • Compliance, ethical conduct, transparency, and accountability • ESG governance • Systemic risk management • Asset protection and safety
	Cybersecurity and Data Privacy	
	Innovation and Growth	<ul style="list-style-type: none"> • Technology & innovation • Economic performance, growth & opportunities
	Supply Chain Management	<ul style="list-style-type: none"> • Environmental screening • Social screening



OUR APPROACH TO SUSTAINABILITY

OUR SUSTAINABILITY FRAMEWORK

With the rapidly evolving sustainability landscape, ComfortDelGro understands that it is crucial to enhance our sustainability framework and ensure that we continue to address our key environmental, social and governance (ESG) focus areas. In 2021, we refreshed our sustainability framework, topics and targets after our materiality exercise with key stakeholders. This framework is aligned to the United Nations Sustainable Development Goals (UN SDGs) at the target level (see Appendix 4 for details) and provides the guidance to establish targets that are contextualised to our business.

ComfortDelGro’s Sustainability Framework consists of three core pillars:

- E** nabling a climate-friendly and sustainable transport system
- S** afeguarding the wellbeing, health and safety of our people, patrons and communities
- G** rowing our business with strong governance, ethical integrity and innovation

ENABLING A CLIMATE-FRIENDLY AND SUSTAINABLE TRANSPORT SYSTEM

13 CLIMATE ACTION Climate Change Adaptation

Adapting and mitigating climate change and its influence on our business with climate-friendly and sustainable mobility products and services

13 CLIMATE ACTION Emissions & Air Quality

Decarbonising our operations and reducing harmful vehicular emissions in line with global standards for better environment outcomes and well-being

7 AFFORDABLE AND CLEAN ENERGY Energy & Fuels

Increasing efficiency of energy and fuel use in our operations

12 RESPONSIBLE CONSUMPTION AND PRODUCTION Resource Stewardship

Optimising our use of natural resources including water and to minimise waste and other harmful environmental impacts

SAFEGUARDING THE WELLBEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS AND COMMUNITIES

3 GOOD HEALTH AND WELL-BEING Health & Safety

Ensuring a safe and healthy workplace for our employees and the public

4 QUALITY EDUCATION, 5 GENDER EQUALITY, 8 DECENT WORK AND ECONOMIC GROWTH Our People

Protecting the human and labour rights, mental, physical and emotional wellbeing of our people through targeted initiatives, upskilling and inclusion for all

11 SUSTAINABLE CITIES AND COMMUNITIES Our Patrons & Communities

Ensuring the highest service quality and accessibility of transportation for all, making sure that we are kind and responsible to our communities and broader society

GROWING OUR BUSINESS WITH STRONG GOVERNANCE, ETHICAL INTEGRITY AND INNOVATION

10 PEACE, JUSTICE AND STRONG INSTITUTIONS Ethical Business & Operational Integrity

Maintaining ethical, transparent and compliant operations with zero tolerance for bribery, corruption and anti-competitive behaviour

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE Cybersecurity & Data Privacy, Innovation




Upholding protective processes and compliance with local legislation to prevent data & cyber breaches, and adopting innovative technologies

12 RESPONSIBLE CONSUMPTION AND PRODUCTION Supply Chain Management

Integrating environmental and social screening criteria into our supply chain practices

OUR APPROACH TO SUSTAINABILITY

ComfortDelGro has undertaken a revision of our targets relating to each pillar, demonstrating our ambition and commitment to the advancement of our sustainability journey.

ENABLING A CLIMATE-FRIENDLY AND SUSTAINABLE TRANSPORT SYSTEM			
BY 2023	BY 2030	2021 ACHIEVEMENTS	PROGRESS
  			
<ul style="list-style-type: none"> ● Achieved/on track ● Requires improvement 			
CLIMATE CHANGE ADAPTATION AND MITIGATION			
<ul style="list-style-type: none"> Reduce GHG emissions intensity by 20% from 2015 level 	<ul style="list-style-type: none"> Reduce GHG emissions intensity by 50% from 2015 level 	<ul style="list-style-type: none"> Achieved 17% GHG emissions intensity reduce from 2015 level (319 in 2015 to 265 in 2021) 	●
<ul style="list-style-type: none"> 100% hybrid vehicles for taxi fleet 	<ul style="list-style-type: none"> Increase hybrids for all other vehicles 	<ul style="list-style-type: none"> Close to 70% hybrid, electric and CNG taxis across our Singapore (65%), Australia (73%) and China (71%) businesses 55% of Metroline bus fleets are hybrid, electric or hydrogen. SBS Transit currently operates 30 electric buses and 25 hybrid buses. 	●
	BY 2032 ^{NEW}		
	<ul style="list-style-type: none"> Increase to 70% Electric vehicles for all vehicles 60% reduction for ICE vehicles from 2021 level 	<ul style="list-style-type: none"> Established baseline of 63% ICE, 30% Hybrid and 7% electric vehicles for this target 	●
	<ul style="list-style-type: none"> Scope 1 and 2 reduction of over 50% by 2032, from a 2019 baseline 	<ul style="list-style-type: none"> Established this target 	●
	<ul style="list-style-type: none"> Scope 3 reduction of over 60% by 2032, from a 2019 baseline 	<ul style="list-style-type: none"> Established this target 	●
ENERGY AND FUEL			
<ul style="list-style-type: none"> Increase solar photovoltaic (PV) output to 4 MWP 	<ul style="list-style-type: none"> Increase solar PV output to 8 MWP 	<ul style="list-style-type: none"> Achieved solar PV output of 4.15 MWP across our bus depots at Yio Chu Kang, Gali Batu and Ulu Pandan 	●
RESOURCE STEWARDSHIP			
<ul style="list-style-type: none"> 50% of all office buildings in Singapore to be green building/ Eco-office certified 	<ul style="list-style-type: none"> 100% of all office buildings in Singapore to be green building/ Eco-office certified 	<ul style="list-style-type: none"> 62% of our offices in Singapore are Eco-office certified 	●
	<ul style="list-style-type: none"> Promote Green Corporate culture across Business Units in all countries 	<ul style="list-style-type: none"> Participated in Singapore's national waste reduction campaign Organised two webinars and sent bimonthly e-newsletters to engage staff on sustainability 	●

OUR APPROACH TO SUSTAINABILITY

SAFEGUARDING THE WELLBEING, HEALTH AND SAFETY OF OUR PEOPLE, OUR PATRONS AND OUR COMMUNITIES



● Achieved/on track
● Requires improvement

TARGETS	2021 ACHIEVEMENTS	PROGRESS
HEALTH AND SAFETY		
<ul style="list-style-type: none"> Zero fatalities 	<ul style="list-style-type: none"> Five passenger fatalities across our global operations, of which two occurred from our SBS Transit bus operations, two from our Metroline operations and one from our Beijing taxi operation. Zero workplace fatalities 	●
<ul style="list-style-type: none"> Injury rates below national averages in our locations of operation 	<ul style="list-style-type: none"> Kept injury rates below national averages for the transportation industry* 	●
OUR PEOPLE		
<p>Human and Labour Rights</p> <ul style="list-style-type: none"> Commit to the key principles of fair employment practices Abide by labour laws 	<ul style="list-style-type: none"> Committed as a signatory to the UN Global Compact, abiding by the ten principles in human rights, labour, environment and anti-corruption Maintained a signatory to the Tripartite Alliance of Fair and Progressive Employment 	●
<p>Training</p> <ul style="list-style-type: none"> Invest in education and training opportunities to develop our people Promote digital training across all Business Units 	<ul style="list-style-type: none"> Achieved average of 20.2 training hours Pushed out digital training on cybersecurity and scams to increase awareness 	●
<p>Diversity and Equal Opportunity</p> <ul style="list-style-type: none"> Increase female representation in the workplace Ensure equitable remuneration structure based on work performance without gender bias 	<ul style="list-style-type: none"> 30% female representation in our Boards exceeded the target established by the Council for Board Diversity 	●
OUR PATRONS AND COMMUNITIES		
<p>Accessibility</p> <ul style="list-style-type: none"> Continuous improvements in mobility and accessibility for the communities 	<ul style="list-style-type: none"> Of our public buses, 100% are wheelchair accessible in Singapore, UK and Australia. Of all our buses, 98.2%, 67% and 64% are wheelchair accessible in Singapore, UK/Ireland and Australia respectively. In 2021, the Mean Kilometres Between Failure (MKBF) of our North East Line and Downtown Line were 2.1 million train-km and 4.2 million train-km respectively, exceeding the 1 Million Mean Kilometres Between Failure (MKBF) target. 	●

* Workplace Injury Rate (WIR) for Singapore falls below the 971 per 100,000 employed persons for the Transportation and Storage industry. The statistics is published by Ministry of Manpower in the Workplace Safety and Health Report 2020. According to the Labour Force Survey, the WIR in UK/Ireland falls below 1,770 per 100,000 employed persons for the industry. Australia has a "no-fault" system of workers' compensation for work-related injuries and benefit systems which indirectly led to relatively high workplace injury reports and long medical leaves.

OUR APPROACH TO SUSTAINABILITY

GROWING OUR BUSINESS WITH STRONG GOVERNANCE, ETHICAL INTEGRITY AND INNOVATION



- Achieved/on track
- Requires improvement

TARGETS

2021 ACHIEVEMENTS

PROGRESS

ETHICAL BUSINESS AND OPERATIONAL INTEGRITY

- | TARGETS | 2021 ACHIEVEMENTS | PROGRESS |
|--|--|----------|
| ETHICAL BUSINESS AND OPERATIONAL INTEGRITY | | |
| <ul style="list-style-type: none"> Zero cases of corruption and fraud | <ul style="list-style-type: none"> One case of fraud in Singapore, service staff charged under the "Criminal Breach of Trust" | ● |
| CYBERSECURITY, DATA PRIVACY AND INNOVATION | | |
| <ul style="list-style-type: none"> Zero major cybersecurity breaches | <ul style="list-style-type: none"> Zero major cybersecurity breaches | ● |
| <ul style="list-style-type: none"> Invest in new technologies to benefit the industry and communities Drive innovation and change initiatives Embed principles and mindset of transformation among stakeholders | <ul style="list-style-type: none"> Set up innovative initiatives such as the ComfortDelGro-National University of Singapore (NUS) Smart and Sustainable Mobility Lab and Electric Bus trial | ● |
| SUPPLY CHAIN MANAGEMENT | | |
| <ul style="list-style-type: none"> Zero supplier incidents of social or environmental non-compliance occurring within ComfortDelGro's premises or operations | <ul style="list-style-type: none"> Zero supplier incidents of social or environmental non-compliance occurring within ComfortDelGro's premises or operations | ● |




CYBERSECURITY, DATA PRIVACY AND INNOVATION

SUPPLY CHAIN MANAGEMENT


OUR APPROACH TO SUSTAINABILITY

CONNECTING WITH OUR STAKEHOLDERS

As an organisation that thrives on connecting people, engaging with our stakeholders to understand their needs is an essential part of our sustainability journey. We identify our key stakeholders based on the impact our business has on them, as well as their role in impacting our operations. ComfortDelGro utilises various channels to engage our key stakeholders regularly and actively.

STAKEHOLDER	FORMS OF ENGAGEMENT	PRIORITIES RAISED BY STAKEHOLDERS	OUR RESPONSE TO PRIORITIES
Customers 	Commuters <ul style="list-style-type: none"> Information counters at bus interchanges/ MRT stations, website, app and hotline. Social media channels to engage customers and to promote our services. Satisfaction survey such as the Public Transport Customer Satisfaction Survey, conducted by the Public Transport Council. Businesses <ul style="list-style-type: none"> Client engagement and presentations on our green mobility products and services. Outreach programmes where new and existing customers are invited to visit our operations (subject to COVID-19 restrictions). 	<ul style="list-style-type: none"> Public health and safety Accessibility Service quality 	<ul style="list-style-type: none"> Operate services according to planned schedules and adhere to robust safety standards and stringent checks. Work with Traffic Police to improve road safety and conduct up-to-date training for all Bus Captains and Customer Service Officers to ensure the highest standards of safety and security. Implement Safe Management Measures to keep our commuters safe.
Employees 	<ul style="list-style-type: none"> Virtual dialogue sessions with staff to better understand employee needs and concerns. Update on staff Code of Conduct, welfare and benefits on intranet. 	<ul style="list-style-type: none"> Training and development Health and safety at work Service quality Ethical and transparent business 	<ul style="list-style-type: none"> Team bonding, wellbeing and community giving events. Implement Safe Management and ART testing measures for staff at our work, and support flexible work arrangement for those who can work from home. Regular seminars and training courses ensure employees' skills remain future-ready. Support employee training such as conducting digital readiness and cybersecurity training sessions. Staff Code of Conduct to provide guidance on ethical business behaviour.
Unions & Associations 	<ul style="list-style-type: none"> Ensure regular engagement and productivity meeting with key union leaders. Establish strong labour management relations grounded on good tripartite collaboration. 	<ul style="list-style-type: none"> Safety and wellbeing of employees Training and development Fair compensation 	<ul style="list-style-type: none"> We uphold tripartism and commit to working closely with the union to achieve win-win outcomes. We work with the union to improve operational, safety and security performance so that we do well and reward our workers better.

OUR APPROACH TO SUSTAINABILITY

STAKEHOLDER	FORMS OF ENGAGEMENT	STAKEHOLDER PRIORITIES RAISED	OUR RESPONSE TO PRIORITIES
Investors 	<ul style="list-style-type: none"> Meeting with some 260 groups of investors, analysts and equity sales personnel. The team also addressed queries from investors through emails, telephone calls and the online enquiry form. Participation in 10 virtual investor conferences and non-deal road-shows. Organised face-to-face briefings for the media and sellside analysts, with some 80 research reports on the Company and the industry were published during the year. Shareholders have the opportunity to interact with the Board and Senior Management at our Annual General Meeting. Electronic voting also allows for transparent process. All material announcements posted in the IR section of our corporate website. 	<ul style="list-style-type: none"> Ethical and transparent business Climate change adaptation and mitigation Innovation and technology Employee safety and wellbeing 	<ul style="list-style-type: none"> The IR team has regular interactions with investors, shareholders and analysts to ensure a thorough understanding of our business models and strategies, operations and financial performance and growth opportunities. We are committed to disseminate accurate and pertinent information to the market in a timely manner as part of good corporate governance. We participate in ESG ratings, such as DJSI, Sustainalytics, MSCI and CDP, to disclose our ESG performance and efforts to our shareholders.
Partners & Suppliers 	<ul style="list-style-type: none"> Reviewed our Supplier Code of Conduct to reflect our sustainability ambition. Work closely and communicate with our Partners and Suppliers to ensure the smooth delivery of our services that complies with our ESG expectations. Supplier environmental and social screening assessment questionnaire. 	<ul style="list-style-type: none"> Innovation and technology Collaboration efforts 	<ul style="list-style-type: none"> Supplier management and communication ensure fair opportunity and responsible practices, as well as strict adherence to our Supplier Code of Conduct. Utilised ComPASS, our procurement software, to manage suppliers, improve processes and ensure compliance on ESG matters.
Regulators 	<ul style="list-style-type: none"> Regular dialogue sessions with the various regulators including the Land Transport Authority, Singapore Exchange, the National Environment Agency and the Ministry of Manpower. 	<ul style="list-style-type: none"> Climate change adaptation and mitigation Diversity and inclusion Sector development Ethical and transparent business 	<ul style="list-style-type: none"> Review operational, safety and security performances. Provide constructive feedback when regulator needs to review existing and implement new policies. Reliable partner to explore and trial new systems. Identify and implement initiatives to cut carbon emissions. Discuss manpower and infrastructural development and sustainability issues.

OUR APPROACH TO SUSTAINABILITY

GOVERNING OUR SUSTAINABILITY AND RISK

We have an established governance framework to effectively and efficiently manage our ESG risks and opportunities. This ensures the long-term and sustainable growth of our organisation.

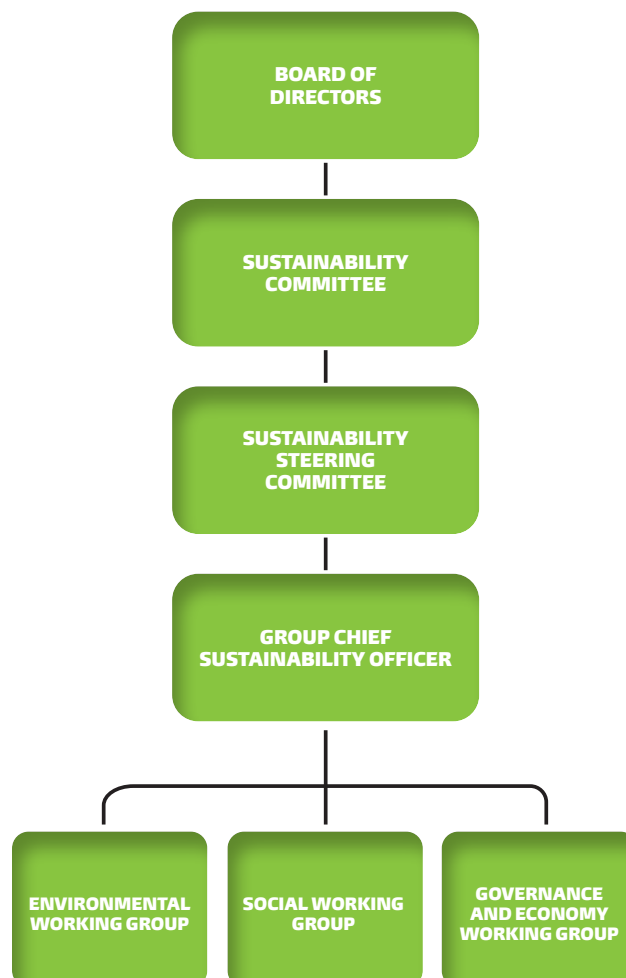
SUSTAINABILITY GOVERNANCE STRUCTURE

ComfortDelGro established our Sustainability Committee in April 2021. Supporting the Board of Directors led by Chairman Mr Lim Jit Poh, the Sustainability Committee is chaired by Ms Jessica Cheam, and aims to champion and provide oversight on ComfortDelGro’s sustainability effort. ESG matters are deliberated by the Sustainability Committee every quarter. The Sustainability Steering Committee, chaired by our MD/Group CEO Mr Yang Ban Seng, and comprising key members of the Senior Management, reviews ComfortDelGro’s sustainability performance and reports performance against targets to the Board. In operationalising the Group’s sustainability ambitions, our Group Chief Sustainability Officer, Mr Jackson Chia, is assisted by the ESG Working Groups. Each working group convenes quarterly to review the progress and discuss how the Group and its Business Units can better implement sustainability initiatives.

CORPORATE GOVERNANCE AND RISK

As part of our wider governance framework, we aligned our governance policies and practices with the principles and guidelines set out in the Code of Corporate Governance issued by the Monetary Authority of Singapore on 6 August 2018. We also have in place a robust Enterprise Risk Management Framework which enables our Group and Business Units to understand the nature and complexity of the risks involved in the operations. This provides a systematic process to identify, review and prioritise resources to manage the risks.

We continue to adopt the precautionary principle in our risk-based approach. We are a signatory of the UN Global Compact and are committed to the 10 principles on Human Rights, Labour, Environment and Anti-corruption. More information on our corporate governance and risk management can be found on pages 63 to 83 and 88 to 93 in the ComfortDelGro Annual Report 2021.



ENABLING A CLIMATE-FRIENDLY AND SUSTAINABLE TRANSPORT SYSTEM



COMFORTDELGRO RECOGNISES THE ROLE IT PLAYS AS A GLOBAL MOBILITY PROVIDER IN ACCELERATING CLIMATE ACTION. TOGETHER WITH OUR SUBSIDIARIES, WE PLACE SUSTAINABLE ENVIRONMENTAL PERFORMANCE AT THE FOREFRONT OF OUR OPERATIONS. WE STRIVE TO MINIMISE OUR IMPACTS ON THE ENVIRONMENT AND ENABLE A CLIMATE-FRIENDLY TRANSPORT SYSTEM.

ENABLING A CLIMATE-FRIENDLY AND SUSTAINABLE TRANSPORT SYSTEM

BEHIND OUR ELECTRIFICATION



Left to right: Gene Goh, Paul Welsford, Ang Soo Hock (CEO, ComfortDelGro Engineering), Freddie Chew and Kumaran SO Balasubramanian.

//

I ONLY HAVE TWO WORDS FOR MY ELECTRIFICATION JOURNEY – NO REGRETS.



PAUL WELSFORD

HEAD OF COMMERCIAL

Backed by strong belief in clean energy and passion to pursue a sustainable future, members of the team were excited to spearhead ComfortDelGro's electrification journey. As Freddie Chew, General Manager, shared, the transition to cleaner energy is a natural progression for the Fuel Sales business as they reviewed their corporate strategy.

There were inevitable encounters of difficult and stressful situations, late nights and intense discussions in the beginning. They managed, however, to harness one another's strengths and diverse backgrounds, aligned their goals and charge forward. "Our team is made up of members from diverse backgrounds who are open to the sharing of views and expertise. This makes up a great team to move forward with," said Gene Goh, Head of Technology.

It has been such a learning journey for the team. They have gained a more holistic view of the industry and an in-depth

understanding of how EV chargers work. It is also crucial to be familiar with regulatory obligations, technical standards and safety precautions for the design, installation and operation of chargers.

While the journey ahead will not be a straight road, the team is thankful for all the support they've received from the authorities, ComfortDelGro management and partners, and is focused on getting the EV chargers up and going.

Behind ComfortDelGro's electrification journey, we are proud to have dedicated people to pioneer and champion our cause.



THE URA AND LTA TENDER SAW 19 INDUSTRY PLAYERS PARTICIPATING IN THE BID, AND WE WERE EXHILARATED WHEN WE WERE NOTIFIED OF OUR WIN!



KUMARAN SO BALASUBRAMANIAN

HEAD OF OPERATIONS & MAINTENANCE

ENABLING A CLIMATE-FRIENDLY AND SUSTAINABLE TRANSPORT SYSTEM



CLIMATE CHANGE ADAPTATION AND MITIGATION

Adapting and mitigating climate change and its influence on our business with climate-friendly and sustainable mobility products and services

WHY THIS MATTERS TO US

The transportation sector is heavily reliant on fossil fuels and accounts for about one-fifth of global GHG emissions. Despite being one of the sectors most heavily affected by the COVID-19 pandemic, the transition to a post-COVID world shows a likelihood of increased emissions due to growing demands and the limited uptake of alternative fuel and energy sources.

With bus, taxi and rail operations in seven countries, we acknowledge our ability to influence and pivot towards a

sustainable transportation sector. By actively transitioning our fleet to more efficient and cleaner transportation, we aim to significantly reduce our GHG emissions and contribute to mitigating the impacts of climate change. Our ultimate goal is to move people further, longer, and faster with less resources and cleaner options.

HOW WE MANAGE THIS

Our key strategies to enable a climate-friendly and sustainable transport system are to electrify our fleet, improve efficiencies, and transit to clean, renewable energy. In February 2021, we committed to achieving the 1.5°C ambition through the Science Based Targets initiative (SBTi). This is a testament to our decarbonisation efforts to adapt and mitigate the impacts of climate change. Widely recognised as the leading science based target setting authority, the SBTi is a collaboration between the Carbon Disclosure Project, the United Nations Global Compact, World Resources Institute and the World Wide Fund for Nature. We worked to develop our emission reduction targets for Scope 1, 2 and 3 and our targets are pending approval by the SBTi technical expert committee. More details on the emission reduction targets can be found later in the chapter.

In addition, ComfortDelGro embarked on a journey in 2021 to understand the physical and transition risks and opportunities presented by climate change for our business. We are underway to align with the Task Force on Climate-Related Financial Disclosures (TCFD). We are expected to publish a full report later in 2022. Through a series of climate risk workshops, it illuminated two key findings: 1) the impacts ComfortDelGro face due to climate change and 2) the impacts ComfortDelGro has on the climate and natural environment. It reinforced our ambitions to drive climate-friendly mobility solutions that would reduce GHG emissions for our operations and that of our business partners.

ENABLING A CLIMATE-FRIENDLY AND SUSTAINABLE TRANSPORT SYSTEM










CLIMATE FRIENDLY MOBILITY

Since 2015, we started to phase out our Internal Combustion Engine (ICE) vehicles in favour of hybrid or electric vehicles (EVs). As we adopt cleaner vehicle technologies, we work closely with vehicle manufacturers, fuel and electricity providers to provide valuable feedback on performance and areas of improvements.

Our existing ICE fleet continue to meet the latest standards (Euro 5 or higher). These standards ensure that vehicles produce lower levels of harmful exhaust emissions such as nitrogen oxide, carbon monoxide, hydrocarbons and particulate matter. This leads to improved fuel efficiencies as well as reduced pollutants and GHG emissions. We also employ route optimisation and on-demand services to further increase operational efficiencies and improve environmental performance.

UNDERTAKING ACTIONS IN MITIGATION AND ADAPTATION OF OUR CLIMATE RISKS

In 2021, ComfortDelGro initiated a groupwide assessment of our most pertinent physical and transitional climate risks. We assessed the risk according to our regional locations including Singapore, China, Australia, UK and Ireland. Our key business units in each region identified the major impacts and the subsequent business or financial implications. Our preliminary findings indicate the following physical and transitional risks to be most pertinent and impactful to our operations. The impacts include, but are not limited to, increased repair and maintenance costs, reduced asset values, higher fuel and supply chain costs, higher staff spending, loss of working man-days as well as reputational costs. The final results will be published in our TCFD report in 2022.

		SINGAPORE	AUSTRALIA	UK/IRELAND	CHINA
PHYSICAL RISKS					
More frequent/intense floods (River or Flash Floods)		●	●	●	●
Higher mean temperatures and more frequent/intense heatwaves		●	●	●	●
Windstorms		●	●	●	●
Rising sea levels		●		●	
Increasing water scarcity			●		
TRANSITIONAL RISKS					
Carbon pricing		●	●		●
Policies and regulations moving towards a low carbon economy		●	●	●	●
Developments and shifts in innovation and technologies		●	●	●	
Changing consumer preferences towards low carbon products and services				●	

ENABLING A CLIMATE-FRIENDLY AND SUSTAINABLE TRANSPORT SYSTEM

SUSTAINABLE PRODUCTS AND SERVICES

With the transition of our fleet, we aim to provide sustainable mobility solutions to all our customers. ComfortDelGro Engineering partnered with TÜV SÜD to train technicians in the automotive industry. In addition to traditional ICE vehicle repairs, there will be a focus on the safe handling of high voltage systems in hybrid and EVs. This partnership will set industry standards and enable more skilled technicians to be readily available as Singapore works towards a more sustainable future. The MoU signing ceremony was held in September 2021 at TÜV SÜD's newly opened flagship office and witnessed by Deputy Prime Minister Heng Swee Keat.



In the UK, Metroline has partnered with Transport for London (TfL) to launch 20 environmentally friendly hydrogen fuel cell double deck buses. The Mayor for London, Sadiq Khan, launched the hydrogen double deck bus in June 2021.

These new hydrogen fuel cell double deck buses are first being introduced on route 7 between East Acton and Oxford Circus. The hydrogen buses join a fleet of over 500 electric buses – one of the largest fleets in Western Europe. The aim is to make all buses in London zero emission by 2030.



Hydrogen used in a fuel cell is free from harmful emissions, where water is the the only by-product. The buses will reduce the level of harmful nitrogen oxide released and thereby improving the air quality and health of Londoners. Passengers will benefit from smoother, quieter journeys due to fewer vibrations and will be able to take advantage of free-to-use USB charging points.

From 2023, the hydrogen will be even greener as it will be produced by electrolysis powered by a direct connection to an offshore windfarm. This means that it will reduce ComfortDelGro's Scope 3 emissions required to power the hydrogen buses.

A new state of the art fuelling station completed by Danish engineering firm Nel Hydrogen will top up each hydrogen fuel cell bus just once per day in as little as five minutes.

In addition to around £6 million of funding from TfL, more than £5 million of funding has been provided by European bodies - by the Fuel Cells and Hydrogen Joint Undertaking, and the Innovation and Networks Executive Agency (INEA), an executive agency of the European Commission – as well as £1 million from the Office of Zero Emission Vehicles. With sustained financial support from the Government, TfL could look to accelerate its plans for a zero-emission bus fleet from 2037 to 2030 in order to reduce carbon emissions and address the public health emergency caused by dirty air.



HYDROGEN IS AN EXTREMELY PROMISING RENEWABLE FUEL FOR PUBLIC TRANSPORT VEHICLES AND WE ARE LOOKING FORWARD TO PROVING ITS APPLICATION ON LONDON'S ROADS. THE HYDROGEN BUSES ARE AN EXCITING NEW ADDITION TO OUR FLEET, AND HIGHLIGHT METROLINE'S CONTINUED DEDICATION TO MAKING LONDON'S STREETS GREENER. OUR ENGINEERING TEAMS HAVE BEEN HARD AT WORK PREPARING THE BUSES FOR SERVICE AND WE ARE PROUD TO BE OPERATING THE FIRST HYDROGEN POWERED DOUBLE-DECK BUSES IN LONDON IN THE HOPE THAT IT WILL FURTHER SHOWCASE THE APPLICATION OF SUSTAINABLE VEHICLES IN THE CAPITAL.



SEAN O'SHEA
CEO AT METROLINE

ENABLING A CLIMATE-FRIENDLY AND SUSTAINABLE TRANSPORT SYSTEM

A FIRST-HAND ACCOUNT OF DRIVING A HYDROGEN BUS



Driving one of these buses is Constantin Bichescu. Based at Privale garage, Mr Bichescu has been with the company since 2016 and has an exceptional performance record, with Operations Managers at the garage calling him “an asset to Privale garage.”

Speaking about his experience driving the zero emission bus, Mr Bichescu says, “It makes me feel good knowing that we are not polluting the environment. It is very smooth, there is no comparison with other buses - the hydrogen bus is the best.” He isn’t the only one that thinks so, with a range of enthusiastic responses from customers too. “Children

seem to be fascinated with the hydrogen bus and many customers have given positive feedback - even other drivers from different companies and different routes,” he explains.

As a driver at the forefront of Metroliner’s initiative to build a greener fleet, Mr Bichescu is in no doubt that hydrogen vehicles will be the way forward for more environmentally friendly buses in the future; “When you are in traffic and you can see the emission coming from other vehicles it makes you really appreciate the hydrogen bus. “This is better for our environment and our health”, he says..



CHILDREN SEEM TO BE FASCINATED WITH THE HYDROGEN BUS AND MANY CUSTOMERS HAVE GIVEN POSITIVE FEEDBACK - EVEN OTHER DRIVERS FROM DIFFERENT COMPANIES AND DIFFERENT ROUTES.



ENABLING A CLIMATE-FRIENDLY AND SUSTAINABLE TRANSPORT SYSTEM

OUR PERFORMANCE AND LOOKING FORWARD OUR FLEET COMPOSITION AND TRANSITION PLAN

In Singapore, our public transport operator, SBS Transit, partnered with the Land Transport Authority (LTA) to introduce an additional 10 electric buses into their fleet, increasing the total number of electric buses from 20 to 30. SBS Transit continues to operate the 25 diesel hybrid buses, previously procured by LTA. The authority targets to operate 100% cleaner energy public bus fleet by 2040 and for all new public bus purchases from March 2020 to be cleaner energy bus models. SBS Transit welcomes this cleaner fleet transition and is ready to partner with LTA to support and operate these buses in future.

As Singapore's largest taxi operator, ComfortDelGro Taxi is expected to put up to 400 electric taxis on the road in 2022. With this move, we are confident that we will achieve our target to put 1,000 electric taxis on the roads by 2023. We are also cognisant of our duty to our drivers. We engage with them to ensure that these new vehicle models are not only comfortable and safe to drive but also easy to operate and maintain.

In order to ensure success in our fleet electrification, it is important to invest in infrastructure support. The ComfortDelGro Engineering-ENGIE consortium won 479 out of 632 charging station for EVs which marks the first step to bolster the local

electric charging infrastructure. This is the first tender by the Urban Redevelopment Authority (URA) for EV chargers and supports the Singapore Green Plan 2030 to have 60,000 charging points nationwide. The chargers to be installed comprise of 192 x 22kW AC chargers, 279 x 7kW AC chargers and 8 x 50kW DC chargers, in the Central, East and West regions of Singapore. Installation has begun in the end of 2021, and is targeted to be completed by third quarter in 2022. ComfortDelGro Engineering currently operates four 24-hour Direct Current (DC) fast charging stations at its workshops located at Braddell and Loyang.

ComfortDelGro Bus is also slated to operate a fully electrified private fleet of shuttle buses at the National University of Singapore (NUS) and Nanyang Technological University (NTU) campuses in 2022. In NUS, the buses will continue to serve the eight existing shuttle bus routes covering the NUS Kent Ridge campus, University Town and NUS Bukit Timah campus daily from 7am to 11pm, including public holidays. In NTU, about 20 electric buses will serve four shuttle bus routes on campus. These buses will be wheelchair accessible and equipped with a telematics system, an anti-fatigue system as well as forward and side collision warning systems. These two multi-year contracts are valued at S\$50 million and marks the beginning of how ComfortDelGro and its private mobility offerings can support our clients' sustainable mobility ambitions.



EV charger installed at URA Centre.

ENABLING A CLIMATE-FRIENDLY AND SUSTAINABLE TRANSPORT SYSTEM

ELECTRIC BUS TRIALS IN SINGAPORE



In July 2021, ComfortDelGro Bus trialed an electric bus as part of the NUS shuttle service. This is in support of the ComfortDelGro-NUS Smart and Sustainable Mobility Living Lab, a research collaboration between NUS and ComfortDelGro. The electric bus provides mobility-related data that supports various research projects under the Living Lab.

ComfortDelGro Bus also supported their clients' sustainable mobility aspirations by conducting on-site electric bus trials. One of the recent partnership was with Sentosa Development Corporation as they plan to electrify all of its on-island public transport by 2025.

In the UK and Ireland, our biggest bus operator, Metroline, continues to uphold their commitment to establishing a climate-friendly fleet. As described in the earlier section, the launch of the hydrogen buses by Metroline signals our commitment to more sustainable products and services. Metroline is currently operating 835 greener hybrid, electric and hydrogen buses. 100% of its ICE vehicles are compliant with Euro 6 Standard.

In Australia, CDC Victoria was a commendable finalist in Healthy Environment category of the 2021 Premier's Sustainability Awards. We were the first public transport operator in Australia to implement the use of automatic geofencing technology to deliver enhanced environmental performance by cutting emissions and limiting engine noise. Operating on Melbourne's track bus services, 48 of 50 of the Volvo hybrid buses have shown to reduce nitrogen oxide and particulate emissions by

ENABLING A CLIMATE-FRIENDLY AND SUSTAINABLE TRANSPORT SYSTEM

up to 50% and reduce fuel and CO₂ emissions by up to 40%. Our Australia operations are continuing with their transition plans, to implement 50 hybrid buses by mid-2022.

In China, our operations are demonstrating a drastic and ambitious transition towards climate-friendly vehicles. Supported

by regulations, 71% of our taxi fleet in China are already using hybrid, compressed natural gas (CNG) and electric vehicles. This is a more than 30% increase from 2020. We target to transit China's taxi fleet to 100% electric vehicles by 2030.

An overview of our fleet can be assessed in the diagram below.

GREENING OUR FLEET ACROSS THE WORLD



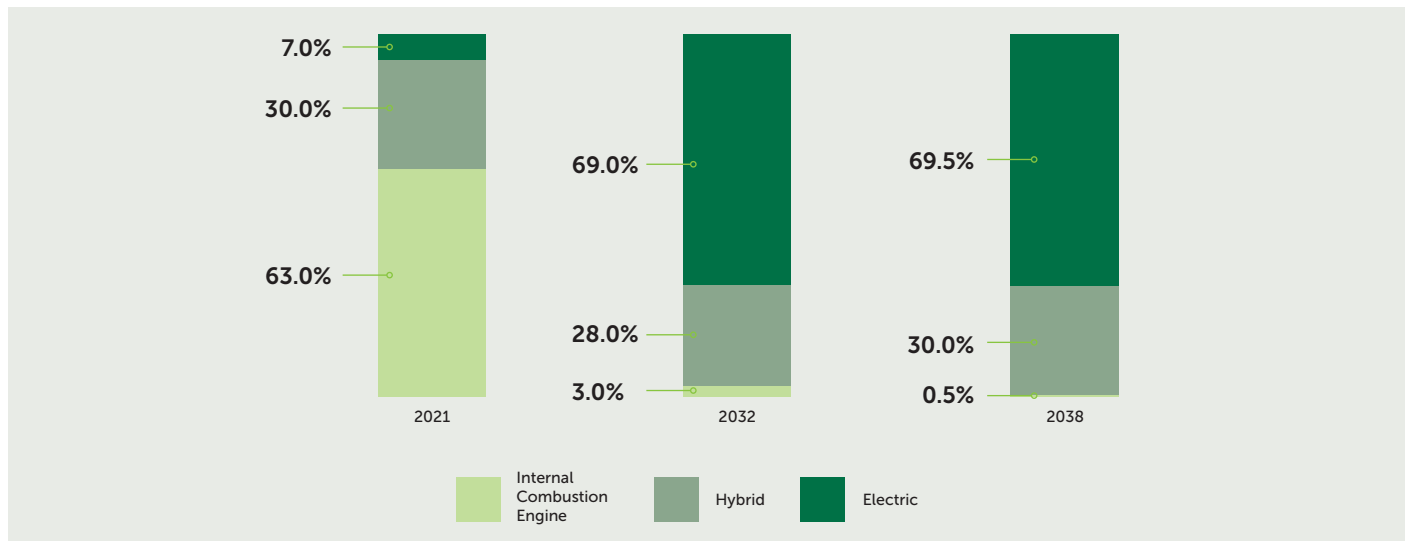
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PROPORTION OF HYBRID TAXIS/BUSES ACROSS GEOGRAPHIES



In 2021, we undertook a revision of our transition plans and have set more ambitious targets. For our global operations, we are aiming to increase adoption of cleaner, less pollutive vehicles. We consider (1) our vehicles' lifespans, (2) regulatory requirements on transport vehicles and (3) forecasted commercial trends in the industry. It is expected that the pace of conversion will accelerate over time due to the maturation of supporting infrastructure and regulations that discourage or ban new ICE vehicles.

FLEET TRANSITION PLAN



We will monitor and review our fleet transition plan periodically to ensure that we account for technological advancements and developments in commercially-viable clean vehicles.

By optimising our fleet to higher standard of environmentally friendly operations, we can influence our peers and clients transit to climate-friendly and sustainable mobility solutions. In the near future, we plan to set a net-zero target and will work towards reducing as much emissions as possible and only offsetting those that are hard-to-abate. For these unavoidable emissions, ComfortDelGro will consider high quality and reliable carbon credits projects as part of our decarbonisation strategy.

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EMISSIONS AND AIR QUALITY

Decarbonising our operations and reducing harmful vehicular emissions in line with global standards for better environment outcomes and well-being

WHY THIS MATTERS TO US

As discussed in the earlier section, ComfortDelGro has committed to the SBTi and taken steps to reduce planet-warming GHGs as part of our climate change mitigation efforts. Besides rapid decarbonisation to reduce our GHG emissions, it is pertinent to reduce other harmful air emissions such as Nitrogen Oxides (NOx), Sulphur Oxides (SOx) and Particulate Matters (PM). These pollutants are well known to have adverse effects on the ozone layer, as well as on human health.

Today, more than half of the global population resides in cities and up to 70% are projected to live in urban areas by 2030. In such high-density urban settings, efforts to improve air quality can contribute to better health outcomes for commuters and road users. As a transport operator, it is hence crucial to examine the vehicular emissions of our fleet closely and transit to greener and cleaner options.

HOW WE MANAGE THIS DECARBONISATION PLAN

For GHG emission reduction in line with the 1.5°C scenario, we have formed a sound fleet transition plan that would minimally halve our Scope 1 and 2 emissions in a ten-year timeframe (ie. by 2032). This is a step up from our previous commitment to the "Well Below 2°C" scenario in a 15-year timeframe.

While ComfortDelGro is not required to set a Scope 3 decarbonisation target under the SBTi standards, we have undertaken a Scope 3 SBTi-aligned reduction target of over 60% to demonstrate our commitment and ambition. Companies are required to set Scope 3 targets if their Scope 3 emissions are more than 40% of their total emissions. Our SBTi targets are currently under review with the SBTi and will be announced upon completion of the validation process.

Our commitment to SBTi requires annual review of our

performance in emission reduction to ensure that we are decarbonising in line with our science based targets. We use our real-time data collection system to monitor and measure the fuel and energy use of our operations. Emissions are then calculated based on the GHG Protocol. Our business units and colleagues are engaged on ComfortDelGro's decarbonisation and transition plans through working group sharing, quarterly training webinars and bimonthly newsletters.

ACCOUNTING FOR SCOPE 1, 2 AND 3 GHG EMISSIONS

ComfortDelGro began monitoring our emissions in 2015 and were previously reporting on locations in which we had significant operational control. In 2021, we undertook a recalculation of our GHG inventory according to GHG Protocol to include all of ComfortDelGro's operations under the operational control approach. As such, we have broadened our scope and included the GHG emissions from our China operations in this year's reporting.

We established 2019 as the baseline year as this was the year before the COVID-19 pandemic. This meant that the GHG emissions would be a closer representation of our emissions as global economy recovers and our business activities pick up. This baseline year also falls in line with the SBTi requirements.

All GHG emissions are calculated in carbon equivalent (CO₂e), accounting for all appropriate greenhouse gases, including methane (CH₄) and nitrous oxide (N₂O).

ComfortDelGro has calculated our Scope 1, 2 and 3 emissions according to the GHG Protocol. Our Scope 1 emissions are primarily from the fuel use in our fleet. Our Scope 2 emissions result from our electricity consumption across our operations and Scope 3 emissions are calculated for all relevant categories to ComfortDelGro.

Out of the 15 Scope 3 categories in the GHG Protocol, ComfortDelGro undertook a screening process to determine the relevant Scope 3 categories. Our significance boundary was established at 5%. After the screening process, we adopted spend-based, distance-based and average data approaches for relevant categories and used readily available information to calculate our Scope 3 emissions. The Scope 3 emission categories include:

- Purchased Goods & Services (Category 1)
- Capital Goods (Category 2)
- Fuel and Energy Use Not Captured in Scope 1 and Scope 2 (Category 3)
- Business Travel (Category 6)
- Employee Commute (Category 7)
- Downstream Leased Assets (Category 13)
- Investments (Category 15)

ENABLING A CLIMATE-FRIENDLY AND SUSTAINABLE TRANSPORT SYSTEM

OUR PERFORMANCE AND LOOKING FORWARD GHG EMISSION PERFORMANCE

ComfortDelGro is on track to achieving our 20% emission intensity reduction targets from 2015 level. In 2021, we have achieved 17% reduction. Informed by our SBTi decarbonisation plans, we have also established additional emission targets. We will continue to report our emissions performance on an annual basis in order to demonstrate our transparency and commitment to our decarbonisation targets.

Greenhouse Gas (GHG) Emissions – ComfortDelGro Group¹

GHG EMISSIONS (TCO ₂ E)	2019	2020*	2021	% CHANGE FROM BASELINE YEAR 2019**
Scope 1 (Direct Emissions)	969,665	756,097	744,805 [#]	-23%
Scope 2 (Indirect Emissions from Electricity)	206,098	183,173	192,982	-6%
Scope 3 (All Other Indirect Emissions)	621,609	482,202	550,095	-12%
Total Scope 1 + 2 emissions	1,175,763	939,270	937,787	-20%
Total Scope 1 + 2 + 3 emissions	1,797,372	1,421,472	1,487,882	-17%

Out of our total Scope 1 emission figure, biogenic CO₂ emissions from our bio-diesel consumption is 71,946 tonnes CO₂e.

We have restated our 2019 and 2020 emissions to include our China operations. This ensures a fair and accurate comparison of our performance over the years.

Scope 3 Emissions Breakdown – ComfortDelGro Group

CATEGORY	PG&S (CATEGORY 1)	CAPITAL GOODS (CATEGORY 2)	FUEL & ENERGY (CATEGORY 3)	BUSINESS TRAVEL (CATEGORY 6)	EMPLOYEE COMMUTE (CATEGORY 7)	DOWNSTREAM LEASED (CATEGORY 13)	INVESTMENTS (CATEGORY 15)
2019							
Total tCO₂e	102,504	111,439	381,220	154	20,400	2,650	3,243
% of Scope 3 total	16.5%	18%	61.3%	0.0%	3.3%	0.4%	0.5%
2020							
Total tCO₂e	89,964	44,067	322,280	-	20,400	3,538	1,952
% of Scope 3 total	18.8%	9.1%	66.8%	0.0%	4.2%	0.7%	0.4%
2021							
Total tCO₂e	93,500	50,660	380,818	-	20,400	2,709	2,008
% of Scope 3 total	17.0%	9.2%	69.2%	0.0%	3.7%	0.5%	0.4%

Emission Intensity 2021² – ComfortDelGro Group

EMISSION INTENSITY (TCO ₂ E/ S\$M REVENUE)	2019	2020*	2021	% CHANGE FROM BASELINE YEAR 2019**	% CHANGE AGAINST COMFORTDELGRO'S 2015 TARGET OF 20% EMISSION INTENSITY REDUCTION FROM 319
Scope 1 + 2	301	290	265	-12%	-17%
Scope 3	159	149	155	-2%	As this is the first year we are reporting on Scope 3 emissions, we plan to set a Scope 3 emission intensity reduction target in line with of SBTi ambition in future reporting.

* 2020 was an anomaly year due to the COVID-19 pandemic.

** 2019 selected as baseline year as it was the last 'normal' year of business prior to the COVID-19 pandemic. This also aligns with the SBTi requirements for establishing a baseline year.

1 All calculations are completed in accordance with the GHG Protocol. Emission factors for specific regions are used where possible. DEFRA emission factors are used where no regional emission factors are available.

2 Emission Intensity is calculated for Scope 1 + 2 emissions only to allow for reporting against performance targets committed previously.

ENABLING A CLIMATE-FRIENDLY AND SUSTAINABLE TRANSPORT SYSTEM

AIR QUALITY

With the transition to a cleaner fleet, we hope to significantly reduce the pollutant emissions from our vehicles and improve air quality for our people, patrons, communities and planet. 2021 marks the first year we are disclosing our fleet's NO_x, SO_x and PM air emission data. We are currently only disclosing for Singapore-based operations due to the complexity of data collection for overseas operations. The air emission data are prepared in accordance to the Sustainability Accounting Standards Board (SASB) Road Transportation and Car Rental and Leasing industry standards. More details are available in Appendix 2. We intend to include our overseas operations in future reporting of relevant SASB indicators.

Air Quality Emissions for Singapore (2021) – ComfortDelGro Group

AIR QUALITY EMISSIONS	2021
NO_x	317,104.65 kg NO _x e/km
SO_x	1,508.29 kg SO _x e/km
PM10	13,784.73 kg PM10/km

Calculated based on per passenger km.



ENERGY AND FUELS

Increasing efficiency of energy and fuel use in our operations

WHY THIS MATTERS TO US

With rise in global energy prices, it has become more economically and environmentally sound to reduce fuel and electricity consumptions across our operations. While our fuel use will reduce as a result of our fleet electrification, ComfortDelGro will continue to improve its energy efficiencies in the intermediate transition phase.

Coupled with the growing expectation to shift away from fossil fuel-based energy sources, ComfortDelGro has forayed into green ventures such as solar power and other renewable energy sources.

HOW WE MANAGE THIS

Our energy and fuel use are considered in two dimensions. Firstly, energy used by our vehicle fleet and secondly, fuels used by our brick-and-mortar operations (e.g. stations, depots, workshops, offices).

ComfortDelGro has implemented energy-efficient design principles and energy-saving technologies in our brick-and-mortar operations where applicable, to reduce our energy consumption. These include:

- Eco-Office certification for our offices
- Energy saving escalators that reduce speed when not in use
- Energy efficient lighting (LEDs)
- Outdoor air supply regulation and carbon dioxide sensors
- Natural lighting at entrances
- Retrofitting and replacement of air-conditioning systems with energy-efficient alternatives

For fuel and driving efficiency, we have implemented the following solutions:

- Regenerative braking systems that store kinetic energy and reduce wear and tear on mechanical brakes.
- Driving behavioural training including, proper acceleration and braking techniques, switching off engines when stationary, filling up to a three-quarter tank and decluttering vehicles to maintain lighter loads. This training is deployed across our operational regions, and is conducted on an annual basis for all drivers.

Through our cloud-based data management portal, we are able to monitor performance on a real-time basis and identify operations with high energy consumption. We then engage with Business Units on possible mitigation measures to reduce consumption or increase energy efficiency.

Our vehicle transition plans include a significant shift into hybrid and electric vehicles, and this requires us to pre-empt and manage the projected increase in electricity usage. ComfortDelGro is exploring to supply EV charging stations in Singapore with renewable energy sources. We are also pleased to share that ComfortDelGro Engineering has entered into a Joint Venture with ENGIE South East Asia this year that seeks to develop and manage solar solutions. The partnership will kick off with the installation and operation of rooftop solar panels at the three ComfortDelGro Engineering site locations. The renewable energy generated will be used to power the automotive workshops, and serve as the pilot site for feeding solar power into fast charging stations.

One of the long term goal of this JV is to meet the preliminary target of 50 MWp renewable energy capacity by 2030, which is equivalent to powering up 12,500 four-room housing flats.

ENABLING A CLIMATE-FRIENDLY AND SUSTAINABLE TRANSPORT SYSTEM



POWERING EV CHARGING STATIONS WITH RENEWABLE SOLAR ENERGY

By the end of 2022, fully electric ComfortDelGro taxis and private electric vehicles could very well be fast charging at EV charging stations located on premises powered by solar power harnessed from rooftop solar panels.

Our second joint venture with ENGIE South East Asia - ComfortDelGro ENGIE Solar Pte Ltd - which targets to operate by second half of 2022 once it obtains customary regulatory approvals, intends to install and operate rooftop solar panels atop three of our buildings at Loyang, Pandan and Ubi for a start. Apart from these buildings, our automotive workshops will also run on renewable energy deployed from these rooftop solar panels. Our Solar JV

also plans to offer solutions to our customers and business partners that are looking to deploy renewable energy to their own buildings.

Ang Soo Hock, Chief Executive of ComfortDelGro Engineering, said: "Beyond the electrification of our vehicle fleet is the need to build charging farms powered by renewable energy on our premises that offer fast charging solutions to our cabbies as well as the public EV users."

ComfortDelGro Engie will also leverage the solar JV to offer EV charging solutions using renewable energy, as part of its pledge to play a major role in deploying 60,000 EV charging points across the Republic under the Singapore Green Plan 2030.

OUR PERFORMANCE AND LOOKING FORWARD

In Singapore, we continuously renovate our facilities and buildings to improve their energy efficiency based on the Building Construction Authority's (BCA) Green Mark guidelines. Our Singapore Head Office was retrofitted in 2019 with a more energy efficient air-conditioning system, which saved up to 20% of electricity annually. We have also fitted LED lightings for 90% of our head office. In 2021, 21 offices have received the Eco-office certification by the Singapore Environment Council. As part of the requirements, we have established an Energy Management Policy Plan and a Green Building User Guide to provide guidance to our Business Units on energy management

for buildings and facilities. We target for 100% of our offices to be certified by Green Mark/ Eco-Office certification by 2030.

The figures below include all ComfortDelGro Group operations, including both our Singapore listed operations, SBS Transit and VICOM. For details on the specific performance of these two entities, please refer to their Sustainability Reports.

Going ahead, we plan to review our targets to reflect our ambition in reducing overall energy consumption and increasing renewable energy generation capacity and use.

ENABLING A CLIMATE-FRIENDLY AND SUSTAINABLE TRANSPORT SYSTEM

Fuel Consumption 2021 – ComfortDelGro Group

FUEL TYPE	2019	2020*	2021	% CHANGE FROM BASELINE YEAR 2019**
Bio-blend Diesel B20 (in litres)	-	-	34,016,891	-
Diesel (in litres)	331,332,976	252,762,130	217,276,303	-34%
Petrol (in litres)	32,658,433	33,264,997	38,830,319	+19%
CNG (in litres)	15,051,082	15,813,088	22,698,690	+51%

Percentage of Fuel Consumption 2021 – ComfortDelGro Group

FUEL TYPE	2019	2020*	2021	% CHANGE FROM BASELINE YEAR 2019**
Renewable (Bio-diesel)	0%	0%	11%	+11%
Non-renewable (Diesel and Petrol¹)	96%	95%	82%	-14%
Natural Gas	4%	5%	7%	+3%

Electricity Consumption 2021 – ComfortDelGro Group¹

ENERGY TYPE	2019	2020*	2021	% CHANGE FROM BASELINE YEAR 2019**
Electricity Purchased (kWh)	499,794,946	444,914,841	468,051,266	-6%
Renewable Electricity Purchased (kWh)	0	0	0	-
Renewable Electricity Generated (kWh)	2,063,689.5	1,743,025	2,393,358	+16%

Energy Intensity 2021 – ComfortDelGro Group

ENERGY INTENSITY TYPE	2019	2020*	2021	CHANGE FROM BASELINE 2019**
Total Fuel Intensity² (litres/ \$M Revenue)	97,163	93,086	88,410	-9%
Total Electricity Intensity³ (kWh/ \$M Revenue)	128,116	137,209	132,281	+3%

* 2020 was an anomaly year due to the COVID-19 pandemic.

** 2019 selected as baseline year to align with GHG emission reduction boundary. 2019 was also the last 'normal' year of business prior to the COVID-19 pandemic.

1 Electricity consumption is calculated with both location-based and market based methods.

2 Includes renewable and non-renewable fuels.

3 Includes electricity purchased.

ENABLING A CLIMATE-FRIENDLY AND SUSTAINABLE TRANSPORT SYSTEM



RESOURCE STEWARDSHIP

Optimising our use of natural resources including water and to minimise waste and other harmful environmental impacts

Waste

WHY THIS MATTERS TO US

With exponential growth of human population and depleting natural resources, it is increasingly challenging for our planet to support the overconsumption and waste generated. As a global corporate citizen, it is hence important for ComfortDelGro to be responsible steward for the resources used in our operations and to minimise negative impact to the environment.

Global waste has seen a significant increase during the COVID-19 pandemic, with recycling rates falling across Asia, Europe and the United States. Without effective end-of-life management of our waste, adverse impacts will continue to rise, not only for the ecosystems that surround us, but ultimately for the people and communities that make up our global population. Across our operations, ComfortDelGro seeks to be part of the solution and keep up with our waste management regime.

For a transport operator like ComfortDelGro, as we transit our fleet to EVs, it is necessary to look at the potential waste problem of EV batteries. Together with like-minded partners, it is important to collaborate and consider how end-of-life EV batteries can be recycled and refurbished for a second life.

HOW WE MANAGE THIS

Most of the waste generated in our operations is a result of day-to-day activities, as well as commuter waste. This waste is handled by authorised contractors and is incinerated or disposed in landfills. Large-scale operational waste, such as batteries, engine oil, tyres and metals are recycled or reused. ComfortDelGro complies with all waste-related regulations in each location of operation.

Another key waste stream generated by our operations is the decommissioning of vehicles. In order to responsibly manage the end-of-life treatment of our vehicles, ComfortDelGro sends decommissioned vehicles to scrap yards, where valuable materials are recovered for reuse and recycling. Hazardous

waste generated by the repair and maintenance of our vehicles are aptly dealt with by specialist contractors.

In all of our operational regions, Governments have established clear priorities in the management of waste. In Singapore, under its Waste Masterplan, it aims to increase our overall recycling rate to 70% and reduce waste-to-landfill per capita per day by 30% by 2030. In the UK, it aims to recycle 65% of municipal waste and reduce the amount of waste sent to landfill to 10% by 2035. Under Australia's National Waste Policy Action Plan, the government aims to significantly increase the use of recycled content by governments and industry and reduce total waste generated in Australia by 10% per person by 2030. Lastly in China, it aims to build up its waste infrastructure and reuse 60% of its trash by 2025.

ComfortDelGro supports these national waste strategies and participates in various waste initiatives. For example, we participated in the Say Yes to Waste Less campaign led by Singapore's National Environment Agency (NEA) in October 2021. This marks our third year participating in the initiative that aims to educate the public on cutting down single-use disposables and to use reusables for their food and beverage takeaways and purchases. As most of our staff were working from home during the campaign period, we crafted a special edition newsletter to engage our staff on reducing single-use disposables and how they could participate in the campaign activities.

We also deploy recycling bins for paper, plastic and cans in our premises. To reduce paper waste in our bus depots, technicians have been issued tablets which have a Bus Mobile Maintenance System (BMMS) installed. Beyond using the tablet to complete checklists when completing maintenance works, the tablet and BMMS system enable the technicians' access to work instructions, drawings and electrical schematics. It also allows for access to manufacturer portals, enabling access to detailed maintenance information.

ComfortDelGro monitors and measures our waste disposal. We report our waste data to the NEA in line with Section 30A of Singapore's Environmental Public Health Act. Areas of high consumption are identified and reduction initiatives are implemented accordingly.

Additionally, all employees are educated on reduction measures and responsible stewardship of waste. In 2021, we conducted two webinars on sustainability which saw close to 200 staff attending the live sessions. Regular e-newsletter on waste and other sustainability topics were also sent to employees to educate and engage them. This is part of our efforts to promote "Green Culture" in our company.

ENABLING A CLIMATE-FRIENDLY AND SUSTAINABLE TRANSPORT SYSTEM

Waste Generated 2021 – ComfortDelGro Group

TOTAL WASTE GENERATED (IN TONNES)	2019	2020*	2021	% CHANGE FROM BASELINE YEAR 2019**
Hazardous	3,446	3,197	3,816	+10.7%
Non-Hazardous	3,599	2,623	2,512	-30.2%
E-Waste	3.07	4.43	4.06	+32.2%
Total	7,048.07	5,824.43	6,332.06	-10.2%

Waste Directed to Disposal 2021 – ComfortDelGro Group

WASTE DIRECTED TO DISPOSAL (TONNES)	2019	2020*	2021	% change from baseline year 2019**
Hazardous Waste				
Landfill	1,779	2,339	1,725	-3.0%
Incineration	0	1	576	-
Total	1,779	2,340	2,301	+29.3%
Non-Hazardous Waste				
Landfill	882	455	619	-29.8%
Incineration	885	652	535	-39.5%
Total	1,767	1,107	1,154	-34.7%

Waste Diverted from Disposal 2021 – ComfortDelGro Group

WASTE DIVERTED FROM DISPOSAL (TONNES)	2019	2020*	2021	% CHANGE FROM BASELINE YEAR 2019**
Hazardous Waste				
Recycling	1,592	782	1,440	-9.5%
Reuse	75	75	75	0.0%
Total	1,667	857	1,515	-9.1%
Non-Hazardous Waste				
Recycling	1,832	1,486	1,318	-28.0%
Reuse	0	28	9	-
Total	1,832	1,514	1,327	-28.0%

Note: Waste data is currently not reported for the China region as they are working on collating the information. 2021 is the first year we are reporting on the sustainability performance of our China region.

ENABLING A CLIMATE-FRIENDLY AND SUSTAINABLE TRANSPORT SYSTEM

Water

WHY THIS MATTERS TO US

Water is undeniably a scarce resource. As climate change impacts are being felt across the globe, water-scarce regions in particular are experiencing sudden negative changes such as droughts. At the current consumption rate, it is anticipated that two-thirds of the global population may face water shortages by 2025.

Water scarcity is a key concern in some of the countries in which we operate, leading ComfortDelGro to assume responsibility over the effective and efficient management of water for our organisation.

HOW WE MANAGE THIS

The bulk of our water use is for the washing of vehicles. In Singapore, we have implemented the use of reclaimed NEWater for non-potable uses such as washing of vehicles. Other uses of water include general office operational use, such as pantries and lavatories. Business Units that achieved

the Eco-Office Plus awards have also educated their staff on water conservation measures. Since 2019, all of the water fittings in our Head Office were replaced to adhere to Public Utilities Board's Water Efficiency Labelling Scheme (WELS). In 2020, our Braddell premises was awarded the Water Efficient Building (WEB) Basic Certification.

At VICOM, SETSCO's Construction Technology Division began a water recycling initiative in 2019 where recycled water is used to cure concrete cubes before they are tested for compressive strength. This initiative helps save up to 2,160 cubic metres of water a year, which is nearly the volume of an Olympic-sized swimming pool.

A key climate risk identified in our Australia operations was water scarcity. Australia, as a water scarce nation, already considers sustainable water use as a standard mode of operation. Our Australian business units currently make use of water recycling initiatives and have invested in infrastructure to capture water and wastewater. Additionally, there are communications to the public on responsible water use and water savings.

MAKING EVERY DROP COUNT IN AUSTRALIA

CDC Victoria commenced harvesting, storing, and recycling some of its water consumption when the Oakleigh depot was built in 2012. The use of recycled water reduced the water consumption from South East Water (water corporation in south-eastern suburbs) by 62% per annum.

The water is harvested from the workshop roof into 3 large tanks (current capacity 90,000 litres) for storage. Consumption is split into several areas, but largely the water is used for washing the buses.

Bus washing is firstly done by recycled water, which is captured in a triple interceptor pit (tank overflow goes into water authority system), then pumped through a recycling tank to capture sediment, and cleanse the water. Buses are finally rinsed with fresh tank water.

This harvesting and recycling of water reduce our requirements from our dams by 2,120 kilolitres per annum.



ENABLING A CLIMATE-FRIENDLY AND SUSTAINABLE TRANSPORT SYSTEM

Water Withdrawn by Source 2021 – ComfortDelGro Group

TOTAL WATER WITHDRAWN BY SOURCE (MEGALITRES)	2019	2020*	2021	% CHANGE FROM BASELINE 2019**
Utilities (Municipal)	2,270.48	1,833.04	2,582.28	+14%
Rainwater	0.77	1.26	1.95	+154%
Utilities (SG:NEWater)	30.27	41.47	36.96	+22%
Total	2,301.52	1,875.77	2,621.19	+14%

Water Withdrawn in Water Stressed Areas by Source 2021 – ComfortDelGro Group

WATER WITHDRAWN IN WATER STRESSED AREAS BY SOURCE (MEGALITRES) ²	2019	2020*	2021	CHANGE FROM BASELINE 2019**
Utilities (Municipal)	210.60	226.58	271.96	+29%
Rainwater	0.77	1.26	1.95	+154%
Total	211.37	227.85	273.92	+30%

² Water stressed business units include: East China, North China, CDC Victoria, CDC NSW, Metroline and CityFleet

Water Intensity 2021 – ComfortDelGro Group

ENERGY INTENSITY TYPE	2019	2020*	2021	CHANGE FROM BASELINE 2019**
Total Water Intensity (megalitres/\$M Revenue)	5.90	5.78	7.41	+26%

OUR PERFORMANCE AND LOOKING FORWARD

ComfortDelGro will continue to enhance our responsible stewardship performance to increase ambition across our operations. ComfortDelGro has not identified any non-compliance within the organisation with environmental laws and/or regulations. We will consider incorporating targets and initiatives relating to more specific waste streams such as EV batteries in the future.



SAFEGUARDING THE WELLBEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS AND COMMUNITIES

WITH THE BREADTH OF OPERATIONS ACROSS THE GLOBE AND OUR UNIQUE POSITION AS A KEY TOUCHPOINT ACROSS MANY STAKEHOLDERS, WE HAVE A CORE RESPONSIBILITY TO SAFEGUARD THE WELLBEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS AND COMMUNITIES.

THE ONGOING CHALLENGES POSED BY COVID-19 REQUIRED US TO ADAPT AND KEEP UP WITH SAFETY MEASURES. FURTHERMORE, WITH REDUCED SOCIAL INTERACTIONS, IT IS VITAL THAT THE MENTAL, PHYSICAL AND EMOTIONAL WELLBEING OF OUR PEOPLE ARE TAKEN CARE OF THROUGH TRAINING AND INCLUSIVE INITIATIVES. IN TIMES OF THE PANDEMIC, IT IS EXCEPTIONALLY IMPORTANT THAT WE CONTINUE TO CONTRIBUTE TO OUR LOCAL COMMUNITIES AND ENSURE HIGH SERVICE QUALITY AND ACCESSIBILITY STANDARDS.

SAFEGUARDING THE WELLBEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS AND COMMUNITIES



Kim Bell, a mother and grandmother, came to Darwin in 1972 for a three-week holiday and never left. After a career in the police force, Kim started driving buses with Buslink NT Pty Ltd two years ago.

In 2020, despite the possibility of being more susceptible to effects of COVID-19 at her age, when the opportunity arose to volunteer for international airport transfer work in her role as a driver (which meant taking passengers to quarantine facilities), she didn't hesitate to put her name forward.

"I felt for families and the backlash they would receive coming home from being in the middle of this outbreak," she said.

"I put myself in their shoes, how I would feel arriving in the country. I felt like I was doing the right thing and was proud to make a difference in the community."

Kim's exemplary efforts during the pandemic saw her nominated as one of 14 Outstanding Finalists in the global 2019/2020 Passion Awards run by Buslink's ultimate parent company, ComfortDelGro Corporation based in Singapore.

Thank you, Kim, for going above and beyond for ComfortDelGro and our customers.

SAFEGUARDING THE WELLBEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS AND COMMUNITIES

Senior Operations Supervisor, Ms Deng Gui Xiang (“邓桂香”) has worked close to 25 years at the ComfortDelGro’s Guangzhou Xin Tian Wei operations. In May 2021, as the COVID-19 cases surged in Guangzhou, Ms Deng had to swiftly and decisively take on the role of implementing safe distancing measures. Along with the support and coordination provided by her colleagues, she was able to put in place control measures such as disinfecting high touchpoints and ensuring safe staff deployment at the Tianhe passenger station.

She took the initiative to develop staff schedules and helped to set up the system that ensured all reporting staff cleared health screening when they reported to work.

Through WeChat, her team also disseminated critical information on health and safety to the staff, such as temperature checks, COVID-19 testing and attendance check in/out. For passengers, clear communications such as posters on mandatory mask wearing on the ride, safety distancing measures were also put up at the station.

Thanks to Ms Deng’s meticulous planning of pandemic prevention measures, the station did not report any COVID-19 infections and was able to operate normally. Her sense of responsibility and decisiveness deserves to be applauded. She has definitely served as a role model not only to her colleagues at the station, but to all at ComfortDelGro.



SAFEGUARDING THE WELLBEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS AND COMMUNITIES



HEALTH AND SAFETY

Ensuring a safe and healthy workplace for our employees and the public

WHY THIS MATTERS TO US

Ensuring the health and safety of our people and our patrons is paramount to our business. With a fleet of about 35,000 vehicles serving seven countries, a strong safety record is essential to building trust in our services. This safety-first thinking extends beyond the direct services we provide to our customers and aims to protect other road users as well.

The COVID-19 pandemic has cast a spotlight on health and safety, and ComfortDelGro is prepared to play our role in ensuring our workforce and communities remain safe and healthy.

HOW WE MANAGE THIS OCCUPATIONAL HEALTH & SAFETY

ComfortDelGro has established Occupational Health and Safety (OHS) systems in place, that are in alignment with regulatory requirements and internationally recognised safety standards including ISO 14001, ISO 45001, ISO 9001, ISO 4801 and AS/NZ4801. These standards aid in specifying the processes and procedures for identifying, assessing and managing health and safety risks in the workplace.

All employees, vendors, contractors and operators that operate within our premises are covered by our OHS management systems.

Hazard identification and detailed risk assessments are conducted regularly to identify any major health and safety risks faced by our employees, workers and customers. As a transport provider, these pre-emptive measures are essential. In our Singapore operations, annual risks assessments and independent physical inspections are conducted. Our Australia operations conduct similar risk identification and assessments in alignment with the ISO 14001, 45001, 9001 and 4901 standards. In addition to the risk identification and assessments, our UK operations have a Safe System of Work (SSOW) policy in place, which aids in incident and risk documentation.

To establish a culture of safety, we have continuous training and safety awareness programmes that run throughout the year. For instance, our SBS Transit Bus and Rail Engineering and VICOM operations, are subject to specific training to perform their various functions in accordance with regulations. This training is provided by accredited training agencies. Our SETSCO staff are also required to attend safety orientations, trainings and site familiarisation courses for specialised clients in the marine, shipyard, construction and oil/petrochemical sectors, when relevant and appropriate.

Our Contractor Induction Packages, Supplier Agreements and Tender Documents specify details to ensure our third-party suppliers and contractors are made aware of our prevailing safety measures. They are provided with these documents prior to any commencement of work. Our global operations undergo a due diligence process to ensure that all third-party business partners are equipped with the necessary licenses and documentation that align with our safety standards and expectations. ComfortDelGro Taxi vendors are required, as a pre-requisite, to have a Method Statement and Risk Assessment, which is reviewed by our Safety Officers for approval prior to any commencement of work. In addition, our operations in Australia, require vendors to complete induction programmes to ensure full compliance with ComfortDelGro's OHS standards and expectations.

ComfortDelGro has an established joint management-worker Workplace Safety and Health (WSH) Committees to represent our employees and workers across all our countries of operation, with the aim of evaluating and improving our OHS programmes (see Appendix 5). The WSH Committees meet regularly to conduct evaluations and assessment of OHS management systems, and to develop appropriate solutions. The WSH Committees are also present on a micro-level to monitor day-to-day OHS matters.

ComfortDelGro strongly emphasises health and safety in our workplace, and consistently communicate our measures and expectations through training, education and instilling a safety culture. We strongly encourage all employees and workers to report any work-related hazards, without fear of reprisals. ComfortDelGro has established an open and encouraging environment to flag and report on OHS hazards. Employees are able to report incidents or hazards to 524A supervisors, their WSH Committee representatives or anonymously. Our Australia operations, for example, are equipped with a company mobile application as well as a workplace kiosk, in which they can report incidents. Our Whistleblowing Policy (see Annex C) also act as a safeguard against adverse actions on employees who raise these concerns.

All employees are reminded of their right to remove themselves from unsafe work circumstances or dangerous situations. National legislation in Australia also stipulates a worker's right to cease unsafe work if the worker has reasonable concern that continuing work would lead to significant exposure to health and safety risks. To further demonstrate commitment to OHS, trained Health and Safety Representatives are given full authority to issue stop-work notices in situations that they

SAFEGUARDING THE WELLBEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS AND COMMUNITIES

deem unsafe, enabling corrective actions to be taken before work is able to resume.

All incidents and investigations of breaches in workplace safety are reported to the management. Any reported work-related breaches of safety are investigated and subsequent corrective actions taken to eliminate or minimise the hazard, avoiding recurrence. During the investigation process, OHS incidents are analysed to assess whether there are systemic issues that can be addressed through additional training or whether a change of procedures or equipment is required to reduce the risk of injury.

In Singapore, relevant facilities and support services are in place, such as our annual and routine health screening and availability of first aid kits and Automated External Defibrillator (AEDs). To engage with our staff, especially those who are working from home, wellbeing talks and seminars on topics such as exercise, health issues, diet and mental health were hosted on a bimonthly basis.

MANAGING COVID-19 AT OUR WORKPLACE

Practicing the three-pronged protocol of Trace, Test and Vaccinate, ComfortDelGro has put in our best effort to curb the spread of COVID-19 within our communities.

Due to the high transmissivity of the Delta variant, COVID-19 clusters emerged across several of bus interchanges in Singapore during the year. Over 200 of our bus captains tested positive and our public transport operator, SBS Transit, acted swiftly to enhance safe management measures and reduce further transmissions. Similarly, when a COVID-19 cluster was discovered at ComfortDelGro Driving Centre, it was closed for two weeks for deep cleaning and disinfection.

In Singapore, all staff were informed to provide weekly ART results when they were required to work from office starting from September 2021. We distributed over 200,000 ART kits, including 65,000 additional purchases by ComfortDelGro, to support staff in Singapore. In UK, we procured 58,000 ART test kits for staff. On top of the S\$86.5 million rental relief distributed to cabbies, ComfortDelGro Taxi also distributed ART kits to cabbies earnestly as they are subjected to routine COVID-19 testing.

In the geographies that ComfortDelGro operate in, we worked closely with the respective government authorities, business partners and employees to encourage vaccination that would offer our workers the best protection against COVID-19. The vaccination rate stands at 99% for Singapore and China, with booster shots in progress for our frontline staff. In Australia, we ran a campaign to promote vaccination take-up rate by offering gift-cards to full vaccinated workers.

OUR STAFF'S TIRELESS EFFORTS TO COMBAT COVID-19



Distribution of ART kits and disinfection liquids



Encouraging vaccination for employees and providing discounted rides for vaccination appointments

SAFEGUARDING THE WELLBEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS AND COMMUNITIES



JUST THE SHOT, A VACCINATION INCENTIVE PROGRAMME

While it is not mandatory for employees to have the vaccination, our business in Australia recommended all staff do so in order to have the “strongest protection available”. Buslink, the Northern Territory’s largest school and urban bus transport provider, did its part to ensure the safety of staff, their families and loved ones and the wider

community, by launching a COVID-19 vaccine incentive programme for employees.

“Unlike the mainstream flu vaccinations, Buslink NT is unable to arrange onsite administering of COVID-19 vaccinations. Hence, they ensured that locations and hours of operation for employee’s closest vaccination hubs were made available.

Buslink NT was keen to ensure that as many employees as possible receive the vaccination, and to have a good understanding of our company-wide vaccination profile. This will help us to assess risks to our workforce, should a wave of infections occur in the community. Those who had questions or concerns about the vaccine were encouraged to contact their regular doctor.

Employees who present their vaccination certificate, medical certificate or MyGov statement that confirms they have received the vaccination will each receive a \$30 Coles Group and Myer Gift Card.

OUR PERFORMANCE AND LOOKING FORWARD

ComfortDelGro continues to target for zero fatalities & injury rates below national averages in our locations of operation.

Workplace Injury Rate (WIR) per 100,000 Employees 2021 – ComfortDelGro Group*

WORKPLACE INJURY RATE (WIR) PER 100,000 EMPLOYEES	2019	2020	2021
Singapore	457.4	455.1	714
UK & Ireland	480.8	616.2	356.7
Australia	2,189.9	1,008.8	1,929.4
China[^]	-	-	738.6

* Workplace Injury Rate (WIR) for Singapore falls below the 971 per 100,000 employed persons for the Transportation and Storage industry. The statistics is published by Ministry of Manpower in the Workplace Safety and Health Report 2020. According to the Labour Force Survey, the WIR in UK/Ireland falls below 1,770 per 100,000 employed persons for the industry. Australia has a “no-fault” system of workers’ compensation for work-related injuries and benefit systems which indirectly led to relatively high workplace injury reports and long medical leaves.

[^] This is the first year we are reporting on China’s data and hence past year data is not available.

Recordable Work-Related Injury – ComfortDelGro Group

	2019		2020		2021	
	Number	Rate	Number	Rate	Number	Rate
Singapore	73	1.75	73	2.06	90	1.63
UK & Ireland	28	2.25	35	3.03	19	1.45
Australia	83	12.88	39	12.98	76	10.25
China[^]	-	-	-	-	5	1.38

The calculation of work-related injuries is based on the formula – No. of injuries/ No. of man hours per region x 1,000,000 man hours worked. The total number of man hours for 2021 is 79,462,551.

[^] This is the first year we are reporting on China’s data and hence past year data is not available.

SAFEGUARDING THE WELLBEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS AND COMMUNITIES

PUBLIC HEALTH & SAFETY

In Singapore, we have been implementing the iSafe system since 2019, which comprises the Safe Green Eco System, GoldenEye, and MobilEye. The entire SBS Transit fleet has been installed with the MobilEye, a smart camera that is able to detect, analyse and monitor road conditions while the vehicle is moving, as well as provide real-time audio-visual warning via a display unit to the driver. Newer buses provisioned by the Land Transport Authority have been installed with the Integrated Smart Advance Warning Unit (I-SAW-U) instead of the MobilEye. Similarly, I-SAW-U is a smart camera system that acts as an extra pair of eyes to warn Bus Captains of obstructions and subjects in their blind spots. It also alerts the Bus Captains if a pedestrian is in front of the bus, if the bus strays off lane, or if it is travelling too close to the vehicle in front. We also made investments in artificial intelligence technology.

Since December 2019, we have been operating Singapore's first fully predictive anti-collision buses, which come with a Driver Support System that has a built-in Collision Warning & Emergency Brake (CWEB) feature. With the system's ability to initiate braking if the driver does not respond to the warnings in time, Volvo's CWEB feature is a welcome safety enhancement that helps bus drivers avoid critical situations and accidents. ComfortDelGro Bus Drivers have undergone training on the in-built CWEB feature.

Since 2020, the Vehicle-Activated Speed Display (VASD) system were also implemented to provide instant feedback to Bus Captains (BCs) on travelling speed and serves as a reminder to respecting applicable speed limits. This year, we have also rolled out the blinker light sensor system across multiple bus interchanges which alerts oncoming buses or other reversing buses on buses reversing out of parking lots.

To protect passengers and employees, almost all of our buses, trains and train stations in operation across the Singapore, the United Kingdom (UK) and Australia are installed with CCTVs or in-vehicle cameras.

SBS Transit launched the "Travel with Confidence" programme such as priority boarding for passengers-in-wheelchair at all 50 of its MRT stations. This programme adopts a precautionary approach to increase the safety experience of commuters with disability. Floor stickers were also used to increase awareness of the programme amongst the disability community. For

elderly, public education posters were put up to encourage the safe use of escalators to avoid injuries. Other safety advisory includes holding on to support and staying seated until the bus or train stops for alighting.

In June 2021, SBS Transit also embarked on a partnership with Dementia Singapore to roll out "Find Your Way", an initiative that helps people with dementia find their way around bus interchanges and MRT stations with ease through the use of colourful murals of childhood games or activities. The pilot test was held at Toa Payoh bus interchange.

In light of COVID-19, ComfortDelGro kept up with our public health safety measures across our operations. Commuters are reminded to wear their masks and to avoid talking loudly onboard public and private transports. Hand sanitisers are also available on vehicles and at stations to encourage good personal hygiene. At SBS Transit, employees are trained to apply Electrostatic Disinfectant Spray on buses and trains. High commuter touchpoints in the stations are cleaned once every two hours while train interiors are cleaned throughout the day.

Our private mobility operations, such as taxi and private bus services, were also involved in conveying those serving Stay-Home Notices for their COVID-19 tests. This meant that our drivers are required to don on Personal Protective Equipment and adhere to the strict hygiene standards in order to protect themselves and others.

OUR PERFORMANCE AND LOOKING FORWARD

In 2021, we recorded five fatalities across our global operations. Two fatalities were from SBS Transit's bus operations, of which both fatalities involving a pedestrian and a cyclist occurred at traffic junctions. From Metroline's operations, two fatalities stemmed from pedestrian collisions. In China, there was a fatality due to a taxi collision in Beijing with a pedestrian due to a blind spot at a junction. ComfortDelGro reached out to all families of the deceased to provide our support during these difficult times.

Upon the incidents, the drivers were immediately suspended and investigations were launched to determine the disciplinary actions. At the conclusion of these cases, the drivers were either dismissed or subjected to further suspension with conditions to attend mandatory retraining and safety courses. The use of technology such as MobilEye continues to play a heavy role in ensuring the safety of our road transportations.

SAFEGUARDING THE WELLBEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS AND COMMUNITIES



CONVEYING PASSENGERS SERVING STAY-HOME NOTICE

When drivers were needed by the Ministry of Health to convey those serving Stay Home Notices to and from swab facilities, Cabby Koi Eng Yeow, 51, was one of 110 ComfortDelGro cabbies who stepped up and served.

At the peak of COVID-19 in June 2021, like all the cabbies, Cabby Koi was deployed about four times a week on average. Even though he is now deployed only once a week, he would still don the full Personal Protective Equipment before picking the passengers up. Understanding how it could be difficult for the passengers at times, Cabby Koi would chat with them a little and play light music to calm them down.

He said: "Usually, they are rather worried as they don't know what to expect so I will do my best to assure them, by answering all their questions to my best ability." After each trip, he would then drive to any public hospital to disinfect the whole taxi and discard his PPE properly in a biohazard bin. When he's home, the first thing he does is to shower and disinfect before he even speaks to his wife or children. Asked if his family is worried at all that he has been doing this for more than a year, Cabby Koi said: "Maybe initially my family was but we have come to learn how to 'live' with COVID-19. Moreover, my family and I have been fully vaccinated and I have even had my booster shot. I can't do much to help except to use my taxi and to serve in the best way I can."

Road & Passenger Safety (2021) – ComfortDelGro Group

Road & Passenger Safety 2021	2019	2020	2021
FATALITIES			
Singapore	1	0	2
UK & Ireland	1	0	2
Australia	0	0	0
China[^]	NA	NA	1
PASSENGER INJURIES			
Singapore	724	515	590
UK & Ireland	239	130	42
Australia	536	49	133
China	-	-	104
VEHICLE COLLISIONS RATE (PER MILLION MILE)			
Singapore	0.31	0.36	0.28
UK & Ireland	48.18	35.69	26.65
Australia	31.32	25.44	19.75
China[^]	-	-	5.34

[^]This is the first year we are reporting on China's data and hence past year data are not available.

SAFEGUARDING THE WELLBEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS AND COMMUNITIES



OUR PEOPLE

Protecting the human and labour rights, mental, physical and emotional wellbeing of our people through targeted initiatives, upskilling and inclusion for all

WHY THIS MATTERS TO US

At ComfortDelGro, we believe our employees are vital to our growth and success. Employees are at the core of our operations, and are essential in ensuring that we deliver quality, reliable, safe and efficient service. With the changing landscape of the working environment, we are committed to ensuring our employees remain engaged in their wellbeing and professional development.

HOW WE MANAGE THIS

Active, consistent and constructive engagement with our employees is our first step to demonstrating our commitment to our workforce. Our business is wholly aware of the impact that satisfied and engaged employees can have on long-term business growth and service quality.

Our active and continuous dialogue with our employees allows us to align our business goals and strategy across our operations, while also creating opportunities to be proactive in addressing key needs and concerns of our employees. We do this through targeted labour-management relations and talent management programmes.

HUMAN & LABOUR RIGHTS

Labour relations, including the honouring of human and labour rights, play a critical role in how ComfortDelGro manages its employees and operations. In 2021, 82% of our employees were covered by Collective Agreements.

ComfortDelGro work harmoniously with employees and Unions in a tripartite Labour-Management relationship. The

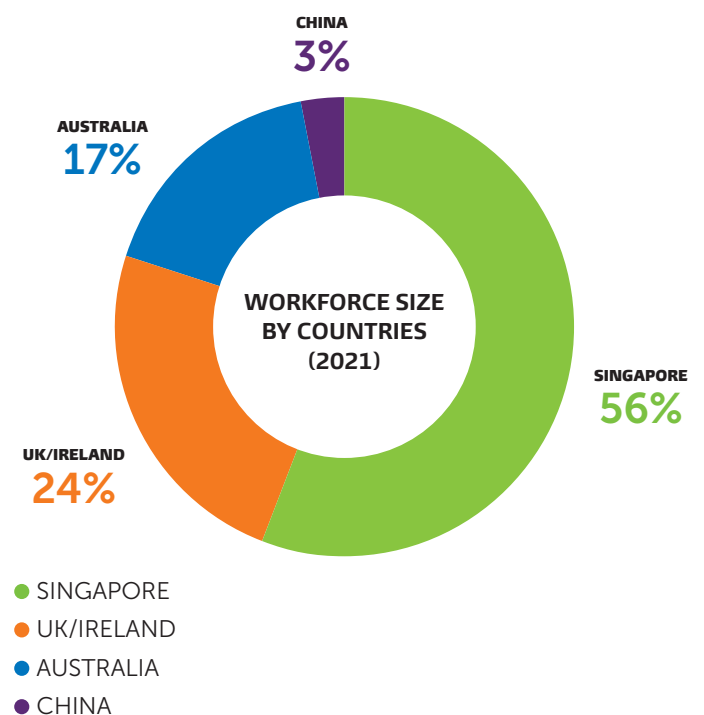
common goal and shared vision between us and the Unions, is the improvement of employees' welfare. Working closely with Union representatives, who act as a vital tether between the organisation and the Union, we are able to ensure open communication and timely addressing of key needs for the betterment of our workforce. In the event of significant operational changes that could substantially affect employees, a minimum one-month notice will be issued to employees and their representatives. The notice period and provisions for consultation and negotiation are specified in the collective agreements.

A core component of our labour relations is the upholding of human rights. In 2021, ComfortDelGro published our Human Rights Policy. It details the actions and response our organisation is undertaking to ensure the fortification of the human rights of our employees across all our operations. Our Human Rights Policy (see Annex B) details our obligation to fair employment practices, ethical labour practices, freedom of association and right to collective bargaining, fair and safe working conditions, diversity and inclusion, and growing our people. In the UK, Metroline refreshed its Modern Slavery and Human Trafficking policy in 2021 and updated its procurement and supplier management practices to reflect this commitment.

ComfortDelGro will continue to uphold our commitment to fair labour practices and human rights. We will uphold our commitment to instill the key principles of fair employment practices and abide by all regulatory requirements and labour laws in our respective countries of operation.

OUR PERFORMANCE AND LOOKING FORWARD

Total workforce as at 31 Dec 2021: 22,589*



*Excludes employee strength in Auckland, New Zealand as Auckland One Rail began operations only on 16 January 2022.

SAFEGUARDING THE WELLBEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS AND COMMUNITIES

	SINGAPORE	
	Number	Rate
Workforce Size	12,605	
New Hires	1,522	7%
Staff Turnover	2,200	10%

	UK / IRELAND	
	Number	Rate
Workforce Size	5,327	
New Hires	598	3%
Staff Turnover	1,066	5%

	AUSTRALIA	
	Number	Rate
Workforce Size	3,939	
New Hires	580	3%
Staff Turnover	964	4%

	CHINA	
	Number	Rate
Workforce Size	677	
New Hires	13	0%
Staff Turnover	95	0%

	MALAYSIA	
	Number	Rate
Workforce Size	41	
New Hires	5	0%
Staff Turnover	4	0%

DIVERSITY & EQUAL OPPORTUNITY

With operations that span the globe, and stakeholders that are represented across various social identities. ComfortDelGro takes pride in our value of enabling a more equitable world. Diversity and equal opportunity remain as core values of our operations. We also take a zero-tolerance approach to discrimination. Ensuring diversity and equal opportunity is critical for attracting and retaining the right talent as well as to foster an innovative and collaborative workplace.

At ComfortDelGro, we continuously strive to provide a fair and supportive work environment for all our employees, regardless of their age, sex, marital status, sexual orientation, disability, race, colour, nationality, ethnic or national origin, religion, or affiliation to any political party or trade union. Our diversity and equal opportunity principles are detailed in our Human Rights Policy.

We also understand the need to provide equitable opportunity and accessibility to marginalised individuals, or individuals who are at risk of becoming vulnerable or marginalised. Our recruitment efforts do not state any preferences or requirements that could be seen to be discriminatory. We ensure compliance with all relevant regulations. ComfortDelGro continues to be a signatory to the Tripartite Alliance of Fair and Progressive Employment Practices (TAFEP), adhering to the five key principles of employment practices.

OUR PERFORMANCE AND LOOKING FORWARD

In Singapore, SBS Transit has pledged to be an inclusive sustainable employer under Sustainable Employment by Singapore Business Federation. SBS Transit has also recruited and deployed four persons with disabilities as station guides.

On gender equity, ComfortDelGro and 65 of our investors, collectively issued a statement in support on the United Nations (UN) Women's Empowerment Principles in 2019. We continue to stand by our support of these principles through initiatives towards gender equality in the workplace and communities in which we operate.

It is our firm belief that gender equality contributes strongly to a successful organisation, increasing not only financial performance, but the benefits to the broader society and economy. On our Board, ComfortDelGro has achieved 30% female representation. In the workplace, our Australia operations launched a Women in Transport initiative in 2021, to attract more female talents and increase women representation in the transport sector. Beyond gender diversity and equality, our Australia operations also initiated a national Diversity & Inclusion Committee in September 2021, to sponsor and support various diverse groups. ComfortDelGro will continue our efforts to increase female representation in the workplace, while ensuring an equitable remuneration structure based on work performance without gender bias.

SAFEGUARDING THE WELLBEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS AND COMMUNITIES

Total Employees, by Gender and Region (2021) – ComfortDelGro Group

	MALE	FEMALE
Total	19,355	3,234
Singapore	10,897	1,708
UK	4,769	558
Australia	3,248	691
China	411	266
Malaysia	30	11



Total Employees, by Age Group and Level (2021) – ComfortDelGro Group

	< 30 YEARS		30-50 YEARS		>50 YEARS	
	Number	%	Number	%	Number	%
Executive & Above	187	0.8%	1,477	6.5%	822	3.6%
Non-Executive	1,841	8.1%	9,310	41.2%	8,952	39.6%
Total	2,028	9.0%	10,787	47.7%	9,774	43.3%

Total Individuals in Governance Bodies, by Gender (2021) – ComfortDelGro Group

	MALE	FEMALE
Number	134	56
%	70.5%	29.5%

Total Individuals in Governance Bodies, by Age (2021) – ComfortDelGro Group

	< 30 YEARS	30-50 YEARS	>50 YEARS
Number	1	113	76
%	0.5%	59.5%	40%

Total individuals in Governance bodies by employee category and age (2021) – ComfortDelGro Group

	MALE	FEMALE
Executives and above	71.0%	29.0%
Non-Executives	87.0%	13.0%

SAFEGUARDING THE WELLBEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS AND COMMUNITIES

EMPLOYEE WELLBEING

With the uncertainties facing the world, as well as the ongoing pandemic, many of our employees are beginning to experience fatigue. These considerations, along with prolonged social isolation, have highlighted the importance of mental and physical wellness. ComfortDelGro believes that we have a responsibility to ensure the wellbeing of our employees in order to prevent unnecessary workplace accidents as well as to create a positive organisational culture.

Through a series of initiatives, training and engagement, as well as the provision of benefits, we aim to improve the wellbeing of our employees.

OUR PERFORMANCE AND LOOKING FORWARD

ComfortDelGro abides by national guidelines on employees' leave and benefits, and these are clearly documented in our Staff Handbook. We support flexible work arrangement and provide an array of leave benefits such as annual leave and childcare leave to support employees who are caregivers and parents. In addition, we provide staff discount to attractions to encourage staff to spend time with their family and enjoy work-life balance.

In 2021, our Group Human Resource team curated a series of programmes to help employees improve their mental well-being. This was rolled out across four webinars focusing on educating employees about managing their stress and encouraging them to co-monitor their peers and colleagues to intervene early if they detect a problem.

SBS Transit worked together with the Workplace Safety and Health Council and their appointed vendor to survey staff and Bus Captains. This was to identify key areas of focus regarding physical and mental health. Post-survey, SBS Transit launched targeted physical and mental health interventions as well as a four-part infographic series. This series has been disseminated to all employees to continuously encourage care for their mental wellbeing in these trying times.

ComfortDelGro will continue to place employee wellbeing at the forefront of our employee engagement initiatives. This includes launching of our employee engagement survey and formalising programmes for our workforce in new and critical areas such as sustainability transition, non-conscious bias and diversity training.

TRAINING

Training and upskilling are essential components in establishing long-term career development for our employees. Our forethought and preparation in previous years, through digital

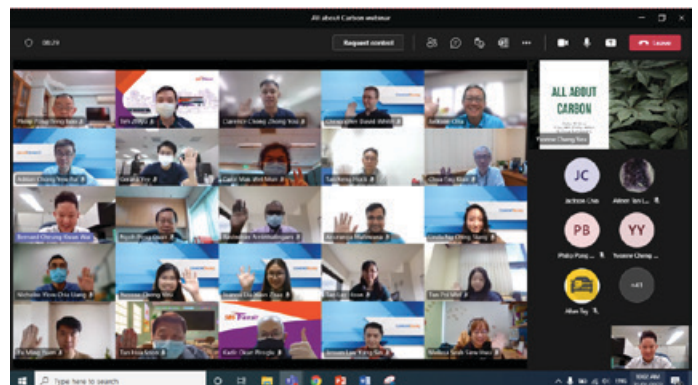
training and business continuity exercises, enabled an agile and smooth transition to hybrid work arrangement during the COVID-19 pandemic. This in turn, provided opportunities for increased accessibility to training and education material through virtual platforms.

ComfortDelGro believes that it is important to bring our employees along on our journey, as we strive to innovate and transform our enterprise. We provide the requisite training and upskilling to our staff to achieve this. This extends beyond our need for a capable and adaptable workforce, to encompass our commitment to our employees' professional development.

All employees receive annual performance and career development reviews, assessed on the criteria of competency and contribution. Management level staff are reviewed on additional aspects such as key performance tasks and targets.

OUR PERFORMANCE AND LOOKING FORWARD

Our broad range of training offerings allow employees to tailor their development according to their specific needs. In 2021, the average training hours is 20.2 hours, up from 18.6 hours in 2020. As a new initiative, the Group Sustainability Office organised two sustainability-themed webinars to upskill the workforce on the relevance of sustainability to our business, and the risks and opportunities it may present for the Group. Feedback from the sessions were used to further enhance the quarterly webinars. Close to 200 staff attended the live sessions and the average rating for the session was 4.7 (out of five) stars.



ComfortDelGro will continue to invest in training and upskilling for our employees across all our regions of operations. We will additionally make significant efforts to promote digital training across all our Business Units.

Training Hours Summary, by Gender and Level (2021) – ComfortDelGro Group

	MALE		FEMALE	
	Total Hours	Average hours per employee	Total Hours	Average hours per employee
Executive & Above	51,358	29.08	11,701	16.25
Non-Executive	344,979	19.61	48,544	19.31

SAFEGUARDING THE WELLBEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS AND COMMUNITIES



OUR PATRONS AND COMMUNITIES

Ensuring the highest service quality and accessibility of transportation for all, making sure that we are kind and responsible to our communities and broader society

WHY THIS MATTERS TO US

As a global transport solutions provider, we pride ourselves in our ability to connect people, but also connect with people. ComfortDelGro believes that safe transportation should be accessible to all and should aid in contributing to a more inclusive society.

With the ongoing COVID-19 pandemic, we are continuously focused on ensuring the safety and wellbeing of all our patrons. In these challenging times, we strive to provide care and support to communities which we operate in.

HOW WE MANAGE THIS

In each of our locations, we aim to identify key community-focused issues that we can contribute to solving. We understand the advantage our operations have in terms of active societal engagement, and continuously aim to honour our longstanding commitment as a good corporate citizen. We strive to maintain a high level of service quality and responsiveness to the needs of our local communities, to create shared value for all.

Active community engagement is a core part of how we manage our impact and ensure a strong social license to operate.

ACCESSIBILITY

Accessibility to an inclusive transportation system is a cornerstone to establishing an inclusive society. As a provider of land transportation services, ComfortDelGro upholds our commitment to ensuring inclusive and accessible services for all.

Accessibility and inclusivity are also integrated into our workplace operations, ensuring that we establish an inclusive culture for our people, as well as our patrons and communities.

OUR PERFORMANCE AND LOOKING FORWARD

In our workplace operations, we have ensured accessibility through the provision of wheelchair ramps and lift access as well as wheelchair accessible restrooms.

In our public transportation operations, we have proudly ensured that 100% of our public buses operated in Singapore, UK and Australia are wheelchair friendly buses that are able to transport persons-in-wheelchairs (PIWs) comfortably and safely. Our bus drivers are also trained on how to effectively deploy the ramps and how to appropriately assist the passengers.

ComfortDelGro has a rigorous training programme for all bus drivers, based on our eight service standards for different customers, addressing the elderly as well as persons with disabilities. The training extends beyond persons with physical disabilities, to include those with invisible disability such as autism.

In the UK and Ireland, employees are trained in disability awareness and loading of wheelchairs onto vehicles. Metroline has established internal maintenance protocols and procedures to support this, such as deploying the wheelchair ramp at the garage before any journey is started to ensure it is functioning well. Metroline continues to organise accessibility communications activities, campaigns, and awareness and sensitivity training sessions with various partners throughout the year. In London and Liverpool, all Hackney Carriages of Computer Cab are wheelchair accessible. In Australia, all Forest Coach Lines drivers as well as drivers from Blue Mountains Transit were trained on assisting the elderly and those with disabilities. For taxis, all of Swan Taxis' cabbies were trained to help the elderly and those with disabilities. CDC Victoria also conducted a Customer Connect Care training as part of induction to a total of 93 bus drivers and 124 existing bus drivers as well as three Operations Control Centre staff in 2021. In China, free rides are provided to those in need on Disability Day.

In Singapore, ComfortDelGro Driving Centre waived the S\$850 annual membership fee for private driving instructors who train learner drivers with disability. For ComfortDelGro Taxi, all taxis are equipped with boot space to place wheelchairs and drivers are trained to assist those who have disabilities. For those that are visually impaired and require a guide dog in their day-to-day activities, they also receive up to three booking waivers a day to get around. Through our ComfortDelGro MedCare services, seniors and persons with mobility issues may hire our fleet of specially equipped minibuses for medical appointments or social outings. These vehicles are capable of accommodating a range of wheelchairs, including those that are motorised and bulkier. The automatic hydraulic lifts allow wheelchair users to get on board without dismounting.

ComfortDelGro commits to continuous improvement in our accessibility offerings throughout all of our operations. We will strive to integrate any new and useful technologies to aid in inclusivity.

SAFEGUARDING THE WELLBEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS AND COMMUNITIES

Wheelchair Accessibility on Public Buses (2021) – ComfortDelGro Group

	2020	2021
Singapore	100%	100%
UK & Ireland	90%	100%
Australia	-	100%

Wheelchair Accessibility of All Buses (Public buses, coaches and private hire buses)

	2021
Singapore	98.2%
UK & Ireland	82.2%
Australia	64% (up from 57% in 2020)

In our overseas operations, regional road infrastructure is not always designed to operate low-floor wheelchair accessible buses. The regional bus operations are therefore constrained from operating low-floor wheelchair accessible vehicles.

SERVICE QUALITY

Ensuring the highest quality of safe and inclusive transportation allows ComfortDelGro to maintain and enhance trust with our patrons. Service quality is one of the key differentiators in setting ComfortDelGro apart as a leader in transport services.

We have a robust set of processes to ascertain customer and community feedback on our service quality.

OUR PERFORMANCE AND LOOKING FORWARD

For commuters across our global operations, we have information counters at bus interchanges/ MRT stations, websites, apps, hotlines, and social media channels to engage customers and to promote our services. Upon receiving queries, we adhere to high service standards to respond within a reasonable timeframe. For example, ComfortDelGro Taxi adheres to a formal process certified under ISO 9001:2015 to handle all customer feedback and for the investigation process. Currently, the target is to respond to 80% of cases within five working days, and they have achieved 85% in 2021. For business clients, we conduct regular engagement and feedback sessions to ensure that we continue to meet their needs.

For our public transport operations, it is our priority to operate services according to planned schedules and adhere to robust safety standards and stringent checks. In 2021, SBS Transit partnered with Stratio to implement Bus Condition Monitoring as part of their efforts to explore cost-effective solutions to increase fleet uptime and improve customer satisfaction. As a result, they were able to deliver a safe, comfortable and reliable

service for commuters by optimising maintenance process and improving bus reliability. SBS Transit also has a mobile app which communicates train and bus arrival timing to commuters. More initiatives of SBS Transit commuter inclusion and accessibility are available in their Sustainability Report 2021.

We also work closely with the Traffic Police to improve road safety and conduct up-to-date training for all Bus Captains and Customer Service Officers to ensure the highest standards of safety and security. To manage COVID-19 on transport services, we continue to adhere to government protocols and implement Safe Management Measures.

In Singapore, the Public Transport Council also conducts the Public Transport Customer Satisfaction Survey (PTCSS) to determine service quality. For PTCSS 2021, commuters remained satisfied with public transport services. The mean satisfaction score was 7.8 out of 10, a score that was maintained since 2019. For Point-to-Point (PtP) Transportation Survey, a mean satisfaction score of 8.4 out of 10 was received for 2021, comparable to 2020 and 2019 scores. ComfortDelGro is proud to be one of the public transport and PtP operators that continue to deliver on our service and result in commuter satisfaction.

Our commitment to honouring service quality and successful customer engagement remains a priority for ComfortDelGro and we will continue to do so indefinitely. We will strive to improve on our service quality and integrate constructive feedback into our processes.

SAFEGUARDING THE WELLBEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS AND COMMUNITIES

TESTIMONIALS FROM OUR SATISFIED CUSTOMERS



I WOULD LIKE TO EXTEND A HUGE APPRECIATION AND GRATITUDE TO THE DRIVER DONNA ON THE MOUNT COOLUM ROUTE FROM COOLUM STATE PRIMARY. SHE GOES ABOVE AND BEYOND WITH THE CHILDREN ON THAT BUS AND I WOULD LIKE FOR HER EMPLOYER TO BE AWARE. SHE IS FANTASTIC AND I AM TRULY THANKFUL FOR HER.



YOUR DRIVER WAS POLITE AND WELCOMING AS I BOARDED THE BUS ON ROUTE 91. SHE WAS ATTENTIVE AND CARED.

AS AN ESSENTIAL WORKER ON MY WAY HOME, SHE PUT A SMILE ON MY FACE AND I JUST WANTED TO MAKE SURE SHE KNEW AS IT'S IMPOSSIBLE TO SMILE BACK UNDER A FACE MASK!

THANK YOU MISS ASAMOAH AGBLEY.



I'M SENDING A SINCERE NOTE OF THANKS TO YOUR DRIVER, GURMEJ SINGH, AND OFFICE STAFF WHO FOUND A BALLARAT HIGH SCHOOL SAXOPHONE ON ONE OF THE BUSES AND NOTIFIED US OF ITS WHEREABOUTS. I JUST SPOKE TO THE STUDENT AND HIS DAD IS PICKING IT UP. PLEASE PASS ON OUR APPRECIATION TO THE DRIVER AND ALL CONCERNED. WE ARE VERY GRATEFUL FOR YOUR ACTIONS.



SAFEGUARDING THE WELLBEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS AND COMMUNITIES



AUTOMATED EXTERNAL DEFIBRILLATOR (AED)-ON-WHEELS PROGRAMME

As one of 50 first-responders of the Singapore Civil Defence Force-ComfortDelGro AED-on-Wheels programme, Cabby Sin York Tan has been trained on how to use the AED as well as to render first aid. As such, when he chanced upon an injured cyclist involved in a traffic accident with a car, the Good Samaritan stopped to help. Later on, he also attended to an injured motorcyclist by helping him bandage his bleeding knee before the paramedics arrived.



FIRST ACCIDENT AND COVID-19 INSURANCE FOR PASSENGERS ON BOARD COMFORTDELGRO TAXIS

For just 30 cents, passengers can get insurance coverage when they book a taxi ride via the ComfortDelGro Taxi app.

This product offers passengers coverage for Personal Accident such as Accidental Death and Permanent Total Disability of up to \$50,000 for 24 hours starting from the time they board the taxi. The plan, which is the first of its kind in Singapore, also offers a \$500 cash payout for anyone who has:

- Taken the COVID-19 Polymerase Chain Reaction (PCR) test and is tested positive for COVID-19, within 14 days from the date of the ride; and
- Hospitalised to receive in-patient treatment for a consecutive period of at least three days after testing positive for COVID-19.

Passengers can simply “opt in” for the insurance at the point of booking or during their ride.

SAFEGUARDING THE WELLBEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS AND COMMUNITIES

LOCAL IMPACT & CSR

Creating positive local impact beyond our direct operations allows us to demonstrate our commitment to bettering the communities we operate in and extend our care to those in need. Each location is responsible for their social responsibility outreach, to ensure programmes are tailored specifically to the needs of their communities. In 2021, ComfortDelGro collectively gave S\$2.07 million in donations, up from S\$1.44 million in 2020.

OUR PERFORMANCE AND LOOKING FORWARD



AUSTRALIA

A key focus area for our Australia operations is the outreach and uplifting of indigenous peoples. National Aborigines and Islanders Day Observance Committee week took place in July 2021, with CDC Australia commemorating and honouring indigenous Australians across depots and business units across Australia.

CDC NSW continued their work with Kinchela Boys Home Aboriginal Corporation on our programme to promote and share stories of aboriginal history and facilitate healing through a partnership over three years. CDC Victoria also hosted 12 young indigenous people at the Wyndham Depot and head office, with the aim of educating them on potential career opportunities that are available.

Our Australia operations, through their continuous community engagement, also understand the value of sport in unifying people and building common ground. Buslink NT used this principle to provide support to the Deadly Cup indigenous rugby league event in July 2021. Buslink NT also provided sponsorship for the Jabiru Bombers, a team in the Australian rules, a football code unique to Australia. CDC NSW provided support in Sydney for various sporting events, including the provision of safe and accessible transport for fans to get to the games.

The community outreach in Australia also extends beyond indigenous peoples and sport, to address other community touchpoints as well. Moove Media Australia supported the vaccine rollout by providing 100 cityside panels, equivalent to \$140,000 of advertising, free of charge as part of Government's vaccination publicity campaign. CDC NSW provided monetary sponsorship and advertising for Blacktown Arts in multicultural Western Sydney to support artistic and cultural innovation exhibitions, performances, workshops and events.

CDC Victoria provided support to the Red Cliffs Community Resource Centre by providing a vehicle that delivered food to the disadvantaged in Mildura and also provided support to a multicultural community organisation in Melbourne's western suburb of Werribee to help secure water for their community garden. CDC Victoria donated A\$20,000 to support the underprivileged but talented and motivated young people in Melbourne's West so as to help them realise their potential through merit-based, tailor-made scholarships and opportunity programmes.

CDC Victoria continued to sponsor A\$10,000 towards a three-year environmental project with the Victorian State Government and major bus industry suppliers, Volvo Bus Australia, and CMV Truck & Bus for the development of Australia's first dementia friendly forest and sensory trail in Victoria's Woowookarung regional park in Ballarat. The all-abilities sensory trail winds through native bushland and is designed to stimulate positive memories, feelings and sensations for people living with dementia. It offers visitors an experience in nature that is accessible for wheelchair users and their carers, people with assistance dogs, and groups from residential aged care facilities.



UK

The UK operations focused on positive contribution to the communities and the national economy, by focusing on employment opportunities and supporting the UK Governments Kickstart Scheme. The Kickstart Scheme provides funding to employers in the UK to create jobs for young people who are at risk of long-term unemployment due to the economic impact of the pandemic. Metroline created 30 new paid job placements at its London bus garages under this programme. The roles included garage operations, recruitment, IT, engineering administration, service delivery, and roadside support. In addition, Metroline provides career advice for these staff to enhance their future job prospects.

The UK Government also introduced a ruling allowing levy paying employers to gift up to 25% of their apprenticeship levy to fund new apprenticeships. Metroline gifted £200,000 of its unused levy to Total People, a large-scale social enterprise focused on providing work-based learning and apprenticeship opportunities.

Our UK operations also provided a contribution of £24,000, towards Save the Children and Noah's Ark Children's Hospice, instead of organising the traditional annual Christmas dinner due to the pandemic.

SAFEGUARDING THE WELLBEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS AND COMMUNITIES



CHINA

Our China operations focused much of their social responsibility efforts in providing financial aid to those in need. In 2021, Beijing Jin Jian Taxi Services donated S\$10,519 towards the Beijing Warmth Foundation, which actively encourages workers to raise funds to help those amongst them who are facing financial difficulties.

Our taxi drivers from Shenyang ComfortDelGro Taxi visited the elderly in a nursing home in the Da Dong District, and our taxi drivers from Chengdu ComfortDelGro volunteered to deliver rice and provide free taxi trips to the elderly and the disabled. Our taxi companies in China also continued to provide free taxi trips to needy students during the country's National Education Entrance Examination.



SINGAPORE

ComfortDelGro understands that the global economy is still in a state of recovery in the gradual transition to the "New Normal". To alleviate some of the financial burden, the Group continued to extend rental waivers to its hirers amounting to S\$86.5 million.

To extend this aid to the community, our Singapore business units, ComfortDelGro Taxi and ComfortDelGro MedCare, participated in the Kind Citizen Platform. This is an innovative "pay-it-forward" marketplace platform, where members of the public can purchase vouchers of listed essential services, such as transport services, which can later be redeemed by beneficiaries of established social service agencies. To date, over 100 pay-it-forward S\$5 vouchers has been purchased. During the Chinese New Year period, ComfortDelGro Taxi also matched the voucher dollar-for-dollar and upsized the taxi voucher value to S\$10 for the receiving beneficiaries. Our participation signifies commitment towards contributing to the communities by providing safe, efficient, and accessible mobility to all.

In Singapore, ComfortDelGro have been contributing to NTUC Eldercare since 2005. This programme provides social day care services to the elderly poor. To-date, we have contributed a total of S\$2.03 million to this cause.

ComfortDelGro Taxi also has an established volunteer group, comprised of taxi cab drivers, CabbyCare Charity Group (CabbyCare). In 2021, CabbyCare continued its practice of delivering meals and bread to the needy for free, having made over 2,310 trips. The fares forfeited from these three-hours trips equate to approximately S\$173,250. ComfortDelGro Taxi also contributed a decommissioned taxi to St Luke's Hospital for its patient rehabilitation services.

In addition to caring for the elderly and poor, we also continuously engaged with the younger generation, giving aid to children in need. ComfortDelGro Driving Centre conducted road safety talks to about 1,640 secondary school students. Due to COVID-19, these talks were recorded in-house and broadcast to the students via their schools' audio-visual systems.

As part of VICOM's Care & Share initiative, VICOM participated in the HCA Hospice Care Vertical Challenge 2021 to raise funds for patients with life-limiting illnesses. This will allow the patients to spend their final moments with dignity at home in the company of their loved ones. In the vertical challenge, participants can clock their vertical gains through climbing hills, parks, ridges or stairs at their own time and pace. At the same time, participants are encouraged to be creative in sharing their HCA Vertical Challenge profile with their friends and families to raise funds. VICOM sent a total of 31 participants and as of 1 Dec 2021, VICOM's team has raised S\$26,000 for the HCA Vertical Challenge.

Beyond the vertical challenge, VICOM distributed groceries and Chinese New Year goodies to the elderly at the Thong Kheng Seniors Activity Centre and THK Indus Moral Care.

Our subsidiary SBS Transit also sponsored S\$12,000 to the "Dot Me Stickers" Campaign by The Helping Hand, which is a halfway house in Singapore that focuses on the rehabilitation of former drug addicts.

ComfortDelGro will continue to enhance our social licence to operate and community trust through active and meaningful engagement with our local communities. We will continue to strive to be a socially responsible corporate citizen and create positive impact wherever feasible.

GROWING OUR BUSINESS WITH STRONG GOVERNANCE, ETHICAL INTEGRITY AND INNOVATION

AT COMFORTDELGRO, WE VIEW OUR ENVIRONMENTAL, SOCIAL AND GOVERNANCE MATTERS AS INTERCONNECTED COMPONENTS, WHERE ONE CANNOT THRIVE WITHOUT THE SUCCESS OF THE OTHERS. WE STRIVE TO ACHIEVE LONG-TERM, SUSTAINABLE ECONOMIC GROWTH BY CONDUCTING BUSINESS RESPONSIBLY, AND WITH CAREFUL CONSIDERATIONS OF THE IMPACT TO THE ENVIRONMENT AND SOCIETY.

WITH THE AVAILABILITY AND ADOPTION OF INNOVATIVE CLIMATE-FRIENDLY TECHNOLOGIES, WE RECOGNISE THE OPPORTUNITIES THAT ARE CRITICAL IN DRIVING THE TRANSFORMATION OF OUR MOBILITY INFRASTRUCTURE. THIS CAN STRENGTHEN OUR GROWTH, ENABLING COMFORTDELGRO TO STEP UP AND BE AT THE FOREFRONT OF SUSTAINABLE TRANSPORT SOLUTIONS.

GROWING OUR BUSINESS WITH STRONG GOVERNANCE, ETHICAL INTEGRITY AND INNOVATION



**AUDITING IN TIMES OF
THE PANDEMIC**



**WHEN COVID-19 HAPPENED,
I PERSONALLY HAD TO COPE WITH
A CERTAIN LEVEL OF ANXIETY
RESULTING FROM ECONOMIC
UNCERTAINTY, JOB DISRUPTION
AND FEAR OF BEING INFECTED.**



JENSEN LAW

SENIOR MANAGER OF GROUP
INTERNAL AUDIT

In the past, Group Internal Audit (IA) team members were required to travel once every quarter to conduct audit checks overseas. When COVID-19 pandemic hits, the IA team had to stay home whilst continuing their audit work to satisfy the audit objectives. It was challenging in the beginning to coordinate these virtual audits. However, as they learned from their experience, they were soon able to perform system walkthroughs effectively through screenshots with auditees. With cloud technology, audit evidence, samples and data requested can be accessed remotely from anywhere. The time saved on commuting actually enabled Group IA to spend more time performing detailed trend analysis and anomaly detection using visualisation tools data analytics tool.

The reduced physical interaction with their teammates and colleagues had also taken a toll on their emotional well-being. As they continued with prolonged work-from-home directive, Linda shared that she would at times work from the park. **"As I've always been an outdoorsy person, being close to nature helped in regulating my stress responses more effectively and enabled me to focus better,"** said Linda Ng, Internal Auditor.

Despite the disruption brought on by COVID-19, digitalisation transformation accelerated and allowed ComfortDelGro to access new technologies to increase our productivity. We continue to place strong emphasis on corporate governance and enforce controls through virtual audits during the pandemic.



GROWING OUR BUSINESS WITH STRONG GOVERNANCE, ETHICAL INTEGRITY AND INNOVATION



ETHICAL BUSINESS AND OPERATIONAL INTEGRITY

Maintaining ethical, transparent and compliant operations with zero tolerance for bribery, corruption and anti-competitive behaviour

WHY THIS MATTERS TO US

Ethical business practices and operational integrity are integral pillars of our corporate identity. We believe that good governance is essential to create and preserve value for all stakeholders. With operations that span across seven countries, it is critical for all of ComfortDelGro's businesses, entities as well as its employees, suppliers, agents and representatives to be in full compliance with local laws and regulations.

Businesses face high ethical and business risks including legal and reputational risks, potential financial costs and erosion of internal trust when they fail to effectively combat corruption in all its forms. As such, not only do we strive to avoid bribery, extortion and other forms of corruption, ComfortDelGro is working proactively to address corruption within our supply chains.

HOW WE MANAGE THIS

ComfortDelGro conducts our business with integrity and transparency. It is our commitment to:

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

ComfortDelGro does not condone any form of corrupt practices such as bribery, extortion or embezzlement. We do not condone any fraudulent practices including intentional deception or misappropriation of resources.

Strong policies and processes are in place to ensure impartiality and regular internal audits are conducted on our practices and processes to ensure the highest levels of integrity are maintained.

Our employees receive education on corruption risks and are prohibited from accepting payments, gifts or other kinds of reimbursement from a third-party that could affect or appear to affect their objectivity in business decisions.

Our ethics and integrity policies are extended to our partners and suppliers. We require all suppliers to accept and operate within the principles as detailed in our Supplier Code of Conduct (see Annex A) and to be in full compliance with all applicable laws and regulations.

All representatives of ComfortDelGro are prohibited from extending or accepting any rewards or benefits to customers, potential customers, suppliers, consultants, governments, agencies of governments or any representative of such entities in order to obtain or retain business or to gain any other improper advantage.

GROWING OUR BUSINESS WITH STRONG GOVERNANCE, ETHICAL INTEGRITY AND INNOVATION

All ComfortDelGro representatives and officers responsible for administering and approving contracts, in which they or close relatives have significant interests, are required to disclose, declare and recuse themselves from the handling of these contracts. All staff in our procurement team undergo an annual declaration on conflicts of interest and are required to attend a workshop on "Procurement Fraud Prevention and Detection" within their first two years of service.

ComfortDelGro has established an Alert Line in accordance with the principles as stated in our Whistleblowing Policy. This Alert Line reports to the Chairperson of the ComfortDelGro Audit and Risk Committee and the Group Chief Internal Audit Officer. All whistleblowing reports undergo thorough investigation, fairly and independently, with swift and accurate closure.

The Audit and Risk Committee has the remit to ensure that ComfortDelGro complies with all emulations and listing rules, and that risk management measures and internal controls are adequate and effective. We have implemented an Enterprise Risk Management (ERM) framework. Further details on our corporate governance and ERM framework can be found in our Annual Report 2021 pages 63-83 and 88-93 respectively.

OUR PERFORMANCE AND LOOKING FORWARD

ComfortDelGro reported one fraud incident this year. The service staff was charged under the "Criminal Breach of Trust" and since, we have put in place measures to prevent similar incidents from occurring. We will strive to improve our performance in future.

In 2021, there were zero cases of bribery and anti-competitive behaviour. This is the third year we have maintained our track record.

ComfortDelGro will continue to uphold the highest standards of ethics and integrity and will consistently aim for zero cases of corruption, bribery and anti-competitive behaviour.



CYBERSECURITY, DATA PRIVACY AND INNOVATION

Upholding protective processes and compliance with local legislation to prevent data & cyber breaches, and adopting innovative technologies

WHY THIS MATTERS TO US

Globally, digitalisation and technological adoption has been changing the way we operate our business. With the pandemic accelerating the digital transformation, there has also been a rise in scams, malware attacks, data and cyber breaches. As this trend continues, it is an absolute must that our safeguards, data protection processes and cybersecurity defences are kept up to speed to safeguard the interests of our customers, employees and partners.

In addition, ComfortDelGro is constantly studying new and innovative technologies to enhance our operations and offerings. Where feasible, we will pilot these solutions with potential clients in the locations where we operate. This enables us to assess the performance of the innovative technologies and roll them out in a strategic manner, enabling the maximum benefits to be captured.

HOW WE MANAGE THIS

ComfortDelGro strictly comply with all data protection and cybersecurity regulations in our respective locations of operation.

GROWING OUR BUSINESS WITH STRONG GOVERNANCE, ETHICAL INTEGRITY AND INNOVATION

To increase the security and integrity of our online systems, ComfortDelGro has instilled processes to increase our understanding of attack vectors and associated mitigating behaviours in the events of cyber-attacks. We have established a number of procedures, processes and initiatives to equip our company and employees with the competencies to effectively deal with incidences such as data breaches.

Our Cyber Security Awareness Training, conducted via e-learning platforms, aims to instil awareness amongst employees and raise alertness to the latest information security policies, procedures and risks. This training is mandatory for all employees. This training also aims to prepare and effectively equip all employees with the capabilities, techniques and methods that are critical in the effective mitigation of security risks.

As all of our business operations rely heavily on Information Technology (IT), this is a key risk for ComfortDelGro. We have ensured that our IT security management framework follows industry standards. This aids in mitigating any disruption of the business, loss of data or security breaches of our IT systems. In addition, ComfortDelGro has also established various control and data recovery measures to mitigate these risks. These measures include, but are not limited to, the use of intrusion prevention systems, multi-level firewalls, server protection, software code hardening and data loss prevention controls to manage internet and cyber security threats.

The regular undertaking of penetration test and audits on the integrity of our systems help to identify potential vulnerabilities, allowing us to strengthen the security of our systems and to ensure the highest standards of protection are maintained.

As our operations deal with public patrons, ComfortDelGro has developed its Personal Data Protection Policy, that complies with Singapore's Personal Data Protection Act (PDPA). Going beyond this, ComfortDelGro has also established a Data Breach Management Plan, as a swift and thorough response in the event of data and security breaches. To deter potential cyber-attacks, we ensure encryption of sensitive personal information to minimise the risks of personal data leakage. ComfortDelGro's Personal Data Protection Policy will be reviewed every two years or whenever there are amendments to Singapore's PDPA. Relevant stakeholders will receive updates about any changes to the Policy. ComfortDelGro also undertakes compliance audits on a regular basis to ensure adherence to the Group's Personal Data Protection Policies.

A Data Protection Work Group was established to ensure compliance with the Group's PDPA Policies consisting of appointed Data Protection Officers across our Business Units. Business Units are also encouraged to obtain the Data Protection Trust Mark (DPTM) certification to ensure conformance to PDPA best practices. To date, ComfortDelGro Engineering, JIC Inspection Services, Setsco Services and VICOM Inspection Centre have obtained the DPTM certification. Multiple business units in Singapore have also begun their DPTM consultancy and will target for assessment in 2022.

OUR PERFORMANCE AND LOOKING FORWARD

ComfortDelGro will continue to strengthen and uphold our IT, data and cyber security measures and will consistently aim for zero breaches. We will also continue to embrace innovation in our operations and offerings.

CDG-NUS SMART AND SUSTAINABLE MOBILITY LIVING LAB

In March 2021, ComfortDelGro committed to investing about S\$50 million in a mobility-focused CDG-NUS Smart & Sustainable Mobility Living Lab that will focus on Energy Sustainability, Integrated Urban Mobility as well as Smart and Intelligent Mobility Technologies. It will research, test and analyse mobility technologies to generate insights that could later be implemented in solutions for the mass market.



GROWING OUR BUSINESS WITH STRONG GOVERNANCE, ETHICAL INTEGRITY AND INNOVATION



SUPPLY CHAIN MANAGEMENT

Integrating environmental and social screening criteria into our supply chain practices

WHY THIS MATTERS TO US

COVID-19 has exposed the fragility of traditional, long supply chains with lockdowns causing severe disruptions to business operations and delays to shipments. With increasing risk and scrutiny of the environmental and social impacts of global supply chains, it is critical to increase the transparency and oversight of ComfortDelGro's supply chains. This will pave the way for the transition to a more sustainable and resilient supply chains. We grasp the importance of maintaining a strong and ethical supply chain. Additionally, awareness of our supply chain and its impact can help us to mitigate our Scope 3 emissions and other ESG impacts. As an international organisation, establishing strong relationships and working ethics with our suppliers are essential to our operations and would allow us to garner the best out of our supply chain.

HOW WE MANAGE THIS

We work closely with our suppliers to maintain high standards of operations, and to improve business performance, cost efficiency, customer satisfaction, while at the same time enhancing positive relationships with our suppliers. We uphold fairness, respect, openness, transparency in our dealing with our suppliers and we keep our end of the bargain.

Our suppliers are selected using a multi-criteria weighted matrix, with each criterion assigned a weightage according to its relative importance. The criteria used include:

- The supplier's technical capabilities
- Service quality
- Supply assurance
- Environmental responsibility
- Safety records
- Financial stability
- Cost competitiveness

Following supplier selection, onboarding is the next step towards supplier management. To this end, in 2021, we have focused on collecting supplier's information and assess supplier's compliance and risks to mitigate supply chain risks in the areas of Fraud and Corruption, Supply, Legal, Price, Environmental, and Health and Safety. The assessment

includes supplier's declaration of conflict of interest, non-compliance on environment, health and safety, verification of various pertinent ISO certifications status and compliance with our Supplier Code of Conduct. The Supplier Code of Conduct outlines our expectations on compliance with law and regulations, fair practice, ethical conduct, social and environmental sustainability. We refrain from working with suppliers who do not comply with our Policy. Read more about our Supplier Code of Conduct in Annex A.

We conduct Supplier Performance Management exercises regularly to assess our suppliers' performance against market norms and the expectations agreed upon in our contracts. Key suppliers are appraised on their cost management, safety and service standards. These contribute to our risk mitigation efforts, allowing us to accurately uncover the root causes of potential problems and resolve them as quickly as possible. Moving forward, we plan to further integrate ESG criteria into the supplier performance scoring system.

Since 2020, we implemented a new procurement software, ComPASS (ComfortDelGro Procurement, Analytics, Sourcing and Supplier). As of January 2022, more than 95% of the transaction volume in Singapore is through ComPASS. The electronic spend management system drives end-to-end procurement processes, which cover supplier onboarding, sourcing, contract management, procure-to-pay and spend analysis functions. ComPASS has enabled a more robust supplier governance, and helped us work more closely with suppliers to improve processes and ensure compliance with environmental and safety regulations. To-date, over 71,967 orders and 71,488 invoices have been processed electronically, reducing paper wastage.

As part of our continuous digitalisation efforts, we have rolled out a procurement tender portal in November 2021. The tender portal enables suppliers to explore procurement opportunities with us and register their interest online. Not only does this portal improve efficiencies and eliminates unnecessary paperwork, it also maximises participation and provides flexibility and convenience for suppliers to register anytime, anywhere.

OUR PERFORMANCE AND LOOKING FORWARD

The bulk of our purchases consists of energy and direct material and services for the operation and maintenance of our fleets. In 2021, we have long-term contracts of more than three years with 506 suppliers. This demonstrates our commitment to build long term relationships with our suppliers. About 87% of the contracts by value were established through competitive sourcing exercises, including 67% through public tenders. The rest of the contracts were established with suppliers who are sole source, or incumbents with whom we leveraged existing contract volumes.

In 2021, no supplier incident of social and environmental non-compliance occurred on ComfortDelGro's premises, or was linked to ComfortDelGro's operations. ComfortDelGro continues to integrate more stringent ESG considerations into our supplier engagement and performance systems, and reserves the rights to terminate any suppliers found to be in violation of regulations. More details are in our Supplier's Code of Conduct.

We are committed to upholding the highest level of integrity within our supply chain.

APPENDICES AND ANNEXES



APPENDIX 1: GRI INDEX

GENERAL DISCLOSURES

GRI Standard	Disclosure	Page Number or Reference
GRI 101: Foundation 2016		
Organisational Profile		
102-1	Name of the organisation	About this Report
102-2	Activities, brands, products & services	14
102-3	Location of headquarters	Singapore
102-4	Location of operations	32, 76
102-5	Ownership and legal form	About this Report
102-6	Markets served	32, 76
102-7	Scale of the organisation	10, 14, Annual Report
102-8	Information on employees and other workers	53
102-9	Supply chain	66
102-10	Significant changes to the organisation and its supply chain	No significant changes
102-11	Precautionary Principle or approach	23
102-12	External initiatives	59 - 60
102-13	Membership of associations	77
Strategy		
102-14	Statement from senior decision maker	2 - 4
Ethics and Integrity		
102-16	Values, principles, standards, and norms of behaviour	14 Annual Report pg 1
Governance		
102-18	Governance structure	23
102-19	Delegating authority	23
102-20	Executive-level responsibility for economic, environmental, and social topics	23
102-26	Role of highest governance body in setting purpose, values and strategy	14
Stakeholder Engagement		
102-40	List of stakeholder groups	21 - 22
102-41	Collective bargaining agreements	51
102-42	Identifying and selecting stakeholders	21 - 22
102-43	Approach to stakeholder engagement	21 - 22
102-44	Key topics and concerns raised	21 - 22
Reporting Practice		
102-45	Entities included in the consolidated financial statements	Annual Report, pg 10 - 11, 18 - 20
102-46	Defining report content and topic boundaries	About this Report, 15
102-47	List of material topics	16
102-48	Restatements of information	pg 7, Restatement of past years' environmental data (i.e. emissions, fuel and electricity consumption) in include China's operations. This ensures a fair comparison of our environmental performance over time. Emission intensity for 2020 is also recalculated with restated revenue.
102-49	Changes in reporting	15, inclusion of China operations
102-50	Reporting period	About this Report

APPENDIX 1: GRI INDEX

MATERIAL TOPICS		Page Number or Reference
GRI Standard		
Reporting Practice (cont'd)		
102-51	102-51	About this Report
102-52	Reporting cycle	About this Report
102-53	Contact point for questions regarding the report	About this Report
102-54	Claims of reporting in accordance with the GRI standards	About this Report
102-55	GRI content index	68 - 70
102-56	External assurance	About this Report
Economic Growth		
103*	Management approach	10
201-1	Direct economic value generated and distributed	10
Energy and Fuels		
103*	Management approach	36
302-1	Energy consumption within the organization	38
302-3	Energy intensity	38
302-4	Reduction of energy consumption	38
Emissions and Air Quality		
103*	Management approach	34
305-1	Direct GHG emissions (Scope 1)	35
305-2	Energy indirect GHG emissions (Scope 2)	35
305-3	Other indirect GHG emissions (Scope 3)	35
305-4	GHG emissions intensity	35
305-7	Nitrogen oxides (NOX), sulphur oxides (SOX), and other significant air emissions	36
Resource Stewardship		
103*	Management approach	41
303-1	Interactions with water as a shared resource	41
303-3	Water withdrawal	42
303-5	Water consumption	42
103*	Management approach	39
306-2	Waste by type and disposal method	40
Health and Safety		
103*	Management approach	46 - 47
403-1	Occupational Health and Safety Management system	46 - 47
403-2	Hazard identification, risk assessment & incident investigation	46 - 47
403-3	Occupational health services	46 - 47
403-5	Worker training on Occupational Health and Safety	46
403-6	Promotion of worker health	46 - 47
403-9	Work-related injuries	48

APPENDIX 1: GRI INDEX

MATERIAL TOPICS		
GRI Standard	Disclosure	Page Number or Reference
Our People		
103*	Management approach	51 - 52
401-1	New employee hired and employee turnover	78 - 79
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	54
103*	Management approach	54
404-1	Average hours of training per year per employee	54
404-3	Percentage of employees receiving regular performance and career development reviews	54
103*	Management approach	52
405-1	Diversity of governing bodies	53
406-1	Non-discrimination policies	82
407-1	Freedom of association and collective bargaining	80, 82
408-1	Child labour	80, 82
409-1	Forced or compulsory labour	80, 82
103*	Management approach	51
412-1	Operations that have been subject to human rights reviews or impact assessments	80
Our Patrons and Communities		
103*	Management approach	59
413-1	Operations with local community engagement, impact assessments, and development programmes	59 - 60
Ethical Business and Operational Integrity		
103*	Management approach	63 - 64
205-2	Communication and training about anti-corruption policies and procedures	63 - 64
205-3	Confirmed incidents of corruption and actions taken	64
307-1	Non-compliance with environmental laws and regulations	20
419-1	Non-compliance with laws and regulations in the social and economic area	20
Cybersecurity, Data Privacy and Innovation		
103*	Management approach	64 - 65
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	20
Supply Chain Management		
103*	Management approach	66
308-2	Negative environmental impacts in the supply chain and actions taken	66
414-2	Negative social impacts in the supply chain and actions taken	66

* Comprises GRI 103-1, GRI 103-2 and GRI 103-3 (explanation of the material topic and its boundaries, components, and evaluation of the management approach)

APPENDIX 2: SASB INDEX

Road Transportation - Sustainability Accounting Standard

TOPIC	ACCOUNTING METRIC	SASB CODE	PAGE REFERENCE	PERFORMANCE
Greenhouse Gas Emissions	Gross global Scope 1 emissions	TR-RO-110a.1	35	744,805 tonnes CO ₂ e
	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	TR-RO-110a.2	30 - 33	Please see our fleet transition plan
	(1) Total fuel consumed, (2) percentage natural gas, (3) percentage renewable	TR-RO-110a.3	38	(1) 312,822,203 litres (2) 7% Natural Gas (3) 11% Renewable Biodiesel
Air Quality	Air emissions of the following pollutants: (1) NO _x (excluding N ₂ O), (2) SO _x , and (3) particulate matter (PM ₁₀)*	TR-RO-120a.1	36	NO _x 317,104.65 kg NO _x e/km SO _x 1,508.29 kg SO _x e/km PM ₁₀ 13,784.73 kg PM ₁₀ /km
	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	TR-RO-320a.1	48, 50	(1) 2.39 injuries/no. of man hour x 1,000,000 across all operations (2) Zero, no workplace fatalities were recorded for 2021
	(1) Voluntary and (2) involuntary turnover rate for all employees	TR-RO-320a.2	Under Appendix 5, pg 79	(1) 15% (2) 4%
	Description of approach to managing short term and long-term driver health risks	TR-RO-320a.3	46 - 48	Please see our section on Occupational Health and Safety
Accident & Safety Management	Number of road accidents and incidents	TR-RO-540a.1	50	Total: 770 Singapore: 590 UK/Ireland: 42 Australia: 133 China: 104
	Safety Measurement System BASIC percentiles for: (1) Unsafe Driving, (2) Hours-of-Service Compliance, (3) Driver Fitness, (4) Controlled Substances/Alcohol, (5) Vehicle Maintenance, and (6) Hazardous Materials Compliance	TR-RO-540a.2	-	BASICS system is specific to the US and is not applicable to CDG's business units. However, CDG has established other Safety Management Systems as detailed in the Health and Safety section of the report.
	(1) Number and (2) aggregate volume of spills and releases to the environment	TR-RO-540a.3	-	NA, ComfortDelGro does not engage in hazardous waste transportation.

* As this is the first year we are reporting on SASB requirements, we have only calculated air quality emission for our Singapore operations. We will look into our overseas operations in future reporting.

APPENDIX 2: SASB INDEX

ACTIVITY METRIC	SASB CODE	PAGE REFERENCE	PERFORMANCE
Revenue ton miles (RTM)	TR-RO-000.A	-	NA ComfortDelGro does not transport goods and hence this metric is not relevant to our line of business.
Load factor	TR-RO-000.B	-	NA ComfortDelGro does not transport goods and hence this metric is not relevant to our line of business.
Number of employees, number of truck drivers	TR-RO-000.C	51	Total number of employees 22,589

Car Rental & Leasing - Sustainability Accounting Standard

TOPIC	ACCOUNTING METRIC	SASB CODE	COMFORTDELGRO TAXI'S PERFORMANCE	COMFORTDELGRO RENT-A-CAR'S PERFORMANCE
Customer Safety	Percentage of rental fleet vehicles rated by NCAP programs with an overall 5-star safety rating, by region	TR-CR-250a.1	100% of our taxis are rated with a 5-star safety rating by NCAP programmes. The proportion of vehicles rated by ASEAN NCAP is 33%, Euro NCAP is 56% and Japan NCAP: 11%. Below, we have also provided a breakdown of individual NCAP programme against the total number of vehicles rated in that NCAP programme. ASEAN NCAP: 100% Euro NCAP: 100% Japan NCAP: 100%	84% of our car rental fleets are rated with a 5-star safety rating by NCAP programmes. The proportion of vehicles rated by ASEAN NCAP is 13%, Australian and New Zealand NCAP is 5%, Euro NCAP is 64% and Japan NCAP is 8%. 9% of vehicles received no NCAP ratings. Below, we have also provided a breakdown of individual NCAP programme against the total number of vehicles rated in that NCAP programme. ASEAN NCAP: 67% Australian/NZ NCAP – 33% Euro NCAP: 93% Japan NCAP: 89%
	Number of vehicles recalled	TR-CR-250a.2	In Singapore, if a vehicle needs to be recalled by the manufacturer, the motor dealer is responsible for informing our Car Rental and Leasing business units and the Land Transport Authority. We work speedily to respond to these recall notices, and contact customers on necessary follow-up actions if their rental vehicles are affected. 0	126
Fleet Fuel Economy & Utilization	Rental day-weighted average rental fleet fuel economy, by region	R-CR-410a.1	ICE/Hybrid: 21.97 km/litres EV: 7.29 km/kwh	ICE/Hybrid: 11.84 km/litres EV: 5.92 km/kwh
	Fleet utilization rate	R-CR-410a.2	97.2%	91.9%
ACTIVITY METRIC	SASB CODE	COMFORTDELGRO TAXI'S PERFORMANCE	COMFORTDELGRO RENT-A-CAR'S PERFORMANCE	
Average vehicle age	TR-CR-000.A	4.09 years	2.55 years	
Total available rental days	TR-CR-000.B	365 days	365 days	
Average rental fleet size	TR-CR-000.C	8,939 vehicles	1,237 vehicles	






As this is the first year ComfortDelGro is reporting on SASB requirements, we have focused on our Car Rental and Leasing businesses in Singapore – ComfortDelGro Taxi and ComfortDelGro Rent-A-Car. We will look to expand reporting against SASB requirements for our global operations next year.

APPENDIX 3: UNGC INDEX

PRINCIPLE	DESCRIPTION	PAGE REFERENCE
Human Rights		
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights; and	51, 80, 82
Principle 2	make sure that they are not complicit in human rights abuses.	51, 80, 82
Labour		
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	51, 80, 82
Principle 4	the elimination of all forms of forced and compulsory labour;	80, 82
Principle 5	the effective abolition of child labour; and	80, 82
Principle 6	the elimination of discrimination in respect of employment and occupation	80, 82
Environment		
Principle 7	Businesses should support a precautionary approach to environmental challenges;	23
Principle 8	undertake initiatives to promote greater environmental responsibility; and	33 - 42
Principle 9	encourage the development and diffusion of environmentally friendly technologies.	24 - 33
Anti-Corruption		
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery.	63 - 64, 66, 80

APPENDIX 4: ALIGNMENT WITH THE UN SDG TARGETS





Each core pillar houses key focus areas, which are cemented by targets, commitments, and initiatives, aligned to corresponding and applicable UN SDG targets.

PILLAR	KEY FOCUS AREA	MATERIAL TOPICS	SDG TARGETS
 <p>Enabling a climate-friendly and sustainable transport system</p>	Climate Change Adaptation 	<ul style="list-style-type: none"> Climate friendly mobility Sustainable products and services 	<p>Target 13.2: Integrate climate change measures into national policies, strategies and planning</p> <p>Target 13.3: Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning</p> <p>Target 12.7: Promote public procurement practices that are sustainable, in accordance with national policies and priorities</p>
	Energy and Fuels 	<ul style="list-style-type: none"> Energy and fuel use in our operations 	<p>Target 7.2: By 2030, increase substantially the share of renewable energy in the global energy mix</p> <p>Target 7.a: By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology</p>
	Emissions and Air Quality 	<ul style="list-style-type: none"> GHG emissions Decarbonisation plans Air quality 	<p>Target 13.2: Integrate climate change measures into national policies, strategies and planning</p>
	Resource Stewardship 	<ul style="list-style-type: none"> Water Waste 	<p>SDG Target 12.5 - By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse</p> <p>SDG Target Target 12.6 - Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle</p>

APPENDIX 4: ALIGNMENT WITH THE UN SDG TARGETS

PILLAR	KEY FOCUS AREA	MATERIAL TOPICS	SDG TARGETS
 <p>Safeguarding the wellbeing, health and safety of our people, our patrons and our communities</p>	<p>Health and Safety</p> 	<ul style="list-style-type: none"> Occupational health and safety Public health and safety 	<p>SDG Target 3.6 - By 2020, halve the number of global deaths and injuries from road traffic accidents</p>
	<p>Our People</p>   	<ul style="list-style-type: none"> Training Human and labour rights Diversity and equal opportunity Employee wellbeing 	<p>SDG Target 4.4- By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship</p> <p>SDG Target 5.5 - Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life</p> <p>SDG Target 8.5 - By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value</p> <p>SDG Target 8.7 - Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms.</p> <p>SDG Target 8.8 - Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.</p>
	<p>Our Patrons and Communities</p> 	<ul style="list-style-type: none"> Accessibility Service quality Local impact and CSR 	<p>SDG Target 11.2- By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons</p>

APPENDIX 4: ALIGNMENT WITH THE UN SDG TARGETS

PILLAR	KEY FOCUS AREA	MATERIAL TOPICS	SDG TARGETS	
 <p>Growing our business with strong governance, ethical integrity and innovation</p>	Ethical Business and Operational Integrity	<ul style="list-style-type: none"> • Compliance and transparency • ESG governance • Risk management • Asset protection and safety 	SDG Target 16.5 - Substantially reduce corruption and bribery in all their forms	
		Cybersecurity and Data Privacy	<ul style="list-style-type: none"> • Protective processes 	
	Innovation and Growth	<ul style="list-style-type: none"> • New innovations • Economic growth 	SDG Target 9.4 - By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities	
		Supply Chain Management	<ul style="list-style-type: none"> • ESG screening • Human and labour rights in the supply chain 	SDG Target 12.7 - Promote public procurement practices that are sustainable, in accordance with national policies and priorities
				

APPENDIX 5: ADDITIONAL SOCIAL AND EMPLOYMENT-RELATED DISCLOSURES

MEMBERSHIP OF ASSOCIATIONS

National Taxi Association

National Transport Workers' Union

Singapore Low Carbon Network

Singapore Mediation Centre

Tripartite Alliance for Fair & Progressive Employment Practices

United Nations Global Compact

WSH COMMITTEES

COUNTRY	BUSINESS UNIT	WORKPLACE SAFETY & HEALTH COMMITTEE OR SIMILAR	COMPANY EMERGENCY RESPONSE TEAM OR SIMILAR	RISK MANAGEMENT COMMITTEE	OTHER SAFETY-RELATED COMMITTEE	NIL
Singapore	All Business Units with the exception of:	X	X	X		
	ComfortDelGro Driving Centre	X	X	X	X	
	ComfortDelGro Rent-A-Car			X		
	SBS Transit	X	X			
Australia	CDC in NSW	X	X			
	CDC in Victoria	X			X	
	Swan Taxi	X	X		X	
China	East China		X		X	
	North China					X
	South China		X		X	
	West China	X				
Ireland	ComfortDelGro Irish Citylink					X
United Kingdom	CityFleet Networks		X	X		
Malaysia	Metroline	X				
	Scottish Citylink Coaches	X				
Malaysia	CityLimo Leasing					X

APPENDIX 5: ADDITIONAL SOCIAL AND EMPLOYMENT-RELATED DISCLOSURES

Absentee Rate, by Gender (2021) – ComfortDelGro Group

	MALE	FEMALE	TOTAL
No. of absentee days	139,207	20,969	160,176
No. of scheduled workdays	5,226,297	757,613	5,983,910
Absentee Rate	3%	3%	

Absentee Rate, by Region (2021) – ComfortDelGro Group

	SINGAPORE	UK	AUSTRALIA	CHINA	MALAYSIA	TOTAL
No. of absentee days	45,655	94,369	18,028	1,124	161	159,337
No. of scheduled workdays	4,084,935	1,097,654	545,210	150,658	9,633	5,888,090
Absentee Rate	1%	9%	3%	1%	2%	3%

Total number and rate of new employee hires (2021) – ComfortDelGro Group

Total new hires	2,718
New hires, by age group	12%

	< 30 YEARS	30-50 YEARS	>50 YEARS
No. of new hires	601	1,298	819
Rate of new hires (Denominator: total number of employees)	2.5%	6%	3.5%

NEW HIRES, BY GENDER	MALE	FEMALE	TOTAL
No. of new hires	2,169	549	2,169
Rate of new hires (Denominator: total number of employees)	10%	2%	10%

NEW HIRES, BY REGION	SINGAPORE	UK	AUSTRALIA	CHINA	MALAYSIA	TOTAL
No. of new hires	1,522	598	580	13	5	2,718
Rate of new hires (Denominator: total number of employees)	7%	2.5%	2.5%	0%	0%	12%

APPENDIX 5: ADDITIONAL SOCIAL AND EMPLOYMENT-RELATED DISCLOSURES

Total number and rate of employee turnover (2021) - ComfortDelGro Group

Overall turnover rate	19%
Overall voluntary turnover rate	15%

TURNOVER, BY AGE GROUP	< 30 YEARS	30-50 YEARS	>50 YEARS	TOTAL
No. of voluntary turnover	610	1,565	1,172	3,347
No. of non-voluntary turnover	102	392	488	982
No. of voluntary & non-voluntary turnover	712	1,958	1,660	4,329
Rate of voluntary & non-voluntary turnover (Denominator: total number of employees)	3%	9%	7%	

TURNOVER, BY GENDER	MALE	FEMALE	TOTAL
No. of voluntary turnover	2,721	626	3,347
No. of non-voluntary turnover	837	146	982
No. of voluntary & non-voluntary turnover	3,558	771	4,329
Rate of voluntary & non-voluntary turnover (Denominator: total number of employees)	16%	3%	

RATE OF TURNOVER, BROKEN DOWN BY REGION	SINGAPORE	UK	AUSTRALIA	CHINA	MALAYSIA	TOTAL
No. of voluntary turnover	1,773	703	831	36	4	3,347
No. of non-voluntary turnover	427	363	134	59	0	982
No. of voluntary & non-voluntary turnover	2,200	1,066	964	95	4	4,329
Rate of voluntary & non-voluntary turnover (Denominator: total number of employees)	10%	5%	4%	0%	0%	0

ANNEX A: SUPPLIER CODE OF CONDUCT

ComfortDelGro Corporation Limited is committed to the highest standards of ethical conduct, social and environmental responsibility and commitment to sustainability.

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

ComfortDelGro requires and expects its Suppliers to operate in accordance with the principles in this Supplier Code of Conduct ("Code") and in full compliance with all applicable laws and regulations. Suppliers are required to adhere to all applicable laws (including but not limited to antitrust, anti-competition, anti-corruption and anti-fraud policies), maintain high ethical standards, have clear health and safety policies, strict environmental policies, and adopt fair employment practices.

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

1. COMPLIANCE WITH LAWS AND REGULATIONS

1.1. Abidance with the Law

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

1.2. Use of Fair Business Practices

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

2. ETHICS AND CONFLICT OF INTEREST

2.1. Anti-Corruption Stance

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

2.2. Anti-Fraud Stance

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

providing false information for any business transaction with or involving ComfortDelGro.

2.3. Gifts and Entertainment

ComfortDelGro is committed to conducting all business without undue influence. This requires it to exercise good judgment and practise moderation in receiving business gifts and entertainment. Suppliers must not offer or give gifts or hospitality (including kickbacks, favours, cash, gratuity, entertainment or anything of value) to any ComfortDelGro employee that is intended as, or may be viewed as an attempt to improperly influence business decisions. Employees will respectfully decline entertainment, gifts or other benefits that could in any way be construed as, or give the appearance of, attempting to influence business decisions in favour of any person or organisation with whom ComfortDelGro may have business dealings.

2.4. Conflicts of Interest

Suppliers should avoid any conflicts of interest that may adversely influence their business relationship with ComfortDelGro. Suppliers must disclose all actual, potential or perceived conflicts of interest situations and/or relationships promptly to ComfortDelGro.

3. HUMAN AND LABOUR RIGHTS

3.1. Human Rights

ComfortDelGro believes that it is our responsibility to respect the human rights of the people in all the locations that we operate in. ComfortDelGro's Human Rights Commitment is guided by the Universal Declaration of Human Rights, the United Nation's Global Compact's Principles on Human Rights and the International Labour Organization (ILO) Conventions on Labour Standards in aspects of our employment practices as well as Workplace Health and Safety. To learn more on ComfortDelGro's Human Rights Policy, please visit <https://www.comfortdelgro.com/sustainability>. Suppliers shall uphold and comply with the highest international standards on human and labour rights protection.

3.2. Anti-Harassment and Abuse

Suppliers shall ensure that all of their employees are humanely treated with respect and dignity. All forms of harassment and abuse, including but not limited to physical violence, sexual exploitations or abuse, verbal intimidation, psychological harassment, coercion and corporal punishments are not tolerated.

3.3. Non-Discriminatory Employment

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

3.4. Ethical Employment

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

ANNEX A: SUPPLIER CODE OF CONDUCT

3.5. Freedom of Association and Collective Bargaining

Suppliers shall recognize and respect its employees' freedom of association, collective bargaining and rights to representation through the appointed trade union.

4. WORKPLACE HEALTH, SAFETY AND QUALITY

4.1. Healthy and Safe Working Environment

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

4.2. Safety

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

4.3. Quality

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

5. CORPORATE SOCIAL RESPONSIBILITY AND ENVIRONMENTAL SUSTAINABILITY

5.1. Corporate Social Responsibility

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

5.2. Environmental Sustainability

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

Suppliers are encouraged to identify, manage and reduce its greenhouse gas emissions from its operations. This includes adoption of eco-efficient practices, green technologies and transiting to cleaner energy

6. USE OF INFORMATION

6.1. Insider Trading

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

6.2. Proprietary Information

Any information used by Suppliers in their business relationship with ComfortDelGro that is either proprietary and/or not public must be protected against

loss and infringement. Any disclosure or use of such information other than for the purposes of discharging its obligations to ComfortDelGro must first be authorised by ComfortDelGro.

6.3. Personal Data

Supplier shall respect and comply with all applicable laws relating to the protection of personal data, have in place reasonable physical and electronic measures to ensure the security of personal data, and use any personal data disclosed by or collected on behalf of ComfortDelGro only for the purpose(s) for which the relevant personal data is disclosed or collected.

7. COMMUNICATION

7.1. Training and Communication

Suppliers shall ensure adequate communication and compliance of this Code to their employees and supply chain. Where needed, suppliers shall ensure the right and adequate training is provided to employees in their supply chain.

8. RISK MANAGEMENT

8.1. Risk Management System

Suppliers are expected to put in place a risk management procedure that would allow it to identify and mitigate operational and legal compliance risks in all obligations stated in this Code. Suppliers are also encouraged to conduct regular assessment of its facilities and operations, and to extend such checks to its supply chain. It is the supplier's responsibility and obligation to inform ComfortDelGro timely in light of any alleged or actual breach of this Code.

8.2. Due Diligence

ComfortDelGro reserves the right to conduct due diligence check and audits on its suppliers for compliance with this Code. Suppliers may be requested to provide relevant policies and procedures, where necessary, access to employees and other personnel, as well as associated evidence to demonstrate adherence.

9. ETHICAL CONCERNS

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

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

Group Chief Internal Audit Officer

DID: +65 6383 7010

Email to: gciao@comfortdelgro.com

and/or the respective Chairmen of Audit & Risk Committee (ARC)

- For ComfortDelGro, email to: ARC_Chairman@comfortdelgro.com
- For SBS Transit Ltd, email to: ARC_Chairman@sbstransit.com.sg
- For Vicom Ltd, email to: ARC_Chairman@vicom.com.sg

ANNEX B: HUMAN RIGHTS POLICY

ComfortDelGro Group's Human Rights Commitment is guided by the Universal Declaration of Human Rights and the United Nation's Global Compact's Principles on Human Rights in aspects of our employment practices as well as Workplace Health and Safety.

This policy highlights our responsibility and response in relation to protecting the rights of employees within the ComfortDelGro Group in all locations that we operate in.

1. PROHIBITION OF UNETHICAL LABOUR PRACTICES

ComfortDelGro Group does not engage in nor tolerate unethical labour practices such as child labour or forced labour. We strive to uphold and honor the relevant local, national and international laws and conventions where we operate and put in place measures to ensure no unethical labour practices exists within the Group.

2. FAIR EMPLOYMENT PRACTICES

We adhere to applicable employment related legislations and guidance in locations where we operate in. Specifically, in Singapore, we are committed to the Tripartite Guidelines for Fair Employment Practices released by the Tripartite Alliance for Fair and Progressive Employment Practices. The working hours of ComfortDelGro Group's shall comply with the applicable legislations where the employees are situated. In relation to our Sustainability Framework, ComfortDelGro Group strives to ensure:

- Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all our employees.

3. GROWING OUR PEOPLE

In ComfortDelGro Group, growing our Talent Base is one of our 3 key strategies for success. Our people must be prepared and equipped with the right mindset, skills and competencies for the next lap. We approach development with an inclusive approach. We want to develop leaders at all levels systematically with a view on continual learning and team collaboration. In relation to our Sustainability Framework, ComfortDelGro Group strives to ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

In tandem with developing our talent base, ComfortDelGro Group is committed to providing a challenging environment with ample opportunities for growth so that our talent can realize their full potential.

4. DIVERSITY & INCLUSION

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

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

Beyond just physical safety, ComfortDelGro Group also strives to ensure a safe psychological environment where our employees can work in; without fear of presenting their diverse views without repercussions and discrimination.

5. FREEDOM OF ASSOCIATION AND RIGHT TO COLLECTIVE BARGAINING

ComfortDelGro Group recognizes and respects our employees' freedom of association and rights to representation through the appointed trade union.

We are committed to the concept of Tripartism and strives to build and maintain progressive relationships with the Trade Unions and their representatives.

6. FAIR AND SAFE WORKING CONDITIONS

As laid out in ComfortDelGro Group's Sustainability Framework, one of the key pillars of "Enhancing the Safety and Wellbeing of the Community and our People", Health and Safety of our customers and employees and the public is fundamental to our business. Our focus on safety is strongly reflected in the Group's policies, procedures and training. We take all safety incidents seriously and we continuously work towards achieving zero fatalities and injury rates that are below national averages in our locations of operation.

ANNEX C: WHISTLEBLOWING POLICY

1. WHAT IS WHISTLEBLOWING?

As employees are expected to abide by the principles of the Code of Business Conduct ("Code") and also maintain and demonstrate the highest professional standards and ethical conduct in the performance of their duties, they are encouraged to bring to the attention of Management any violations of the Code; and/or any unethical or unlawful business conduct or dealings, with the intention for necessary corrective actions to be taken to address the violations.

2. WHO IS A WHISTLEBLOWER?

A whistleblower may be an employee or external party who, in the course of his/her duties or personal engagement with the Company or employee, has witnessed or who has knowledge that another fellow employee has previously engaged, is currently engaging or will be engaging in practices/activities that will be in violation of the Code, or unethical or unlawful business conduct or dealings, and decides to highlight these practices to Management with a view that necessary corrective actions will be taken to prevent the occurrence of such undesired practices/activities.

Whistleblowing is not a means by which anyone including a disgruntled employee can abuse, wreak revenge on or sabotage another person or fellow employee without any just cause or to hold an employee at ransom. Any action of whistleblowing must be genuine, substantiated with proper evidence, and directed to the ComfortDelGro Alert Line within a reasonable time. Where necessary, employees must be prepared to testify or provide statement of such actions. It should not be unfounded or malicious allegations made against another employee. ComfortDelGro will not tolerate the abuse of this Whistleblowing process.

A whistleblower need not have to be directly or indirectly affected by or have a personal interest in the outcome of the actions giving rise to the whistleblowing. So long as an employee has a genuine concern and reasonable grounds to believe that the actions of a fellow employee is in breach or will be in breach of the Code or principles of ethical conduct and fair dealing, he can be a whistleblower. However, the whistleblower must act in good faith at all times.

The Policy allows for reporting by Employees or External Parties of such matters, without fear of reprisal, discrimination or adverse consequences, and also permits ComfortDelGro to address such reports by taking appropriate action, including, but not limited to, disciplining or terminating the employment and/or services of those responsible.

3. ACTIVITIES GIVING RISE TO WHISTLEBLOWING

Listed below are some activities that could potentially give rise to whistleblowing. It is not an exhaustive list:

- Theft, damage or misappropriation of company's properties, using company's properties for own benefit or any unlawful purpose, or unlawful dissemination or disclosure of company's proprietary information, know-how and trade secrets;
- Fraud. For example:
 - (i) falsification or alteration of company's records, accounts or financial information;
 - (ii) submission of false invoices and claims for reimbursement of expenses;
 - (iii) failure to account or misuse of company's monies in possession; and
 - (iv) knowingly provide information which is false or misleading;
- Engaging in activities prohibited by law; or activities in breach of any legal or contractual obligations. For example failure to perform any material terms of any contract or agreement without any lawful reason;
- Unlawful or Unethical conduct. For example violence, threatened violence, bullying, bribery or acceptance of monies, gifts or monetary benefits in exchange for personal favours;
- Making statements or remarks which are defamatory or cause disruption to racial harmony;
- Sexual harassment or adopting discriminatory practices;
- Trading in the shares of ComfortDelGro and its subsidiaries while in possession of materially confidential and price-sensitive information including the procuring or providing of such information to any third party to deal in such shares;
- Misuse, including the downloading and sending of information which will infringe third party's copyright; information that is derogatory or offensive to a third party;
- Engage in activities or practices that will pose a danger to the health and safety of others or the environment;
- Conflict of interest without disclosure. For example, a superior and his/her direct reporting subordinate are in a relationship; and
- Breach of ComfortDelGro's policies or the Code of Business Conduct

COMFORTDELGRO CORPORATION LIMITED

205 Braddell Road
Singapore 579701

Mainline (65) 6383 8833

Facsimile (65) 6287 0311

www.comfortdelgro.com

Company Registration No. 200300002K

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