

Mobility for a better future



comfortdelgro

SUSTAINABILITY REPORT 2024

ABOUT THIS REPORT

ComfortDelGro is delighted to present our Sustainability Report 2024, which outlines our progress and achievements across the Environmental, Social and Governance (ESG) domains. This report outlines our sustainability goals across our global operations and serves to communicate our commitments, strategies and initiatives with our valued stakeholders.

As a global mobility service provider with operations across the world, we are committed to driving the transition to a low-carbon economy. We collaborate with governments and cities to develop inclusive, smart and climate-friendly transport systems and to drive positive impact for all our stakeholders.

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As a global mobility service provider with operations across the world, we are committed to driving the transition to a low-carbon economy. We collaborate with governments and cities to develop inclusive, smart and climate-friendly transport systems and to drive positive impact for all our stakeholders.

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Sustainability Reporting Standards 2021. The GRI Content Index can be found in the Appendix of this Sustainability Report.

We are dedicated to upholding the 10 principles of the United Nations Global Compact (UNGC) and adhering to the Sustainability Accounting Standards Board's (SASB's) road transportation standard. Our Sustainability Report meets all sustainability reporting requirements established by the Singapore Stock Exchange (SGX), including but not limited to SGX Listing Rules 711 (A) and (B). Additionally, ComfortDelGro discloses information based on the SGX 27 Core ESG Metrics, which enhances data consistency and comparability among SGX-listed companies.

Furthermore, to adopt a leading stance, we align and report against the recommendations from the Task Force on Climate-Related Financial Disclosures (TCFD). As of 2024, the TCFD has been fully incorporated under the IFRS S1 and IFRS S2 sustainability disclosure standards issued by the International Sustainability Standards Board (ISSB). While the SGX climate reporting requirements related to IFRS S2 (Climate-related Disclosures) are only required for the year ending 31 December 2025, we have made some disclosures in this report against selected requirements from IFRS S2 and consequently selected climate-relevant provisions from the IFRS S1 (General Requirements for Disclosure of Sustainability-related Financial Information). We aim to provide year-on-year comparisons where feasible, ensuring that our data has undergone internal assurance procedures for verifiability.

The incorporation of these international sustainability standards in our report enables us to holistically track and report on our strategies, initiatives and key performance indicators whilst ensuring that we remain relevant to the

industry and geographies in which we operate. Furthermore, they provide guidance for setting our goals and targets related to material topics, supporting the continuity of our sustainability reporting journey. The selection of the multiple reporting frameworks discussed above supports our organisation in understanding and disclosing our impacts in a way that meets the needs of multiple stakeholders.

ASSURANCE

ComfortDelGro's Group Internal Audit performed an internal review on the compliance of relevant policies, processes and internal controls pertaining to the data disclosed within the Sustainability Report 2024. The audit recommendations from this internal review were taken into consideration during the development of the Sustainability Report. ComfortDelGro did not obtain external assurance for this reporting cycle but intends to do so in the future.

FEEDBACK

We welcome feedback on our Sustainability Report for continuous development and improvement. For feedback and clarifications, please reach out to us at groupsustainability@comfortdelgro.com.

RESTATEMENT OF INFORMATION

We have included restatements of information in this report, where applicable, to ensure consistency and comparability of information between reporting periods. Details of these restatements can be found in the relevant sections of the report. Restatements of information are primarily due to improved data collection and calculation methodologies, as well as the refinement of data collection parameters.

REPORTING SCOPE AND PERIOD

This report outlines ComfortDelGro's sustainability performance and relevant ESG considerations for the financial year commencing on 1 January 2024 and ending on 31 December 2024 (FY2024). We included all the countries where we operate, Singapore, Australia, the United Kingdom (UK) & Europe, New Zealand¹, China and Malaysia, to align with our financial reporting coverage¹. Further details pertaining to our financial reporting coverage can be found in the [ComfortDelGro Annual Report 2024](#).

This Sustainability Report supplements ComfortDelGro's Annual Report 2024, which can be found on our corporate website (www.comfortdelgro.com). To reduce our paper footprint, this report is published digitally on our website. Our listed subsidiaries, SBS Transit Ltd and VICOM Ltd, publish independent Sustainability Reports, which can be found on their respective corporate websites (www.sbstransit.com.sg and www.vicom.com.sg).

- 1 In this reporting year, New Zealand's waste, water, social and governance metrics was omitted due to its status as a joint venture. New Zealand's emissions data is reported under Scope 3, which encompasses indirect emissions that occur along our value chain, allowing for a comprehensive understanding of its environmental impact beyond direct operations. Reporting of our ESG efforts across New Zealand's operations has been reflected qualitatively as part of our initiatives.
- 2 On 23 October 2024, ComfortDelGro's CityFleet Networks successfully acquired Addison Lee based in the UK. As this is a recent acquisition, Addison Lee will not be included in the scope for our FY2024 Sustainability Report. We will begin reporting its sustainability performance starting from FY2025. Data from other acquisitions such as A2B in Australia and CMAC in Europe (except GHG emissions in Barcelona) have been included in this report.

MESSAGE FROM CHAIRMAN AND MD/GROUP CEO

2024 has been a year marked by significant geopolitical developments and increased focus on climate action from across the world. As governments and corporations respond to address the climate crisis, ComfortDelGro remains steadfast in our commitment to achieve our global sustainability ambitions and supporting the transition to a climate-resilient future. Over the past year, we have embraced innovation and a wide range of partnerships to drive positive impact within and beyond our organisation while ensuring the integrity of governance practices.



LEFT

MARK CHRISTOPHER GREAVES

CHAIRMAN

RIGHT

CHENG SIAK KIANMANAGING DIRECTOR/
GROUP CHIEF EXECUTIVE OFFICER

MESSAGE FROM CHAIRMAN AND MD/GROUP CEO

Transitioning Towards a Cleaner and More Sustainable Transport System

As a global mobility leader, we recognise that we play a significant role in leading the transition to climate-friendly transport systems. 2024 marked a major milestone in our fleet transition roadmap – close to 60 percent of our owned fleet are now cleaner energy vehicles. This achievement underscores our commitment to decarbonisation, with targets to transit 90 percent of our car fleet and 50 percent of our bus fleet to cleaner vehicles by 2030. We have also set science-based targets of halving our Scope 1 and Scope 2 greenhouse gas emissions by 2032 from the baseline year 2019. In addition, we continue to optimise our operations to reduce resource consumption, and to collaborate with like-minded partners to expand sustainable mobility solutions.

The year saw significant strides in advancing sustainable mobility across the Group. We commenced work on electrifying seven out of the 15 Metroline bus garages and outstations in London to support our fleet of electric buses. We have also expanded our Zero Emission Bus (ZEB) trials and services across Australia, expanding beyond operating hybrid buses in the territory. In Singapore, SBS Transit launched Singapore's first multi-storey bus depot equipped with 240 advanced EV chargers, supporting large-scale electric bus deployment and featuring smart charging capabilities for optimised

efficiency. Our electric vehicle (EV) charging arm, ComfortDelGro ENGIE celebrated its third anniversary with the deployment of over 1,000 EV charge points in Singapore and it has also established partnerships to enhance the regional charging network in Southeast Asia. In China, we have achieved more than 75 percent cleaner energy vehicles across the country.

Creating Safe Journeys and a Better Future for Our People, Patrons, and Communities

ComfortDelGro prioritises the well-being and safety of our employees, customers, and those in the wider communities we serve. We recognise the impact of our business on wider society, and seek to contribute positively through community-wide safety initiatives, human capital policies, and philanthropic contributions.

With people at the very heart of our business, we strive to foster an inclusive culture within our workforce and are committed to enhancing our people's skills and well-being through development programmes and engagement initiatives. We believe that our efforts to uphold the spirit of tripartism will continue to nurture positive relationships with regulators, trade unions and their representatives. We are proud partners of local government programmes, including supporting the training and recruitment of women for various roles in the transport industry, from bus drivers to engineers, thereby expanding opportunities in a traditionally male-dominated field.

With people at the very heart of our business, we strive to foster an inclusive culture within our workforce and are committed to enhancing our people's skills and well-being through development programmes and engagement initiatives.

MESSAGE FROM CHAIRMAN AND MD/GROUP CEO

Our businesses aim to cater to the needs of our commuters and we continuously undertake initiatives to improve the experiences of our travellers. In June 2024, SBS Transit also launched the Mobility Innovation Centre (MINNOVA), featuring new technologies such as SiLVIA, a Generative AI-powered sign language assistant, and AIVA, a digital concierge enhancing travel experiences.

During the year, we also launched our Community Investment framework, outlining a group-wide approach to our corporate social responsibility efforts. We prioritise initiatives and spending that uplift education, foster community inclusivity, enhance accessibility as well as inculcate a spirit of giving in our people. In 2024, we donated over S\$1.12 million in cash and over S\$100,000 in kind, as well as contributed over 20,000 volunteering man hours. The organisations we supported include charities, philanthropic and non-profit organisations, community interest and voluntary groups, co-operatives and social enterprises.

In Singapore, we introduced the inaugural ComfortDelGro-EB Impact Sustainability Education Grant which saw 10 youths given the opportunity to pursue a tertiary education in a sustainable development-related field. Through this collaboration with Singapore charity EB impact, the Grant encourages and enables youth leadership in sustainability, and provides these

diverse young leaders and changemakers with various opportunities to create positive impact in their communities.

Growing Our Business with Strong Governance, Ethical Integrity and Innovation

Achieving business success and creating long-term value requires robust corporate governance practices guided by ethical principles as well as an innovative mindset. Recognising this, ComfortDelGro undertook initiatives and projects that helped enhance efficiency and growth while upholding our high standards of governance.

We continue to enforce a strict zero-tolerance policy towards unethical practices such as corruption, bribery, and unlawful actions among others. Our [Global Supplier Code of Conduct](#) highlights our commitment to ethical sourcing practices, and ensures responsible and sustainable conduct throughout our supply chain. By setting these high standards for ourselves and our suppliers, we positively influence our entire value chain.

We believe that our drive for innovation will help to future-proof the organisation. We are collaborating with Pony.ai, a leading autonomous driving technology company to develop and operationalise large-scale robotaxi operations first in China and subsequently in other key markets globally. We have also

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MESSAGE FROM CHAIRMAN AND MD/GROUP CEO

We are honoured to be recognised for our efforts with various accolades during the year. ComfortDelGro remains a component of the Dow Jones Best-in-Class Asia Pacific Index for the sixth consecutive year.

embarked on a robotaxi pilot in Nansha, Guangzhou, to gain and build our operational capabilities for future expansion. We believe that the adoption of AV technology will help alleviate global driver shortages and help meet the transport demand of under-served areas in the long term.

We are honoured to be recognised for our efforts with various accolades during the year. ComfortDelGro remains a component of the Dow Jones Best-in-Class Asia Pacific Index for the sixth consecutive year. We also maintained our AA grade in Morgan Stanley Capital International's (MSCI's) ESG ratings. These recognitions reflect our proactive efforts in aligning our business strategies with sustainable practices to create long-term value for all our stakeholders.

Going Forward

As ComfortDelGro continues to evolve as a leading global multi-modal transport operator with a presence in 13 countries, we recognise that our role extends beyond simply transporting people. Our recently refreshed purpose – Mobility for a Better Future – reflects our commitment to delivering sustainable and innovative mobility solutions that drive positive social and environmental impact. By reimagining mobility as a force for good, we are dedicated to building a more resilient and sustainable future for all our stakeholders.

Guided by this purpose, we remain focused on embedding sustainability into the core of our business, ensuring that our transport solutions contribute to safer, cleaner, and more efficient journeys. This commitment is also reflected in our refreshed corporate logo and visual identity. The logo symbolises our journey forward as a progressive, responsible, and future-ready global mobility company, and builds on our rich heritage and strong track record.

We would like to express our heartfelt gratitude to our employees, partners, stakeholders and the communities in which we operate, for their unwavering support. We look ahead to the future with optimism and will persist in our efforts to shape a better future for all.

MARK CHRISTOPHER GREAVES

CHAIRMAN

CHENG SIAK KIAN

MANAGING DIRECTOR/
GROUP CHIEF EXECUTIVE OFFICER

2024 IN REVIEW

As a leading multi-modal transport operator, we remain resolute in our commitment to environmental stewardship. We strive to forge pathways towards a greener and more resilient future, taking a leading role in driving sustainability initiatives within our sector. We are taking systematic and progressive steps using SBTi approved targets to chart our journey towards driving positive environmental Impact.

2015

Published first standalone Sustainability Report


2016

ComfortDelGro Taxi rolls out its first hybrid taxis on the road


2016

Metroline was the first bus operator in London to trial electric double decker buses


2018

ComfortDelGro Engineering launches its first EV fast charging station; ComfortDelGro Taxi starts EV taxis trials


2010

SBS Transit embarks on first hybrid bus trials


2008

Published first Green Statement



2024 IN REVIEW

As of 2024, close to 60% of our global fleet has transitioned to cleaner energy. 16% of our global bus and coach fleet operates using cleaner energy, with trials underway for electric and hydrogen buses. We have installed 1,000 electric vehicle charging points across Singapore, with more in the pipeline.

2020

SBS Transit trials 20 fully electric buses



2024

ComfortDelGro China transitioned > 75% of fleet to cleaner energy vehicles.



2024

SBS Transit launched Singapore's first multi-storey bus depot with >200 chargers supporting large-scale electric bus deployment and smart charging.



2023

ComfortDelGro teams up with Guangzhou Public Transport Group for EV charging joint venture



2021

ComfortDelGro ENGIE is formed to venture into EV Charging



2022

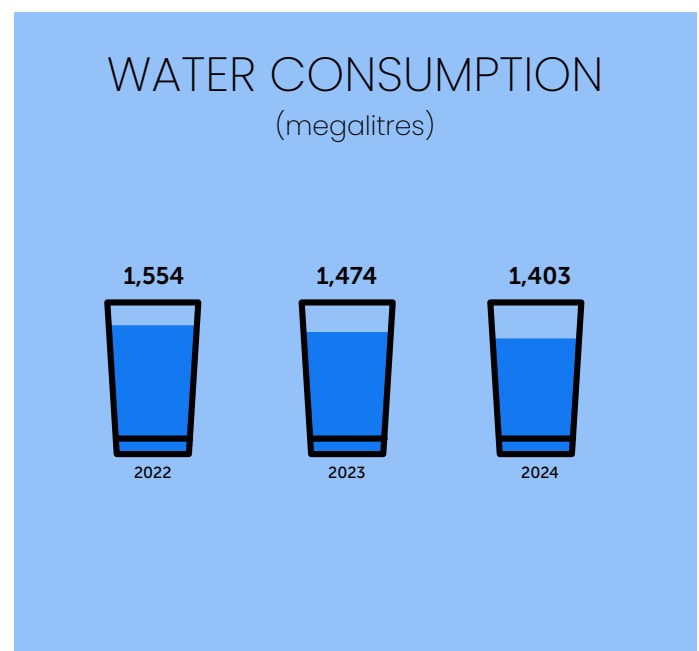
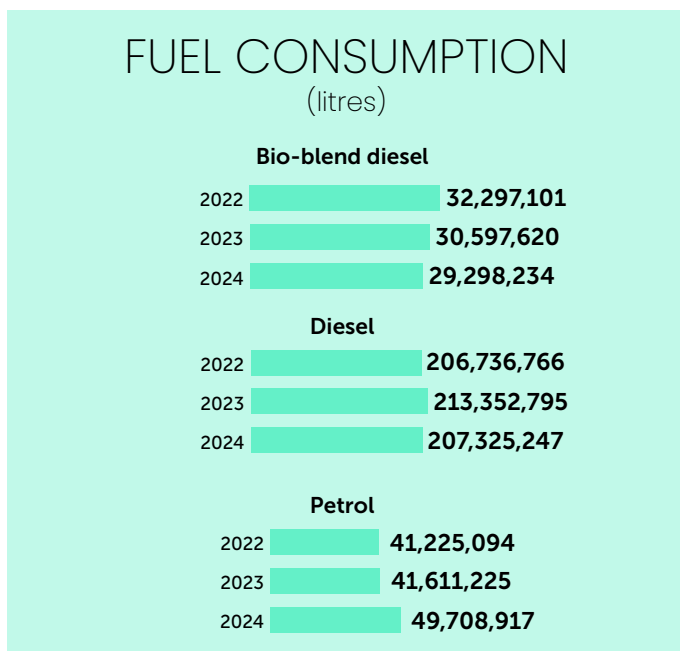
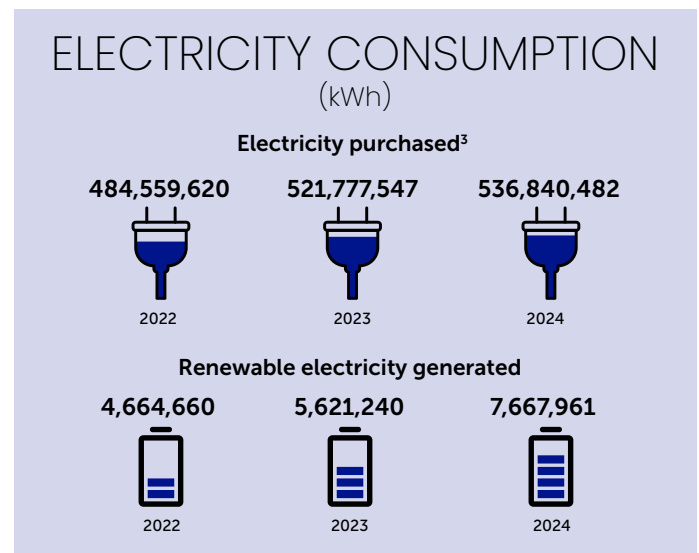
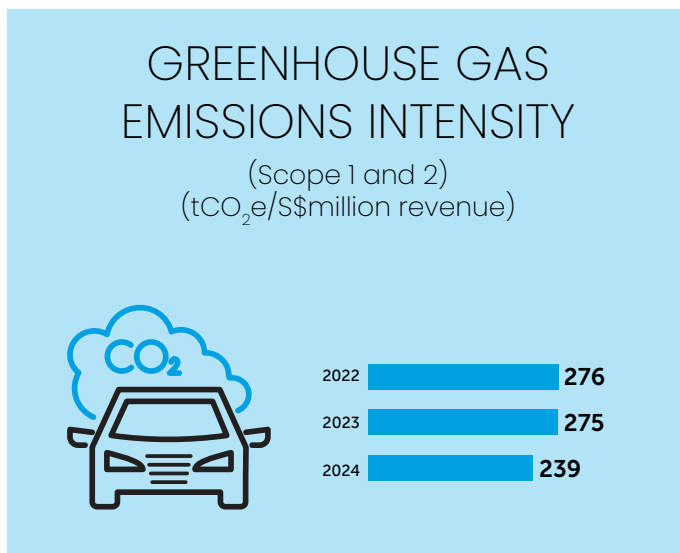
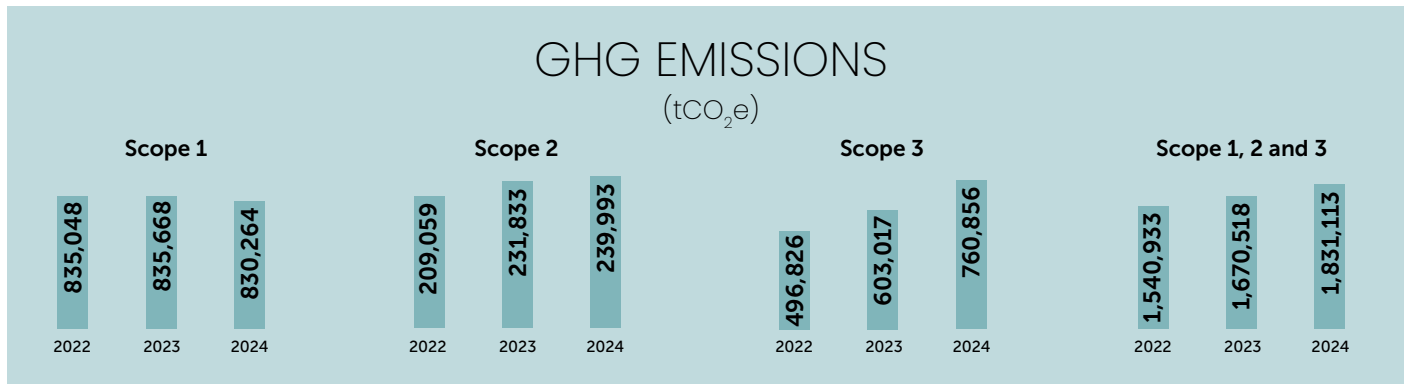
CDC becomes Australia's largest eco-friendly hybrid bus fleet operator



2023

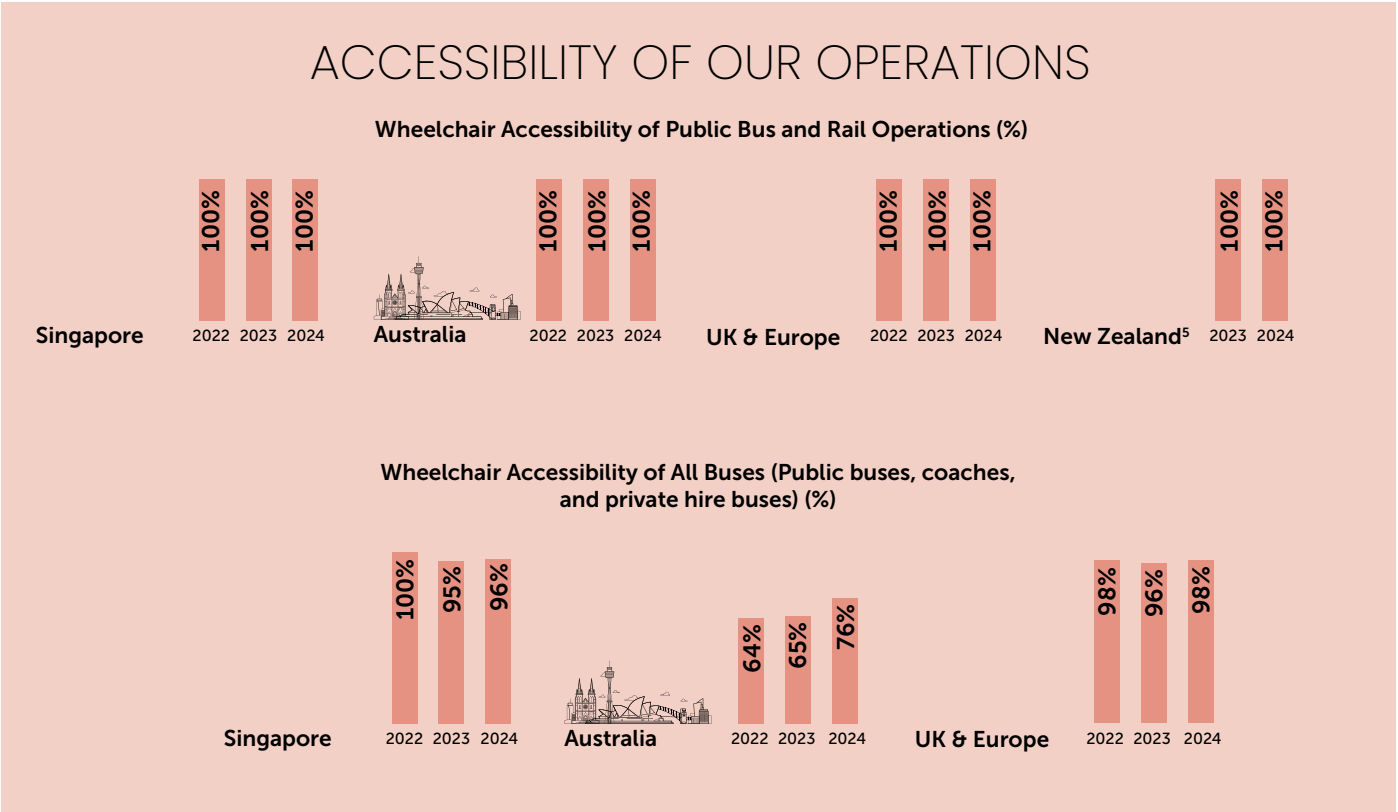
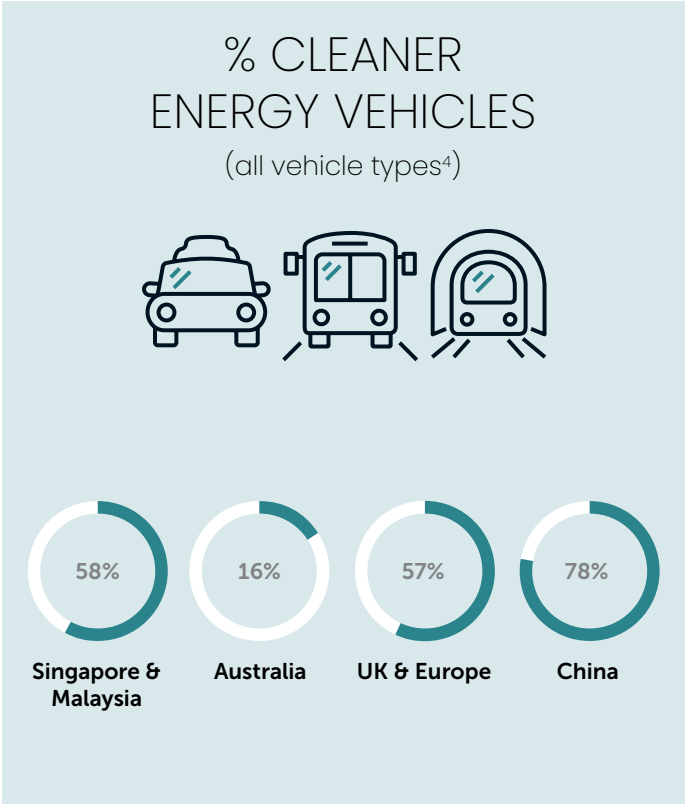
Metroline becomes UK's biggest operator of hybrid buses

2024 IN REVIEW



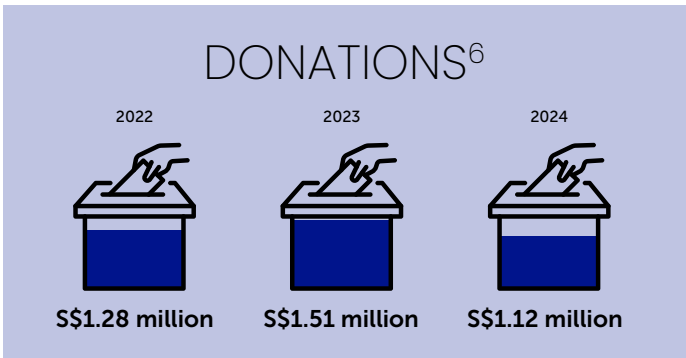
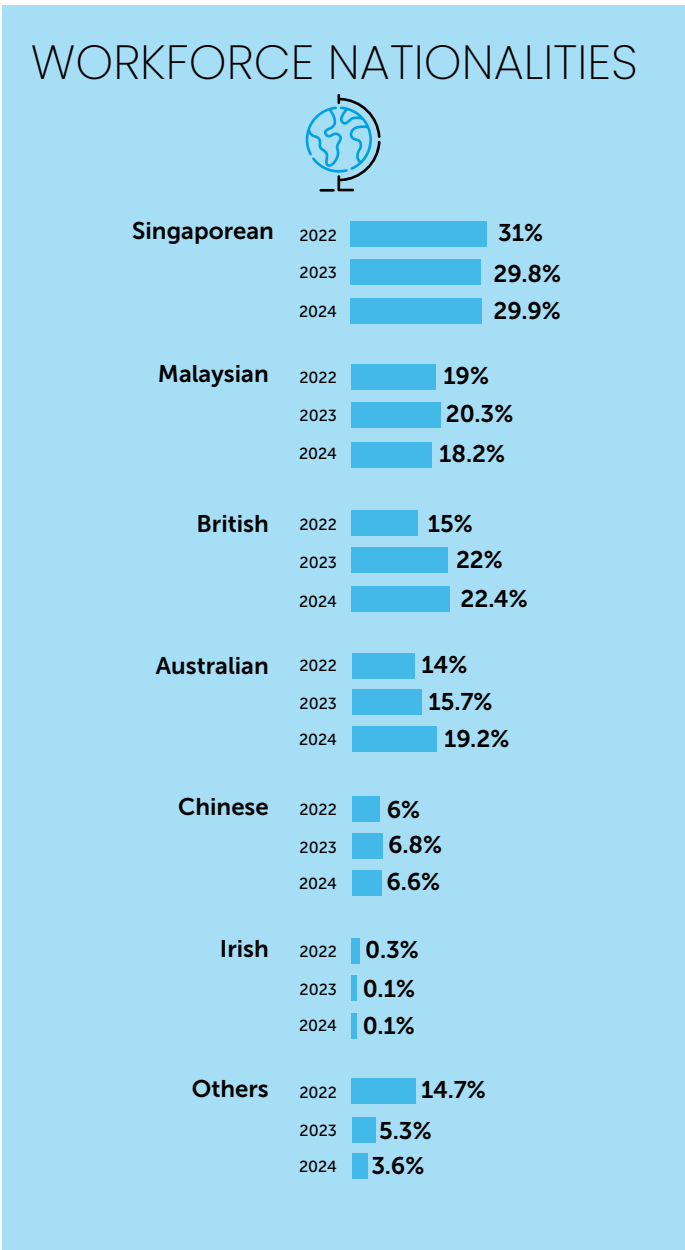
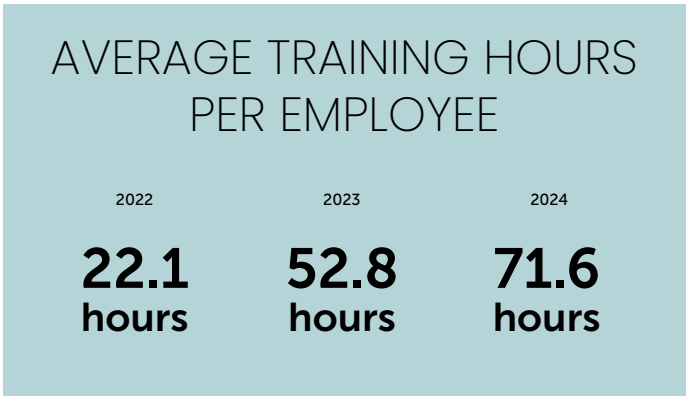
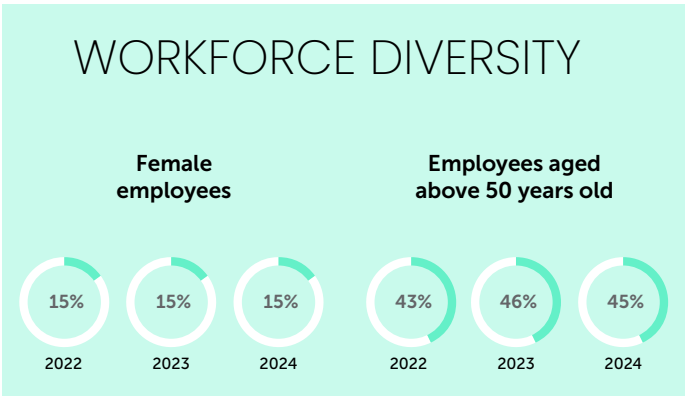
³ With an improvement in our data collection methodologies, electricity purchased figures for 2022 and 2023 have been restated to separate heating and cooling consumption from electricity consumption.

2024 IN REVIEW



⁴ Data excludes Addison Lee and platform vehicles in all operating regions.
⁵ Data for our New Zealand operations, Auckland One Rail, was not available prior to 2023 as it only commenced operations in 2022.

2024 IN REVIEW



6 Excludes donation-in-kind.

FY2024 FINANCIAL PERFORMANCE AT A GLANCE

Revenue:

\$S\$4.48 billion

Operating profit:

\$S\$322.9 million

Profit attributable to shareholders:

\$S\$210.5 million

EBITDA:

\$S\$686.2 million

Earnings per ordinary share:

9.72 cents

Further details pertaining to our financial performance can be found in ComfortDelGro Annual Report 2024.

ACCOLADES AND AWARDS

ComfortDelGro Group

UN Global Compact Singapore Apex Corporate Sustainability Award 2024 (Sustainable Business)

Dow Jones Best-in-Class Asia Pacific Index (formerly Dow Jones Sustainability Index Asia Pacific)

- Included for the sixth year in 2024
- One of the six Singapore companies, and the only transport company to be included

S&P Global Sustainability Yearbook

- Included in the S&P Global Sustainability Yearbook 2024

Morningstar Sustainalytics ESG Risk Rating

- Rated Low Risk with rating at 14.1
- Included in Sustainalytics ESG Top-Rated Company List 2025

CDP Climate Change Questionnaire

- Received a B for 2024

Morgan Stanley Capital International (MSCI) ESG Rating

- Received an AA rating in 2024

FTSE4Good Indices

- Included in the FTSE4Good Indices

World Benchmarking Alliance (WBA) Climate and Energy Benchmark in Transport

- First in the global World Benchmarking Alliance (WBA) Climate and Energy Benchmark in Transport 2022, in partnership with CDP

TIME's World's Most Sustainable Companies of 2024 by TIME and Statista

- Inclusion in list ranked 238 out of 500
- One of the 19 companies included in the Transportation, Logistics & Aviation industry
- Only transport company in the Southeast Asia region included

Securities Investors Associations (Singapore) (SIAS) Investors' Choice Awards 2024

- Most Transparent Company Award (Industrials) (Big-Cap)
- Singapore Corporate Governance Award, Diversity Category (Big-Cap)
- Shareholder Communications Excellence Award (Big-Cap)

ACCOLADES AND AWARDS

ComfortDelGro's subsidiaries' achievements:

SBS Transit

Securities Investors Associations (Singapore) (SIAS) Investors' Choice Awards 2024

- Singapore Corporate Governance Award (Mid-Cap)
- Singapore Corporate Sustainability Award (Mid-Cap)
- Shareholder Communications Excellence Award (Mid-Cap)
- Most Transparent Company Award (Industrials)

Singapore Corporate Awards 2024

- Silver for the Best Investor Relations Award (Mid-Cap)

Singapore Land Transport Authority Public Transport Safety and Security Awards 2024

- Operational and Workplace Safety (Rail Operator) Excellence Award for the Sengkang-Punggol Light Rail Transit (LRT) and Merit Award for North-East Line
- Operational and Workplace Safety (Bus Operator) Merit Award 2024 for Serangoon-Eunos Bus Package

Singapore Public Utilities Board Water Efficiency Award (Projects) 2024

OpenGov Asia Recognition of Excellence Awards 2024

- SBST's Track Access Management System (TAMS)

Singapore Business Review (SBR) National Awards 2024 (Transportation Category)

Singapore WSH Council Tripartite Alliance for Workplace Health & Safety's Workplace Safety & Health Awards 2024

- WSH Innovation Awards
- WSH Tech Awards
- Safety and Health Award Recognition for Projects (Seletar Bus Depot)
- bizSAFE Partner Awards
- WSH Awards for Supervisors
- WSH Performance (Silver) Awards

HR Asia: Best Companies to Work for In Asia Awards 2024 (Singapore Edition)

- Most Caring Company Awards
- Sustainable Workplace Awards
- Diversity, Equity and Inclusion Awards

HR Excellence Awards 2024 (Singapore Edition)

- Silver for Excellence in Diversity, Equity and Inclusion

Singapore National Volunteer and Philanthropy Centre Company of Good 2024

ACCOLADES AND AWARDS

VICOM

Securities Investors Associations (Singapore) (SIAS) Investors' Choice Awards 2024

- Singapore Corporate Sustainability Award (Mid-Cap)
- Shareholder Communications Excellence Award (Mid-Cap)

Singapore Corporate Awards 2024

- Bronze for Best Managed Board Award (Mid-Cap)
- Bronze for the Best Investor Relations Award (Mid-Cap)
- Gold for the Best Annual Report Award (Mid-Cap)

ComfortDelGro Bus

Singapore Road Safety Award 2024

- Merit for non-public bus fleet category
- Petrochemical Corporation of Singapore (PCS) Safety Excellence Award
- Recognised for helping its clients achieve 60 million hours without a lost time incident.

ComfortDelGro Taxi

- Singapore National Volunteer and Philanthropy Centre Champion of Good 2024

ComfortDelGro Rent-A-Car

- Ecovadis Sustainability Gold Rating (2024-2025)

ComfortDelGro Driving Centre

- Singapore National Volunteer and Philanthropy Centre Company of Good 2024

ComfortDelGro MedCare

- Singapore National Volunteer and Philanthropy Centre Company of Good 2024

ComfortDelGro Corporation Australia

- Sustainability Tracker Impact Award 2024
- Bus Industry Confederation (BIC) National Safety Awards 2024
- BusNSW Safety Award 2024

Metroline

UK Bus Awards 2024

- Bronze for London Bus Garage of the Year

Scottish Citylink Coaches Limited

Scottish Transport Awards 2024

- Named Public Transport Operator of the Year

ComfortDelGro China

- Recognition by Shenyang Transportation Bureau as AAAA Enterprise
- Recognition by Chengdu Transport Bureau as AAA Operator

ACCOLADES AND AWARDS

Membership of Associations

- International Association of Public Transport (UITP)
- United Nations Global Compact
- National Transport Workers' Union
- National Taxi Association
- Singapore National Employers Federation
- Singapore Business Federation
- Intelligent Transportation Society Singapore
- Asian Railway Operators Association

List of ESG-related Certifications

- ISO 9001 Quality Management Systems
- ISO 45001 Occupational Health and Safety Systems
- ISO 14001 Environmental Management Systems
- ISO 27001 Information Security Management Systems (ISMS)
- ISO 22301 Business Continuity Management Systems
- ISO 55001 Asset Management System
- ISO 50001 Energy Management Systems
- ISO 37001 Anti-Bribery Management Systems (ABMS)
- ISO 44001 Collaborative Business Relationship Management Systems
- ISO 46001 Water Efficiency Management Systems
- Data Protection Trustmark
- Eco Office Certification
- BizSafe Star Certification
- Progressive Wage (PW) Mark accreditation

Our approach to sustainability



OUR APPROACH TO SUSTAINABILITY

BOARD STATEMENT

ComfortDelGro is committed to creating long-term shared value for our stakeholders while driving positive impact for people, planet and society. ComfortDelGro's Board and Board Sustainability Committee (SC) provide the corporate governance oversight to integrate Environmental, Social and Governance (ESG) considerations into the Group's business strategy and all material sustainability issues.

Sustainability is also embedded within ComfortDelGro's core values and mission. Our sustainability framework is aligned with the United Nations' Sustainable Development Goals (UN SDGs), and reflects the material topics that impact our business, our environment and society. Our sustainability framework consists of the following three key pillars:

- 1 Transitioning towards a cleaner and more sustainable transport system;
- 2 Creating safe journeys and a better future for our people, patrons and communities;
- 3 Growing our business with strong governance, ethical integrity and innovation.

As an international mobility operator, it is crucial for us to deliver clean, low carbon transport solutions with the aim of reaching net zero by 2050 in line with Article 6 of the Paris Agreement. We have set clear decarbonisation targets for our greenhouse gas (GHG) emissions. In 2022, our emissions reduction targets were officially approved by the Science Based Targets initiative (SBTi) and are consistent with reductions required to limit global warming to 1.5°C above pre-industrial levels, the most ambitious goal of the Paris Agreement.

We strive for transparency, accuracy, and continuous improvement in our sustainability reporting efforts. Through the Taskforce for Climate-related Financial Disclosures (TCFD), the Board has considered climate-related risks and opportunities in our strategic decision making, and is committed to continually advancing in this area. We are progressing towards the climate reporting standards required by the Accounting and Corporate Regulatory Authority (ACRA) and Singapore Exchange Regulation (SGX RegCo). Our comprehensive sustainability report has been enhanced with disclosures in alignment to the S1 – 'General Requirements for Disclosure of Sustainability-related Financial Information' and S2 – 'Climate-related Disclosure' requirements of the International Financial Reporting Standards (IFRS) Sustainability Disclosure Standard. This approach allows us to adopt a forward-thinking stance in our

reporting, reinforcing our commitment to stakeholders by prioritising trust and transparency.

To achieve our decarbonisation targets, we are continuing our efforts to electrify our fleets globally and investing in emerging mobility technologies and innovation. This includes building new partnerships, shifting towards renewable energy sources, enhancing the efficiency of our operations and responsibly managing our energy, fuel, water usage as well as our other limited resources. We are also committed to minimising our impact on the environment throughout our operations, and are cognisant of our potential nature and biodiversity impact, and monitor this through our Group Biodiversity Policy.

Our people play a vital role in ComfortDelGro's success. Our Board members regularly update their skills and capabilities through relevant training programmes on salient sustainability issues, including climate reporting fundamentals and sustainability-linked remuneration. We ensure a safe and healthy environment for all our employees by protecting their mental and physical well-being, prioritising health and safety, equal opportunities, diversity and inclusion, as well as training and upskilling. For our customers, we strive to deliver the highest service quality by providing accessible mobility solutions and making a positive impact on the communities that we operate in.

We aim to capitalise on our sphere of influence to improve industry practices and drive change. The Board provides key oversight in upholding strong corporate governance and ethical business practices throughout the organisation. We have established a clear and transparent whistleblowing process which investigates all reported incidents, adopted a zero-tolerance policy towards corruption, bribery, and unlawful actions, developed and implemented strong policies to ensure robust cybersecurity measures that also protect personal data. We have also implemented a code of conduct for employees and suppliers, which ensure that all activities in the Group's value chain are aligned with our sustainability and ethical business principles.

The Board plays a crucial role in the monitoring, oversight and management of the Group's business strategy, sustainability framework and ESG performance. Working closely with senior management, the Board ensures ComfortDelGro's alignment with relevant sustainability guidelines, regulations and standards. The Group has also integrated ESG factors into executive compensation to support long-term sustainability performance. Through our continued efforts to integrate our sustainability vision with our business strategy, we firmly believe that we will be able to create long-term value for society and the environment.

OUR APPROACH TO SUSTAINABILITY



MATERIALITY APPROACH AND PROCESS

In 2024, we undertook an updated materiality assessment in collaboration with an independent external consultant. The assessment was conducted in accordance with the GRI 2021 Standards to reprioritise key material topics significant to the Group, enabling us to holistically identify the impacts of ComfortDelGro's business activities on the communities, environment and economy around us. The assessment also considered upcoming sustainability trends and regulations to ensure alignment of material topics to regulatory requirements and the evolving landscape.

ComfortDelGro assesses sustainability issues through a financial materiality lens, initially focusing on climate-related risks and opportunities as part of our climate scenario analysis. We incorporate financial considerations into our internal evaluation of sustainability issues and initiatives, enhancing our materiality assessment with the aim of fully adopting a double materiality approach in the future.

In conducting our refreshed materiality assessment, ComfortDelGro continues to actively engage with key stakeholders annually by considering feedback from external stakeholders, including rating agencies. We involve external entities in the stakeholder engagement process to gain diverse external perspectives, enhance credibility, and ensure

our sustainability priorities align with global standards and expectations. These insights are then presented to the Sustainability Committee, which provides valuable input and guidance to ensure a comprehensive understanding of our sustainability priorities.

VALIDATION OF MATERIAL TOPICS

As part of our validation process, the materiality assessment involved engagement with our Management and the Board's Sustainability Committee. The engagement assisted in the prioritisation of the Group's material ESG topics. Our listed subsidiaries, SBS Transit and VICOM, also underwent a similar process to determine their material ESG topics, and where relevant, their results were also taken into consideration at the Group.

Overall, the material topics identified continue to be pertinent as our operational landscape has not undergone significant changes. The reassessment showcased the introduction of 'Innovation' as a standalone material topic, emancipating from 'Cybersecurity and Data Privacy'. As such, Innovation will be reported as a standalone material issue for ComfortDelGro from 2024. Refer to the table below for the re-prioritised list of material topics.

OUR APPROACH TO SUSTAINABILITY

PILLAR	KEY MATERIAL TOPICS	MATERIAL SUB-TOPICS
ENVIRONMENTAL 	Energy	N/A
	Emissions and Air Quality	N/A
	Climate Change Adaptation and Mitigation	N/A
	Resource Stewardship	- Waste - Water
SOCIAL 	Health and Safety	- Workplace safety and health - Public health and safety
	Our People	- Employee engagement and well-being - Diversity and equal opportunity - Training and development - Human and labour rights
	Our Patrons and Communities	- Service Quality - Accessibility - Local impact and corporate social responsibility
GOVERNANCE AND ECONOMIC 	Ethical Business and Operational Integrity	N/A
	Cybersecurity and Data Privacy	N/A
	Innovation	N/A
	Supply Chain Management	N/A

OUR SUSTAINABILITY FRAMEWORK

Underpinning ComfortDelGro’s Sustainability Framework are three core pillars:

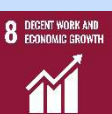


OUR APPROACH TO SUSTAINABILITY

Our Sustainability Framework steers our overall strategy in managing our material impacts and ESG focus, mapping them to the United Nations' Sustainability Development Goals (SDG), at the target level.

PILLAR	MATERIAL TOPICS	SDG TARGETS
ENVIRONMENT Transitioning towards a cleaner and more sustainable transport system   	Energy	SDG Target 7.2: By 2030, increase substantially the share of renewable energy in the global energy mix SDG 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
	Emissions and Air Quality	SDG Target 11.6: By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management
	Climate Change Adaptation and Mitigation	SDG Target 13.2: Integrate climate change measures into national policies, strategies, and planning SDG Target 13.3: Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning SDG Target 12.7: Promote public procurement practices that are sustainable, in accordance with national policies and priorities
	Resource Stewardship - Water - Waste	SDG Target 12.5: By 2030, substantially reduce waste generation through prevention, reduction, recycling, and reuse SDG Target 12.6: Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle

OUR APPROACH TO SUSTAINABILITY

PILLAR	MATERIAL TOPICS	SDG TARGETS
SOCIAL Creating safe journeys and a better future for Our People, Patrons and Communities     	Health and Safety - Workplace safety and health - Public health and safety	SDG Target 3.6: By 2030, halve the number of global deaths and injuries from road traffic accidents
	Our People - Employee engagement and well-being - Diversity and equal opportunity - Training and development - Human and labour rights	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 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 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 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 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
	Our Patrons and Communities - Service quality - Accessibility - Local impact and CSR	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
	Ethical Business and Operational Integrity	SDG Target 16.5: Substantially reduce corruption and bribery in all their forms
	Cybersecurity and Data Privacy	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 acting in accordance with their respective capabilities
	Innovation	
GOVERNANCE Driving long-term, sustainable value creation for all our stakeholders   	Supply Chain Management	SDG Target 12.7: Promote public procurement practices that are sustainable, in accordance with national policies and priorities

OUR APPROACH TO SUSTAINABILITY

OUR TARGETS AND PERFORMANCE HIGHLIGHTS

Across our material topics, we have established and identified our short-, medium- and long-term targets, continuously monitoring their progress. In the table below, we have identified our 2024 performance, achievements and the status of our progress towards achieving our set targets.

MATERIAL TOPICS	FY2024 PERFORMANCE & ACHIEVEMENTS	PROGRESS	SHORT-, MEDIUM- & LONG-TERM TARGETS
ENERGY 	- Achieved our Solar photovoltaic (PV) capacity target for 2030 with 8 MWp 100% of our office buildings in Singapore are Eco Office certified	●	- Maintain 8 MWp solar PV output - Continue to assess renewable energy options for adoption in our businesses 50% of all office buildings globally to be environmentally friendly (i.e. More than 50 Energy Efficiency buildings, adequate waste-to-landfill and water reduction practices), Eco Office or their equivalent by 2030, and 100% by 2050
EMISSIONS AND AIR QUALITY 	- Reduced Scope 1 and 2 GHG emissions intensity in 2024 from 2023 (239 tCO₂e/\$\$million revenue) 76% of our total car fleet globally are cleaner energy vehicles 16% of total bus fleet globally are cleaner energy vehicles 100% of our global rail operations uses electric traction power	●	54.6% reduction in absolute Scope 1 and Scope 2 GHG emissions from our operations by 2032 from baseline year 2019 61.2% reduction in absolute Scope 3 GHG emissions from fuel and energy-related activities by 2032 from baseline year 2019 - Transition 90% of our total car fleet across all our operations globally to cleaner energy vehicles by 2030 and 100% by 2040 - Transition 50% of our total bus fleet across all our operations globally to cleaner energy vehicles by 2030 and 100% by 2050 - Continue to keep 100% of our global rail operations on using electric traction power
CLIMATE CHANGE AND ADAPTATION 	- Identification of climate-related risks through value chain exercise - Climate risk mitigation and adaptation through sustainable products and services	●	- Continue to remain abreast of climate-friendly mobility solutions and adopt appropriate solutions for future mitigation and adaptation - Aim to reach net zero timelines and targets for the transport sector, set by the countries that we operate in
RESOURCE STEWARDSHIP - Waste - Water 	- Waste generated intensity reduced from 4.34 to 3.33 tonnes per million revenue - Water consumption intensity reduced from 0.380 to 0.313 megalitres per million revenue	●	2% year-on-year reduction in waste generated intensity 2% year-on-year reduction in water consumption intensity

OUR APPROACH TO SUSTAINABILITY

MATERIAL TOPICS	FY2024 PERFORMANCE & ACHIEVEMENTS	PROGRESS	SHORT-, MEDIUM- & LONG-TERM TARGETS
HEALTH AND SAFETY - Workplace safety and health - Public health and safety 	1 employee fatality in Singapore - Lost time injury rate of 2.49		- Zero cases of work-related fatalities and work-related high consequence safety incidents annually - Lost-time injury rates below the national averages in our respective locations of operation
OUR PEOPLE - Employee engagement and well-being - Diversity and equal opportunity - Training and development - Human and labour rights 	- Flexible work arrangement, improve well-being of employees through programs advocating for mental well-being 30% female representation in our Board 15% female representation in our workforce 71.6 average training hours annually per employee globally 9.83% voluntary turnover		- Maintain a minimum of 30% female representation on the Board - Maintain 40 training hours annually per employee globally - Keep voluntary turnover rate below 16% - Zero affiliation with operations with significant risks affiliated with child labour, hazardous or forced labour, underage employment and labour exploitation annually - Zero incidences of non-compliance relating to violation of rights, relevant regulations and policies and complaints relating to discrimination and equal opportunity annually - Invest in education, training and digital training across all Business Units - Continue commitment to the United Nations Global Compact (UNGC), International Labour Organisation (ILO), TAFEP for fair employment practices and adhere to existing practices imposed by local manpower regulations annually - Uphold diversity representation in the workplace in terms of gender, race, ability, and age amongst other backgrounds where possible and applicable - Ensure an equitable remuneration structure based on work performance without gender bias
OUR PATRONS AND COMMUNITIES - Service quality - Accessibility - Local impact and corporate social responsibility 	- All our public bus and trains are 100% wheelchair accessible - Received positive customer feedback in our public transport services - Continuously rolling out initiatives to promote accessibility - Donated over S\$1.12 million in cash and over S\$100,000 in-kind - Our employees contributed over 20,000 hours in volunteering man hours		Continuous improvements in mobility and accessibility for the communities

OUR APPROACH TO SUSTAINABILITY

MATERIAL TOPICS	FY2024 PERFORMANCE & ACHIEVEMENTS	PROGRESS	SHORT-, MEDIUM- & LONG-TERM TARGETS
ETHICAL BUSINESS AND OPERATIONAL INTEGRITY 	1 case of bribery 1 fine amounting to A\$180,000 for an incident in 2022 80% employees undertook annual anti-corruption training 100% employees⁷ globally their annual declaration on ComfortDelGro's Code of Business Conduct 90% board independence	●	- Maintain high standards of transparency, accountability, ethics, and integrity across our operations - Maintain zero cases of non-compliance to anti-competitive behaviour, bribery, and corruption 100% of employees globally to undergo mandatory anti-corruption training by 2025 - employees⁷ globally to make their annual declaration on ComfortDelGro's Code of Business Conduct by 2024 - Maintain above 50% board independence annually, enhancing compliance with the 33% board independence requirements as per the Singapore Exchange (SGX) and Monetary Authority of Singapore (MAS)
CYBERSECURITY AND DATA PRIVACY 	- Zero substantiated complaints concerning breaches of customer privacy - Zero complaints received from outside parties and regulatory bodies - Zero identified leaks, thefts or losses of customer data	●	- Maintain zero major cybersecurity breaches - Continuously solidify cybersecurity, data protection and privacy measures - Continue to conduct internal audits to measure adherence to Personal Data Protection Act
INNOVATION 	- Strategic partnership with Pony.ai for large-scale commercial robotaxi operation - SBS Transit launch of Mobility Innovation Centre (MINNOVA)	●	Continue to develop and invest in new digital solutions, services and new businesses to meet our customers' changing needs
SUPPLY CHAIN MANAGEMENT 	Zero supplier incidents of social or environmental non-compliance occurring within ComfortDelGro's premises or operations	●	- Maintain zero supplier incidents of social or environmental non-compliance occurring within ComfortDelGro's premises or operations - Ensure 100% compliance of ComfortDelGro's Supplier Code of Conduct i.e. environmental responsibility; labour rights

We review our targets on an annual basis to ensure that they remain relevant and ambitious. The Group Sustainability Office, supported by external consultants, will assess these targets by examining new or updated standards, legislation, and market developments. Any targets identified for improvement will be presented to the SC and Board for approval before disclosure. Our targets are consistently communicated throughout our operations to ensure timely and accurate measurement, monitoring and tracking of performance.

7 Our frontline drivers are exempted from this annual exercise due to the nature of their work.

OUR APPROACH TO SUSTAINABILITY

OUR TARGETS AND PERFORMANCE HIGHLIGHTS

Across our material topics, we have established and identified our short-, medium- and long-term targets, continuously monitoring their progress. In the table below, we have identified our 2024 performance, achievements and the status of our progress towards achieving our set targets.

STAKEHOLDERS	FORMS OF ENGAGEMENT	FREQUENCY OF ENGAGEMENT	STAKEHOLDER PRIORITIES RAISED	OUR RESPONSE TO PRIORITIES
CUSTOMERS 	Commuters and drivers - Information counters on websites, app, hotlines, and at bus interchanges/train stations - Social media channels to engage customers and to promote our services - Feedback channels and customer satisfaction surveys carried out by the local transport authorities across Singapore, Australia, UK & Europe, New Zealand, China and Malaysia Businesses - Client engagement and presentations on our green mobility products and services - Outreach programmes where new and existing customers are invited to visit our operations	Commuters - Daily Businesses - Engage as needed	- Public health and safety - Service quality	- Operate services according to planned schedules and adhere to robust safety standards and stringent checks - Work with authorities 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 	- Dialogue sessions to better understand employee needs and concerns - Townhall sessions to communicate goals and updates - Update on Employee Code of Conduct, welfare and benefits on intranet - Employee Engagement Survey	Throughout the year	- Training and development - Health and safety at work - Service quality - Ethical and transparent business	- Team bonding, well-being and community-giving events - Implement safe management measures for staff at our work and support flexible work arrangements 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 Employee Code of Conduct to provide guidance on ethical business behaviour - Anti-fraud and anti-corruption training
UNIONS & ASSOCIATIONS 	- Ensure regular engagement and productivity meetings with key union leaders - Establish strong labour management relations grounded on good tripartite collaboration	Annually	- Safety and well-being of employees - Training and development - Fair compensation	- Uphold tripartism and commit to working closely with the union to achieve win-win outcomes - 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

STAKEHOLDERS	FORMS OF ENGAGEMENT	FREQUENCY OF ENGAGEMENT	STAKEHOLDER PRIORITIES RAISED	OUR RESPONSE TO PRIORITIES
INVESTORS 	- Meeting with investors, analysts and equity sales personnel; addressed queries from investors through emails, telephone calls and the online enquiry form - Participation in virtual investor conferences and non-deal roadshows - Organised face-to-face briefings for the media and sell-side analysts, with research reports on the Company and the industry 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 Investor Relations section of our corporate website	Throughout the year	- Ethical and transparent business - Climate change adaptation and mitigation - Innovation and technology - Employee safety and well-being	- 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 - Disseminate accurate and pertinent information to the market in a timely manner as part of good corporate governance - Participate in ESG ratings, such as DJSI, Sustainalytics, MSCI and CDP, to disclose our ESG performance and efforts to our shareholders
PARTNERS & SUPPLIERS 	- 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	Throughout the year	- Innovation and technology - Collaboration efforts	- Supplier management and communication ensure fair opportunity and responsible practices, as well as strict adherence to our Supplier Code of Conduct - Utilise CompPASS, our procurement software, to manage suppliers, improve processes and ensure compliance on ESG matters
REGULATORS 	Regular dialogue sessions with the various regulators including the Singapore Exchange (SGX), and the various land transport authorities, environment agencies, manpower ministries and energy regulators in the countries we operate	Throughout the year	- Climate change adaptation and mitigation - Diversity and inclusion - Sector development - Ethical and transparent business	- Review operational, safety and security performances - Provide constructive feedback when regulators need 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

A robust and well-established governance framework effectively mitigates our ESG risks and protects the opportunities we can capitalise on, thereby fostering sustainable and long-term growth within our organisation..

SUSTAINABILITY GOVERNANCE STRUCTURE

Established in April 2021, our Board-level Sustainability Committee (SC) is chaired by Ms Jessica Cheam, a sustainability pioneer with two decades of experience in media, sustainable development and ESG issues globally. The SC is responsible for the oversight of ComfortDelGro's sustainability ambitions, strategies, and performance, including climate-related risks and opportunities. The oversight of the SC is supported by the Board as well as the Chairman, who is also a member of the committee.

The SC meets and deliberates on sustainability matters at least every quarter to establish adequate and comprehensive management of our impacts on the economy, environment, and people. To ensure the SC has the necessary skills and expertise to manage and oversee issues pertaining to environmental, social and governance aspects of our business, the members are appointed based on their experience and knowledge on sustainability matters.

The SC members are appointed by the Board, where each Director is subjected to rotational reappointment in accordance with the Company's Constitution. The appointment of the SC member terminates when the member ceases to be a Director, or as determined by the Board. Like other Board Committees, members of the SC may be rotated with new members to provide fresh perspectives and constructive debates to enhance the Board's ability to drive sustainability performance across the Group.

Board members undertake sustainability training to keep themselves updated on upcoming sustainability issues. They also attend programmes that help them appreciate climate-related reporting, disclosure audits, and other ESG issues factors relevant to the business. These programmes include courses conducted by the Singapore Institute of Directors (SID), and are paid for by the Company, thus ensuring that all Board members maintain the relevant skills to oversee sustainability-related matters.

The Board is updated a quarterly basis through the SC, where meetings include strategic discussions on how ComfortDelGro can better manage sustainability risk and opportunities. Any significant concerns or feedback from the SC are communicated to the Board. These quarterly meetings also include reviews by the Board, where they may approve and update any new developments and policies.

The Board works closely with senior management, and is actively involved in developing ComfortDelGro's sustainability framework, strategies, policies, ESG targets, risk management

and impact management frameworks among other climate and sustainability-related issues.

Board members are also expected to exercise independent judgement and act in good faith to serve the best interests of the company and its stakeholders. Efforts are focused where the most impact is likely to be achieved, while longer term considerations will be addressed in due course. Oversight of sustainability related risks and opportunities ensures ESG considerations are included in all our decision making. To date, there have been no explicit trade-offs. Additionally, the Board is responsible for reviewing and approving ComfortDelGro's annual sustainability report, which includes our materiality assessment.

The SC is apprised of the activities of the Management Sustainability Committee (MSC), chaired by our MD/Group CEO Mr Cheng Siak Kian, and includes key members of the Senior Management. The MSC is responsible for reviewing, reporting, and assessing ComfortDelGro's sustainability performance against the targets established by the Board, on a quarterly basis.

Our Group Chief Sustainability Officer, Mr Jonathan Jong, oversees all sustainability-related matters. He is supported by the Group Sustainability Office and sustainability representatives from Business Units across the Group. Together, they assess and review ESG processes, identifying potential sustainability initiatives for implementation across the Group. The team uses internal tools and processes such as an ESG data collection and reporting dashboard, enterprise risk matrices, and regular progress meetings to ensure effective management of sustainability-related risks and opportunities, addressing any issues that may arise.

In 2019, ComfortDelGro implemented a Board Diversity Policy designed to achieve a balanced composition of skills, knowledge, experience, age, gender, nationality, ethnicity, and other diversity aspects within the Board. This approach avoids groupthink and bias, and instead fosters constructive debates, achieving effective decision making in the Group's best interests. According to the Board Diversity Policy, the Nominating and Remuneration Committee (NRC) will discuss and agree annually on the relevant measurable targets for promoting and achieving diversity in the composition of the Board and Board Committees. These targets, along with any recommendations, are then raised for the Board's consideration and approval.

In relation to gender diversity, the Board ensures that both male and female candidates are considered when identifying suitable candidates for new Board appointments. Since 2022, the Board has adopted the guideline for at least one female Director to sit on each Board Committee, including the NRC.

The Board is evaluated annually via Board Performance Evaluation Forms, facilitated by the Company Secretary. Through the questionnaire, the Board is assessed on its performance in overseeing the management of

OUR APPROACH TO SUSTAINABILITY

ComfortDelGro's impacts on the economy, environment, society, and how well the Group's sustainability strategies, initiatives, policies, and commitments are managed. Every year, one third of the Board of Directors, particularly those who have served the longest since their last re-election, will step down and stand for re-election at the Annual General Meeting (AGM). Additionally, newly appointed directors will also step down at their first AGM following their appointment and stand for re-election.

BOARD INDEPENDENCE

At ComfortDelGro, our Board members exercise independent judgement in their decision-making processes to achieve the best business outcomes. Across the Board, our members prioritise the business success of ComfortDelGro by upholding integrity, professionalism, ethical behaviour, while also integrating sustainability considerations into their responsibilities.

Our Board members are required to maintain sound corporate governance by avoiding situations where their personal or business interests may conflict, or appear to conflict, with the interests of the Group. Processes are in place to enable Directors to make necessary declarations and disclose any conflict of interest.

In the event of a conflict or potential conflict of interest in relation to any matter, they must immediately declare their interest at a meeting of the Directors, or by giving written notice to the Company. Directors who might be in a position of conflict with any matter discussed at the Board or Board Committees may abstain and recuse themselves from discussions or voting on such matters.

In 2023, the role of Deputy Chairman was established. The Deputy Chairman steps in as Acting Chairman when the Chairman is absent, or where the Chairman is personally interested or conflicted with regards to a motion that the Board or Directors are discussing.

In its efforts to drive ethical business practices across our operational geographies, the Board regularly reviews the Company's business strategy, sustainability efforts and ambitions with Senior Management.

The roles and responsibilities of the Board entail:

- Driving strategic objectives and direction with adequate emphasis on sustainability, innovation, and value creation for ComfortDelGro by exercising enterprising leadership and guidance. Additionally, the Chairman must ensure sufficient human and financial resources are available to attain these objectives.
- Aiding in the development of financial authority limits and relevant risk management and control systems, whilst balancing between organisational performance and ComfortDelGro's risk appetite to protect the company and stakeholders against potential risks.
- Monitoring and managing organisational performance whilst identifying appropriate areas for improvement
- Determining relevant key stakeholders and ensuring their concerns are addressed in ComfortDelGro's strategies and management processes, whilst prioritising transparency and accountability
- Enforcing ComfortDelGro's values, standards, policies, and procedures, whilst fostering an ethical corporate culture
- Ensuring environmental, social and governance considerations are considered in the formulation and deployment of business strategies
- Ensuring full participation of directors on sustainability trainings

We also have various Board Committees to aid the Board in their decision making and the execution of sustainability duties. The Committees are as follows:

- Audit and Risk Committee (ARC)
- Nominating and Remuneration Committee (NRC)
- Investment Committee (IC) which has been renamed Strategy & Investment Committee (SIC)
- Sustainability Committee (SC)

Further details pertaining to our corporate governance and risk management can be found in the ComfortDelGro Annual Report 2024.

GRI 405-1 Board Composition

	2022	2023	2024
Percentage of independent and non-executive director	90%	90%	90%
Percentage of non-independent and non-executive director	-	-	-
Percentage of non-independent and executive director	10%	10%	10%

GRI 405-1 Diversity of Board by Gender

	2022	2023	2024
Female	30%	30%	30%
Male	70%	70%	70%

OUR APPROACH TO SUSTAINABILITY

GRI 405-1 Diversity of Board by Length of Service

	2022	2023	2024
Served > 9 years	20%	0%	0%
Served < 9 years	80%	100%	100%

GRI 405-1 Diversity of Management by Gender

	2022	2023 ^a	2024
Female	26%	31%	30%
Male	74%	69%	70%

GRI 2-9 Number of Directors with Competencies Relevant to Impacts of the Organisation

	2024
Accounting and finance	5
Business and management	10
Communications	2
Corporate governance	7
Diversity and inclusion	2
Engineering	2
Government	4
Human resource management	3
Industry	2
Information technology and cybersecurity	3
Legal and regulatory	5
Risk management	6
Sustainability	3
Training and education	4

CORPORATE GOVERNANCE AND RISK MANAGEMENT

Our governance framework was established in line with the governance policies and practices set out in the Code of Corporate Governance issued by the Monetary Authority of Singapore on 6 August 2018, amended on 11 January 2023. ComfortDelGro's Board assumes ultimate responsibility for risk governance, overseeing the Group's risk management approach. The Audit and Risk Committee (ARC) supports the Board by overseeing the Group's risk management framework and internal controls. Independent reviews of these measures are conducted by both External and Internal Auditors to ensure their effectiveness.

The Management Risk Committee (MRC), chaired by our MD/ Group CEO Mr Cheng Siak Kian, includes key members of the Senior Management. The MRC is responsible for establishing, implementing, and maintaining the Group's risk management and internal control systems.

Our Enterprise Risk Management (ERM) Framework is guided by internationally recognised standards, including the ISO 31000 Risk Management Standard and the Committee of Sponsoring Organisations of the Treadway Commission

(COSO) ERM Framework. It provides a systematic process for the Group and its Business Units to identify, assess, mitigate, and prioritise risks associated with business operations, including climate-related risks. This structured approach enhances our ability to monitor and manage evolving risks that could impact our business objectives.

As part of our risk management framework, we have identified and integrated climate-related risks and opportunities into our risk registers for regular monitoring and reporting. A screening exercise was conducted to assess potential climate-related risks and opportunities, covering both physical risks (chronic and acute) and transition risks across the countries where we operate. This screening exercise, along with climate scenario analysis, provided a targeted assessment of material risks and opportunities. These insights enhance our ability to safeguard stakeholders' interests and strengthen ComfortDelGro's business resilience, strategy, and financial planning.

Further details pertaining to our corporate governance and risk management can be found in the [ComfortDelGro Annual Report 2024](#).

8 With an improvement in our data collection methodologies, management diversity figures for 2023 have been restated to better reflect our management headcount based on the employee categories at the Group level.

Transitioning Towards a Cleaner and More Sustainable Transport System



Energy



Climate change
adaptation and
mitigation



Emissions and
air quality



Resource
stewardship

- Waste
- Water

TRANSITIONING TOWARDS A CLEANER AND MORE SUSTAINABLE TRANSPORT SYSTEM

TRANSITIONING TOWARDS A CLEANER AND MORE SUSTAINABLE TRANSPORT SYSTEM

As a global mobility provider, ComfortDelGro recognises our role in leading the transition to cleaner, low carbon transport solutions with the aim of reaching net zero emissions by 2050 in line with Article 6 of the Paris Agreement. We have committed to emissions reduction targets approved by the Science Based Targets initiative (SBTi), ensuring our goals align with the reductions required to limit global warming to 1.5°C above pre-industrial levels – the Paris Agreement's most ambitious target. The target aims for a reduction in our absolute Scope 1, Scope 2 and Scope 3 Category 3 (fuel- and energy-related activities) greenhouse gas emissions by 2032 from a 2019 baseline.

ComfortDelGro remains steadfast in supporting Singapore's climate goals outlined in its second Nationally Determined Contribution submitted to the United Nations Framework Convention on Climate Change. Singapore is committed to reducing emissions to between 45 and 50 million tonnes of carbon dioxide equivalent (MtCO₂e) by 2035, with the ultimate goal of achieving net-zero emissions by 2050. This national commitment signals a transition towards a low-carbon economy and the adoption of sustainable practices.

As the leading transport provider in Singapore, ComfortDelGro acknowledges our role in meeting Singapore's land transport target of reducing peak emissions by 80% from 2016 levels by 2050. We are committed to collaborate with partners and invest in technologies and initiatives that minimise our environmental footprint.

Our decarbonisation strategy centres on transitioning our fleet to cleaner energy vehicles, optimising operations to minimise resource consumption, and collaborating with partners to enhance sustainable mobility solutions. Recent discussions at the United Nations climate change meeting, or COP29, highlighted the need for innovative technologies and cross-sector collaboration, underscoring our commitment to integrating these elements into our strategy to effectively address the pressing climate challenges.

ENERGY

As a major player in the transportation sector, ComfortDelGro recognises the direct correlation between our energy usage consisting of electricity and fuel, and its environmental impact. With increasing concerns on climate change globally, transitioning to cleaner energy sources and effective management of energy consumption is not only a responsibility, but also a strategic imperative to ensure sustainable long-term growth. In doing so, we are committed to leading by example, enhancing our operational efficiency, and meeting the expectations of our stakeholders who increasingly prioritise environmental stewardship.

Our **Energy Management Policy and Green Building User Guide** serves as a framework to implement energy saving measures for our operations. It provides our Singapore Business Units with the necessary guidance on energy management, and a reference benchmark for our overseas businesses. Singapore offices are encouraged to obtain Eco Office certifications by the Singapore Environment Council

to recognise the adoption of resource efficient practices in offices. For new buildings in Singapore, we align ourselves to the Building Construction Authority's Green Mark guidelines to incorporate green features from the design stage, and reduce the operational footprint of these buildings. Overseas Business Units also consider green office certifications and adhere to green building standards in their various jurisdictions.

In addition, we actively track and monitor the electricity and fuel used by our fleet, as well as our operations which include stations, depots, workshops, and offices, striving to enhance energy and fuel efficiency by optimising processes, and investing in renewable energy options such as solar power.

Our Initiatives

We are progressively adopting cleaner energy fuels in our operations, beginning with the transition from diesel, petrol and compressed natural gas, to bio-blend diesel, electric and hydrogen. Our Business Units have made steady progress in the shift towards cleaner energy fuels and our decarbonisation targets. Further details pertaining to our fleet transition can be found in the Emissions and Air Quality section of this Sustainability Report.

Several of our businesses have achieved ISO 14001 certification, an internationally recognised standard for environmental management systems (EMS), which underscores our commitment to effective EMS. This certification covers a significant portion of our operations and accounts for approximately 60% of our revenue. In adhering to international standards, we ensure that our environmental practices meet both regulatory requirements and our sustainability objectives.

To enhance electricity efficiency, our practices include utilising natural lighting where possible, installing energy efficiency lighting, and retrofitting and replacing our air-conditioning systems with energy-efficient alternatives. We also promote sustainable practices amongst our employees by encouraging energy saving behaviours such as switching off lights and electronic devices when not in use, as well as maintaining optimal air conditioning temperatures.



Metroline Poster on Energy Saving

TRANSITIONING TOWARDS A CLEANER AND MORE SUSTAINABLE TRANSPORT SYSTEM



At the same time, we implemented various measures and solutions to reduce fuel consumption and improve driving efficiency. These include regenerative braking systems that store kinetic energy and reduce the wear and tear of mechanical brakes. Additionally, we provide annual driver behaviour training in our operational regions to promote efficient driving practices such as acceleration and braking techniques, minimising stationary combustion, filling fuel tanks up to three-quarters full, and decluttering vehicles to maintain lighter loads.

Alongside these energy efficiency measures, we closely monitor the performance of our vehicles, fleets, and

operation by utilising our cloud-based management portal that tracks the energy performance on a real-time basis. This enables us to identify operations that have high energy consumption and prompt our Business Units to manage and strategise on the necessary mitigation and reduction measures.

Our performance and the way forward

We continue to enhance our renewable energy generation capacity as part of our sustainability strategy, with SBS Transit (SBST) expanding its solar panel deployment by 2.46 MWp across four new sites including Harbourfront Interchange, Kampong Bahru Terminal, Shenton Way Terminal, and Ulu Pandan Depot. This brings our total Group renewable capacity to 8.328 MWp in 2024 up from 7.074 MWp in 2023, and resulted in us meeting our 2030 target of 8 MWp in advance. We will continue to assess the feasibility of renewable energy opportunities in our various operational geographies.

In 2024, 100% of our Singapore offices received the Eco Office certification by the Singapore Environment Council, with more than half achieving the highest 4-leaf certification tier due to energy efficiency measures, better waste and water management practices. We continue to progress towards our target for 50% of all office buildings globally to be environmentally friendly by 2030, and 100% by 2050.

GRI 302-1 Fuel Consumption by Type

	2019 (BASELINE)	2022	2023	2024	% CHANGE FROM BASELINE YEAR
Bio-blend diesel (litres)	–	32,297,101	30,597,620	29,298,234	–
Diesel (litres)	331,332,976	206,736,766	213,352,795	207,325,247	-37.4%
Petrol (litres)	32,658,433	41,225,094	41,611,225	49,708,917	52.2%
Compressed Natural Gas (km) ⁹	213,301,353	292,381,638	262,852,531	179,906,741	-15.7%
Natural Gas (kWh)	5,720,616	4,109,842	4,429,054	4,547,142	-20.5%

GRI 302-1 Electricity Consumption (kWh)

	2019 (BASELINE)	2022	2023	2024	% CHANGE FROM BASELINE YEAR
Electricity purchased ¹⁰	499,794,946	484,559,620	521,777,547	536,840,482	7.4%
Renewable electricity purchased ¹¹	–	–	–	21,209,260	–
Renewable electricity generated	2,063,690	4,664,660	5,621,240	7,667,961	271.6%
Renewable energy consumption ¹²	1,839,994	4,453,679	5,161,460	6,633,247	260.5%
Total electricity consumption ¹³	501,634,940	489,013,299	526,939,007	564,682,989	12.6%

GRI 302-1 Electricity Consumption by Activity Type (kWh)

	2022 ¹⁴	2023	2024	% CHANGE FROM 2023
Building Energy Consumption	–	300,214,255	303,029,240	0.9%
Rail Traction Power	–	138,014,269	143,805,200	4.2%
Electric Vehicles Consumption	–	88,710,483	117,848,549	32.8%
Total electricity consumption	–	526,939,007	564,682,989	7.2%

⁹ With an improvement in our data collection methodologies, we commenced reporting on 'Compressed Natural Gas' as a new fuel type disclosure.

¹⁰ With an improvement in our data collection methodologies, electricity purchased figures for 2022 and 2023 have been restated to separate heating and cooling consumption from electricity consumption.

¹¹ With an improvement in our data collection methodologies, we commenced reporting on 'Renewable electricity purchased' as a new electricity disclosure. As such, there is no data available prior to 2024.

¹² With an improvement in our data collection methodologies, renewable energy consumption figures for 2019 have been restated to account for the renewable energy generated on-site and sold by SBS Transit.

¹³ With an improvement in our data collection methodologies, total electricity consumption figures for 2019, 2022 and 2023 have been restated to account for changes in electricity sold and purchased.

¹⁴ With an improvement in our data collection methodologies, we commenced reporting on 'Electricity Consumption Types' as a new electricity disclosure. As such, there is no data available prior to 2023.

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GRI 302-1 Heating Consumption (kWh)

	2022	2023	2024	% CHANGE FROM 2023
Heating Consumption ¹⁵	284,036	219,101	118,723	-45.8%

GRI 302-1 Cooling Consumption (krWh)

	2022	2023	2024	% CHANGE FROM 2023
Cooling Consumption ¹⁶	-	4,548,126	4,824,152	6.1%

GRI 302-1 Electricity Sold (kWh)

	2022	2023	2024	% CHANGE FROM 2023
Electricity Sold ¹⁷	210,981	459,780	1,034,714	125.0%

GRI 302-1 Total Energy Consumption within the Organisation (kWh)

SASB Standards Road Transportation TR-RO110a.3 Greenhouse Gas Emissions

	2019 (BASELINE)	2022	2023	2024	% CHANGE FROM BASELINE YEAR
Total fuel consumption ¹⁸	4,269,904,833	2,925,562,726	2,983,685,489	3,117,996,653	-27.0%
Total electricity, heating and cooling consumption ¹⁹	501,858,636	489,297,335	528,049,540	565,747,245	12.7%
Total energy consumption ²⁰	4,771,763,469	3,414,860,061	3,511,735,029	3,683,743,898	-22.8%

GRI 302-3 Energy Intensity on Consumption within the Organisation (kWh/\$\$million revenue)

	2019 (BASELINE)	2022	2023	2024	% CHANGE FROM BASELINE YEAR
Total Energy Consumption Intensity ²¹	1,223,184	903,163	905,086	822,815	-32.7%

GRI 302-2 Total Energy Consumption outside of the Organisation (kWh)

	2022 ²²	2023	2024	% CHANGE FROM 2023
Total fuel consumption	-	159,186,998	171,333,413	7.6%
Total electricity, heating and cooling consumption	-	27,064,126	60,370,929	123.1%
Total energy consumption	-	186,251,124	231,704,342	24.4%

15 With an improvement in our data collection methodologies, we commenced reporting on 'Heating Consumption' as a new energy type disclosure.

16 With an improvement in our data collection methodologies, we commenced reporting on 'Cooling Consumption' as a new energy type disclosure. As such, there is no data available prior to 2023.

17 With an improvement in our data collection methodologies, we commenced reporting on 'Electricity Sold' as a new electricity disclosure.

18 With an improvement in our data collection methodologies, total fuel consumption figures for 2019, 2022 and 2023 have been restated to account for compressed natural gas consumption.

19 With a revision in our data collection methodologies, total electricity, heating and cooling consumption figures for 2023 have been restated due to a conversion error in cooling consumption (krWh vs kWh).

20 With a revision in our data collection methodologies, total energy consumption figures for 2019, 2022 and 2023 have been restated to reflect the aforementioned revisions and updates.

21 With a revision in our data collection methodologies, total energy consumption intensity figures for 2019, 2022 and 2023 have been restated to reflect the aforementioned revisions and updates.

22 With an improvement in our data collection methodologies, we commenced reporting on 'Total Energy Consumption Outside of the organisation' as a new energy disclosure. As such, there is no data available prior to 2023.

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EMISSIONS AND AIR QUALITY

As a leader in the transportation sector, ComfortDelGro recognises and acknowledges the responsibility to address the environmental impacts of our operations, particularly emissions and air quality. Managing emissions is not only vital for mitigating climate change but also for enhancing air quality, which has a direct impact on public health and the well-being of the communities we serve.

This responsibility is underscored by local government regulations, as well as the requirements of clients and investors, which emphasise the importance of effective greenhouse gas (GHG) emissions management. Singapore, for instance, mandates that by 2030 all new car and taxi registrations must be cleaner energy models. Similarly, London's ultra-low emission zone (ULEZ) reflect broader efforts to enhance urban air quality and decrease reliance on fossil fuels.

These regulations worldwide emphasise the urgency to innovate and transition to sustainable transportation solutions. By focusing on reducing GHG emissions and improving air quality, we aim to meet stakeholder expectations and contribute to a healthier environment for future generations.

Our targets, validated by the SBTi, aim to achieve a 54.6% reduction in absolute Scope 1 and Scope 2 GHG emissions from our operations, along with a 61.2% reduction in absolute Scope 3 Category 3 (fuel- and energy-related activities) GHG emissions by 2032, using 2019 as the baseline year. These targets²³ were set based on a decarbonisation plan aligned with the SBTi's absolute contraction approach. By utilising a sector specific decarbonisation pathway, the plan focuses on transitioning our fleet to cleaner energy vehicles, and is communicated across our Business Units through training webinars, newsletters and performance targets. While a key part of our decarbonisation strategy is based on fleet

transition, we continue to evaluate the feasibility of using carbon credits to offset our residual emissions.

Accounting for Scope 1, 2 and 3 GHG emissions

In alignment with the GHG Protocol, our GHG emissions inventory includes all our operations in Singapore, Australia, UK & Europe, New Zealand, China and Malaysia.

We established our baseline year as 2019 as it reflects of our operations before the impact of the COVID-19 pandemic. All GHG emissions are calculated in carbon dioxide equivalents (CO₂e) in line with the GHG Protocol, and includes six greenhouse gases such as methane CH₄ and nitrous oxide N₂O, outlined in the Kyoto Protocol.

Our Scope 1 emissions primarily arise from tail-pipe emissions from our vehicle fleet, while Scope 2 emissions are due to electricity consumption across our operations, including rail traction power. Based on our screening exercise, we determined Scope 3 categories which are most relevant to our operations and performed a detailed emissions calculation as per the GHG Protocol.

The GHG emissions were calculated using emission factors selected based on their relevance to our operations, while adhering with the GHG Protocol. Scope 1 and 2 emissions were calculated using GHG Protocol and DEFRA emission factors, while Scope 3 emissions were calculated using US EPA and DEFRA emission factors.

In 2024, ComfortDelGro reviewed the Scope 3 categories that were screened in the previous reporting year. With improvements in our data collection process, we were able to refine our Scope 3 reporting for the previously screened Category 7 (employee commute). For this category, activity data was collected through an employee survey on the modes of commute.

²³ The greenhouse gases considered in these targets are kgCO₂e equivalents of carbon dioxide CO₂, methane (CH₄), nitrous oxide (N₂O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulphur hexafluoride SF₆ and nitrogen trifluoride NF₃.

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Refer to the table below for the selected Scope 3 categories, together with their methodology:

SCOPE 3 CATEGORY	SCREENED OR CALCULATED	METHODOLOGY
Category 1: Purchased goods & services	Calculated	GHG Protocol: Spend-based method
Category 2: Capital goods	Calculated	GHG Protocol: Spend-based method
Category 3: Fuel- and energy-related activities not included in Scope 1 & Scope 2	Calculated	GHG Protocol: Average-data method
Category 4: Upstream transportation and distribution	Screened	Calculated estimation based on spend based screening
Category 5: Waste generated in operations	Calculated	GHG Protocol: Waste-type specific method
Category 6: Business travel	Calculated	GHG Protocol: Distance-based method
Category 7: Employee commute	Calculated	GHG Protocol: Distance-based method
Category 11: Use of sold products	Calculated & Screened	Calculated based on average emission factors estimated based on the data collected in an employee commute survey and applied to employee headcount
Category 12: End-of-life treatment of sold products	Calculated	Calculated estimation based on spend based screening and actual emissions from platform vehicles.
Category 13: Downstream leased assets	Calculated	GHG Protocol: Waste-type specific method
Category 15: Investments	Calculated & Screened	GHG Protocol: Asset-specific method (buildings) & Lessee-specific method (vehicles)
		GHG Protocol: Investment- specific method & calculated estimation based on investment value

Our Initiatives

Using our decarbonisation targets as a guiding principle, we have taken steps to reduce our GHG emissions across our business activities and operations through climate-friendly mobility solutions, underscoring our dedication to minimise our environment footprint. A majority of our Internal Combustion Engine (ICE) vehicles already meet the latest vehicle standards or its equivalent – Euro 5 or higher. These vehicles produce lower levels of harmful exhaust emissions such as nitrogen oxide, carbon monoxide, hydrocarbons, and particulate matter. We are also actively transitioning our fleet to cleaner energy vehicles, including electric and hybrid, across various regions.

These efforts outlined below not only reduce GHG emissions but also improve air quality, aligning with global climate change objectives.

- In Singapore, ComfortDelGro Bus is the largest electric private bus operator in the country. Our current operations include 54 electric buses serving the National University of Singapore (NUS) and Nanyang Technological University (NTU) campuses, and Sentosa. The electric buses are wheelchair accessible and equipped with a telematics

system that keeps track of the different aspects of the driving patterns, including the amount of time spent idling and turning corners. As part of our ongoing commitment to sustainability, we are actively collaborating with our customers to further expand our fleet of electric vehicles.

- In line with Singapore's goal to transition its entire public bus fleet to cleaner energy by 2040, SBS Transit introduced 85 electric and 25 hybrid buses to its fleet in 2024. Collaborating closely with the Land Transport Authority (LTA) of Singapore, and as part of a broader effort to enhance sustainability in public transportation, reduce greenhouse gas emissions, and improve urban air quality, SBS Transit will operate Singapore's largest electric bus fleet of over 200 buses by 2025.
- In 2024, ComfortDelGro Engineering made plans to fully electrify its fleet of vehicle recovery vans using the KYC V7 electric van. The KYC V7's compact and manoeuvrable design is particularly well-suited for urban environments, allowing for easy access to multi-storey car parks and enhancing our operational capabilities in city settings. Through this initiative, we are able to optimise the van's range and durability to maintain seamless operational efficiency, ensuring we meet the demands of our vehicle recovery services while reducing our GHG emissions.

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- ComfortDelGro Corporation Australia (CDC Australia) is making significant strides in its electrification efforts, both in New South Wales (NSW) and Melbourne. In partnership with Transport for NSW, CDC NSW is conducting an 18-month trial of a 28-passenger electric bus in Narrabri. Early results show that the buses are more energy-efficient than anticipated, supporting future sustainability initiatives. Since the last quarter of 2024, these electric buses have begun serving local school routes. Simultaneously, CDC Victoria secured three of five Metropolitan Zero Emission Bus Franchises in Melbourne, expanding its network to include 250 routes and over 360 buses. This expansion, effective July 2025, will transition the fleet to zero-emission vehicles, forming approximately 20% of Melbourne's metropolitan network.
- ComfortDelGro China continues its transition towards a cleaner energy vehicle fleet, purchasing 1,195 EVs in 2024. As of 2024, both of our Beijing and Nanjing fleet are fully electric, bringing our China fleet's overall electrification to 78%.
- In New Zealand, AOR collaborates with Auckland Transport and Kiwirail to optimise the network's energy efficiency. Auckland Transport manages all the development aspects including funding while AOR focuses on supporting operations and aligning with Auckland Transport's development strategy. Since winning AOR's franchise, we successfully completed the electrification of the current train line, eliminating the remaining diesel engines in September 2023.

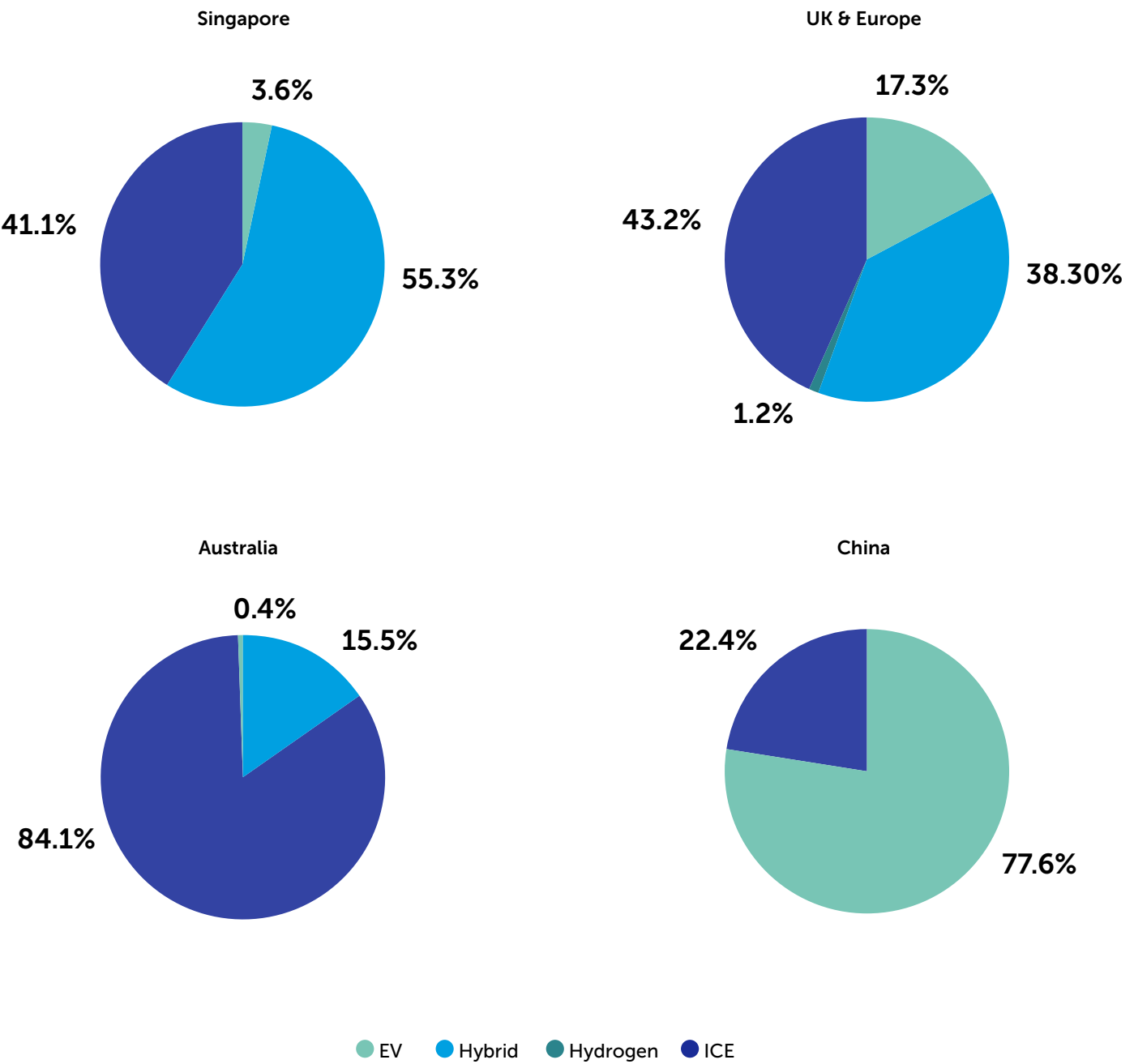


- In the UK, Metrolink operates a fleet of 65% cleaner energy vehicles, including hybrid, electric and hydrogen buses, with 100% of the ICE vehicles meeting the Euro 6 standards. An additional 80 electric buses are anticipated to join the fleet in the first half of 2025, further enhancing Metrolink's commitment to sustainable urban mobility.

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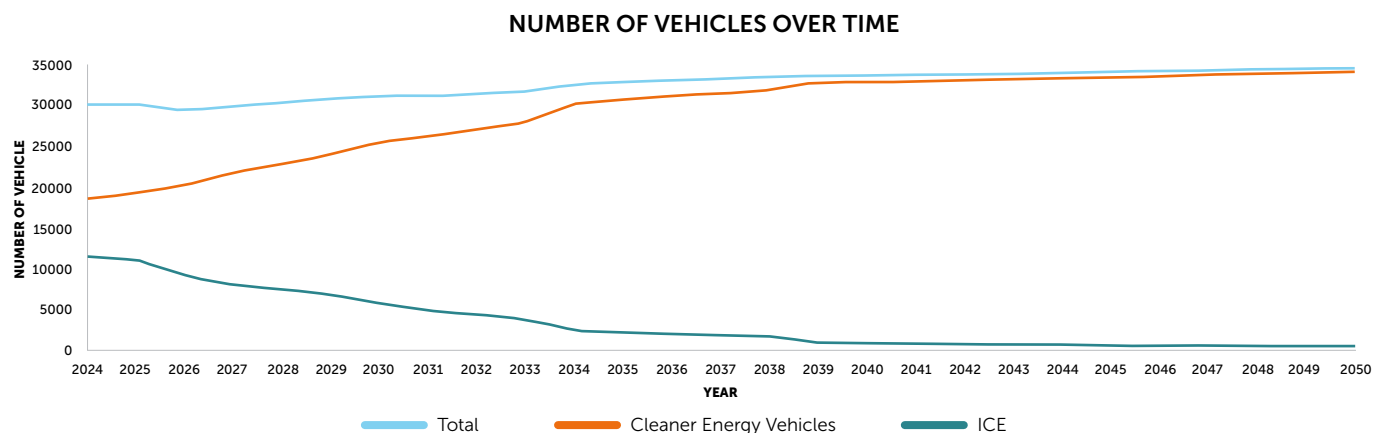
Our performance and the way forward
Today, hybrids and EVs account for close to 60% of our global vehicle fleet, keeping us on track to meet our transition target of 90% of our car fleet and 50% of our bus fleet to cleaner energy vehicles by 2030.

COMPOSITION OF FLEET BY FUEL TYPE 2024



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Our decarbonisation outlines out our planned pathway which will replace traditional ICE vehicles with hybrid, electric and hydrogen vehicles.



We continue to monitor and review our fleet transition plan regularly to account for technological advances, regulatory requirements, and developments of commercially viable cleaner energy vehicles.

In 2024, we achieved a 0.65% and 9.70% reduction for our Scope 1 and Scope 3 Category 3 GHG emissions respectively from 2023. The reduction is due to the transition of our fleet from ICE vehicles to cleaner energy vehicles in our taxi and bus businesses. Our Scope 2 GHG emissions increased by 3.5% from 2023. The increase in Scope 2 is due to our transition to EV vehicles, acquisition of three new businesses, opening of a new rail station and trial running of new trains. Excluding the new rail station and these acquisitions, electricity consumption from our building decreased by 2.4% from 2023, attributed to ongoing energy-saving initiatives.

Overall, our Scope 1 and 2 GHG emissions in 2024 saw a 14.5% decrease from our baseline year 2019. A comparison of GHG emissions intensity for Scope 1 and 2 (tCO₂e per \$M revenue) also show a year-on-year reduction of 13%, demonstrating continued progress in our fleet decarbonisation efforts.

As our business expands organically and through acquisitions, we recognise the short-term challenges associated with managing our absolute emissions. We remain dedicated to pursuing opportunities and solutions to decarbonise our new operations, and will continue to work towards our medium-term target of 54.6% reduction in absolute Scope 1 and 2 GHG emissions by 2032 from our 2019 baseline.

GRI 305-1 Scope 1 GHG Emissions (tCO₂e)

GRI 305-2 Scope 2 GHG Emissions (tCO₂e)

GRI 305-3 Scope 3 GHG Emissions (tCO₂e)

SASB Standards Road Transportation TR-RO110a.1 Greenhouse Gas Emissions

	2019 (BASELINE)	2022	2023	2024	% CHANGE FROM BASELINE YEAR
Scope 1	1,046,348	835,048	835,668	830,264	-20.7%
Scope 2	206,028	209,059	231,833	239,993	16.5%
Scope 3 ²⁴	645,038	496,826	603,017	760,856	18.0%
Total Scope 1 and 2 emissions	1,252,376	1,044,107	1,067,501	1,070,257	-14.5%
Total Scope 1, 2 and 3 emissions	1,897,414	1,540,933	1,670,518	1,831,113	-3.5%

24 With an improvement in our data collection methodologies, emissions from platform vehicles, construction of new buildings and purchased electricity sold by Joint Ventures will be included in our Scope 3 emissions from 2024.

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Scope 3 GHG Emissions Breakdown (tCO₂e)

	2019		2023		2024	
	EMISSIONS (BASELINE)	% SHARE OF SCOPE 3	EMISSIONS	% SHARE OF SCOPE 3	EMISSIONS	% SHARE OF SCOPE 3
Category 1: Purchased goods & services	95,329	14.78%	206,764	34.29%	291,610	38.33%
Category 2: Capital goods	103,638	16.07%	55,076	9.13%	76,267	10.02%
Category 3: Fuel- and energy-related activities not included in Scope 1 & Scope 2	381,220	59.10%	246,776	40.92%	222,834	29.29%
Category 4: Upstream transportation and distribution	14,976	2.32%	19,708	3.27%	25,751	3.38%
Category 5: Waste generated in operations²⁵	–	–	2,193	0.36%	1,069	0.14%
Category 6: Business travel	154	0.02%	1,696	0.28%	2,650	0.35%
Category 7: Employee commute²⁶	20,400	3.16%	19,028	3.16%	9,666	1.27%
Category 8: Upstream leased assets²⁷	2,650	0.41%	–	–	–	–
Category 11: Use of sold products²⁸	23,389	3.63%	39,679	6.58%	113,042	14.86%
Category 12: End-of-life treatment of sold products	39	0.01%	165	0.03%	133	0.02%
Category 13: Downstream leased assets²⁹	–	–	3,157	0.52%	3,598	0.47%
Category 15: Investments³⁰	3,243	0.50%	8,775	1.46%	14,236	1.87%

GRI 305-4 GHG Emissions Intensity (tCO₂e/\$\$million revenue)

	2019 (BASELINE)	2022	2023	2024	% CHANGE FROM BASELINE YEAR
Scope 1 and 2	321	276	275	239	-25.5%
Scope 3	165	131	155	170	3.0%

²⁵ With an improvement in our data collection methodologies, we commenced reporting on 'Scope 3 Category 5: Waste Generated in operations' as a new Scope 3 disclosure. As such, there is no data available prior to 2023. The Department for Environment, Food, & Rural Affairs (DEFRA) published a lower waste emission factor for recycling of commercial and industrial in 2024 as compared to 2023, which caused our Scope 3 Category 5 GHG emissions to decrease from 2023.

²⁶ With an improvement in our data collection methodologies, the methodology for 'Scope 3 Category 7: Employee commute' has been updated from a screened to calculated approach in 2024, where figures are calculated based on data collected from a global employee commute survey and extrapolated with total employee headcount.

²⁷ With an improvement in our data collection methodologies, emissions from 'Scope 3 Category 8: Upstream leased assets' have been included under Scope 1 and 2 emissions from 2022.

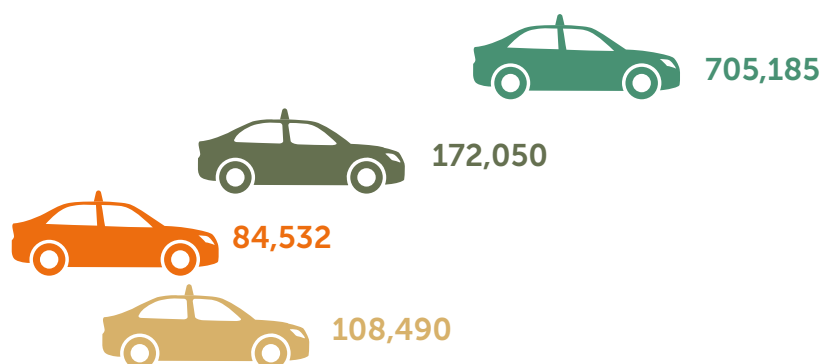
²⁸ With an improvement in our data collection methodologies, the methodology for 'Scope 3 Category 11: Use of sold products' has been updated from a screened to calculated & screened approach in 2024, where figures include data collected from fuel use and EV charging of our platform vehicles.

²⁹ With an improvement in our data collection methodologies, we commenced reporting on 'Scope 3 Category 13: Downstream leased assets' as a new Scope 3 disclosure. As such, there is no data available prior to 2022.

³⁰ With an improvement in our data collection methodologies, the methodology for 'Scope 3 Category 15: Investments' has been updated in 2024 to include EV charging purchased electricity sold by Joint Ventures.

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Scope 1 and 2 GHG Emissions (tCO₂e) by Geographical Locations



CLIMATE CHANGE ADAPTATION AND MITIGATION

As the effects of climate change become increasingly discernible, it is crucial for businesses to adapt to the climate-related risks through the implementation of effective strategies. As a global mobility leader, ComfortDelGro recognises its role in steering the transition towards climate-friendly transportation systems while consciously managing our environmental footprint and emissions. Our goal is to minimise impact on climate and the environment while actively contributing to the global shift towards a low-carbon economy. This involves ensuring that our businesses and assets are resilient to climate risks and aligned with the accelerating efforts to decarbonise our economy.

As we transition to a low-carbon economy, it is critical for us to lead by example to comply with new regulations and contribute to a sustainable mobility future. By prioritising climate adaptation and mitigation, we aim to strengthen our resilience, meet stakeholder expectations, and secure our position as a forward-thinking leader in the transportation industry.

Emissions and energy consumption are crucial focus areas for ComfortDelGro, leading us to establish various measures and initiatives to mitigate the impact from our business activities and operations. These strategies include plans to electrify our fleet, improve energy efficiency and invest in renewable energy.

In December 2023, we published our second [Taskforce for Climate-related Financial Disclosures \(TCFD\) report](#), detailing the physical and transition climate risks and opportunities relevant to our businesses and operational geographies. This report aims to provide our stakeholders with a comprehensive understanding of how we consider and manage potential climate-related risks. It reflects our strategic planning by highlighting key risks and opportunities which enables us to future-proof our businesses, and demonstrate how we address them. Additionally, our listed entities, SBS Transit and VICOM, published their inaugural standalone TCFD Reports in 2023, which delve greater into the climate actions specific to their operations. Metroline will also be publishing their inaugural TCFD Report in 2025.

Refer to the table below for the scope and parameters of the screening exercise carried out to prioritise and identify our climate-related risks and opportunities in the TCFD Report 2023.

PARAMETERS	SCOPE	
Countries³¹	- Singapore - Australia - UK & Europe - New Zealand - China	
Baseline year	2022	
Timeframe	- Short-term: up to 2030 - Medium-term: up to 2040 - Long-term: up to 2050	
Scenarios explored	1.5°C warming (NGFS Net-Zero by 2050, IEA NZE 2050 & RCP 2.6) > 3°C warming (NGFS Current Policies, IEA STEPS & RCP 8.5)	
Key identified risks and opportunities	Transition risks and opportunities	Physical risks
	- Carbon pricing - Changing customer expectations - Low carbon economy transition policies & regulations - Reputational risks - Technology shifts	- Floods (river and flash floods) - Heatwaves (rising mean temperatures) - Storms/Tropical cyclones - Wildfires - Rising sea levels - Droughts/Water scarcity

31 Due to the limited scale of Malaysia's operations, our TCFD report excludes operations in Malaysia based on the establishment of immateriality to the assessment.

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We identified the potential level of risk through a climate screening exercise, and shortlisted relevant climate-related risks. These were deemed likely to have a moderate or high impact on our business operations and financials. Refer to the table below for the various risks and their impacts on each country.

Legend:

Potential impact magnitude*:

- Mild risk
- Moderate risk
- High risk

*Magnitude is determined through well referenced literature and data sets on climate risk indicators and is determined through observed and projected trends in physical risks from the Climate Analytics' Climate Impact Explorer and the World Bank Climate Change Knowledge Portal.

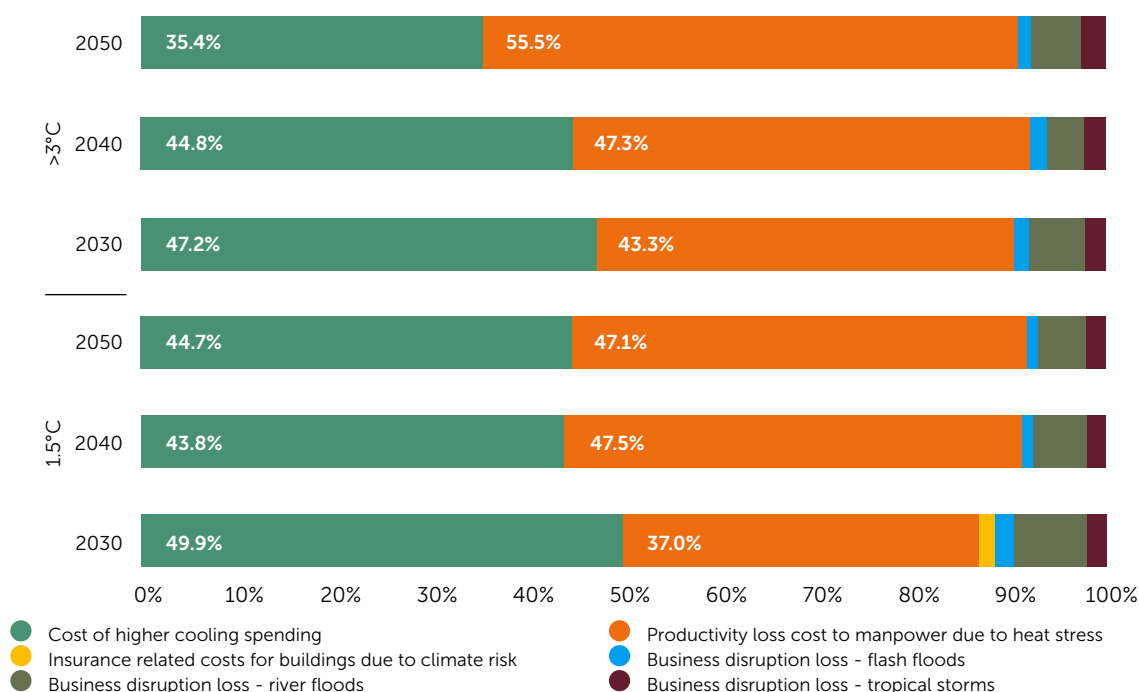
	SINGAPORE	UK & EUROPE	AUSTRALIA	CHINA	NEW ZEALAND
PHYSICAL	1.5°C warming	● Heatwaves (rising mean temps.)	● Droughts/Water scarcity	● Heatwaves (rising mean temps.)	● Heatwaves (rising mean temps.)
		● Storms/Cyclones	● Floods	● Floods	● Floods
		● Heatwaves (rising mean temps.)	● Wildfires	● Storms/Cyclones	● Wildfires
		● Rising sea levels	● Rising sea levels		
		● Wildfires	● Droughts/Water scarcity		
		● Floods			
	>3°C warming	● Floods	● Floods	● Droughts/Water scarcity	● Floods
		● Rising sea levels	● Droughts/Water scarcity	● Rising sea levels	● Heatwaves (rising mean temps.)
		● Droughts/Water scarcity	● Heatwaves (rising mean temps.)	● Heatwaves (rising mean temps.)	● Droughts/Water scarcity
		● Heatwaves (rising mean temps.)	● Rising sea levels	● Floods	● Rising sea levels
		● Wildfires	● Wildfires	● Storms/Cyclones	
		● Floods			
		● Rising sea level			
TRANSITION	1.5°C warming	● Carbon pricing	● Carbon pricing	● Changing customer expectations	● Carbon pricing
		● Policies and regulations	● Policies and regulations	● Policies and regulations	● Policies and regulations
		● Technology shifts	● Technology shifts	● Carbon pricing	● Technology shifts
		● Changing customer expectations	● Changing customer expectations	● Technology shifts	● Changing customer expectations
		● Reputational risks	● Reputational risks	● Reputational risks	● Reputational risks
	>3°C warming	● Carbon pricing	● Carbon pricing	● Changing customer expectations	● Carbon pricing
		● Policies and regulations	● Technology shifts	● Technology shifts	● Policies and regulations
		● Technology shifts	● Changing customer expectations	● Reputational risks	● Technology shifts
		● Changing customer expectations	● Reputational risks		● Changing customer expectations
		● Reputational risks			● Reputational risks

TRANSITIONING TOWARDS A CLEANER AND MORE SUSTAINABLE TRANSPORT SYSTEM

We identified that physical risks such as rising temperatures, floods and storms could lead to increased operational costs, impact staff productivity, cause business interruptions and result in revenue loss. While the transition to a climate friendly fleet may result in higher operational costs, it also offers significant financial opportunities. While the table above details the risks identified for the respective countries we operate in, we further assessed the time horizons in which these impacts may occur.

These risks, opportunities and their respective impacts were further explored in a detailed qualitative climate scenario analysis, and where credible climate data was available, quantitative analysis was conducted. Through this process, we identified potential financial exposure to climate-related risks and opportunities, strengthening our understanding of the expected impacts on our businesses, as well as our resilience to the climate risks. Refer to the figure below for an illustration of the proportion of additional financial impact by climate risk for each respective year.

PROPORTION OF FINANCIAL IMPACT TO COMFORTDELGRO BY CLIMATE RISK



The scenario analysis establishes the potential additional financial impact from the unmitigated climate risks, for the short-, medium- and long-term horizons. In both the 1.5°C and >3°C scenario, the predominant quantified financial impact is related to effects on manpower, with over 85% of the proportion of financial impact due to rising temperatures and heat stress for all time horizons. This impact is estimated to be financially material³².

The results from the screening exercise and the climate scenario analysis provided the Group with a targeted analysis into the material risks and opportunities presented by climate change. These results will be used to enhance governance, strategy and risk management practices in our organisation. Further details pertaining to our climate-related risks and opportunities can be found in the [ComfortDelGro TCFD Report 2023](#).

Our Initiatives

Through the identification of climate-related risks and opportunities, ComfortDelGro strives to enhance our climate mitigation and adaptation measures, which includes our Business Continuity Plans (BCPs) and investment in sustainable products and services.

Business Continuity Plans

As part of the Group's Enterprise Risk Management (ERM) framework, Business Units are required to identify critical and emerging risks, prioritise and assess them, implement mitigating controls and develop further action plans to manage these risks. Prioritised risks are regularly monitored and reported, along with their key risk indicators and status of action plans. Risk reports from each Business Unit are submitted to the Group Risk Office for review and consolidation.

³² Risk impacts estimated based on our current inputs are considered financially material if the financial impact is >5% of ComfortDelGro's 3 year rolling average EBITDA (FY2020, FY2021, FY2022). Further details pertaining to the assumptions and limitations related to the assessment of climate risk can be found in the Appendix of the TCFD Report.

TRANSITIONING TOWARDS A CLEANER AND MORE SUSTAINABLE TRANSPORT SYSTEM

ComfortDelGro developed BCPs to address physical climate hazards which we may encounter. Each of our Business Unit has a specific BCP designed to address locally evident hazards, reducing the possibility of disruption and catastrophic loss to our operations, people, information databases, and other assets. These plans involve the identification and preparation of recovery facilities, maintaining open communication channels through operational procedures, safeguarding the safety of our customers and workers, restoring information databases, and ensuring the continuity of vital business operations.

Sustainable products and services

Collaboration and strategic partnerships with peers and industry leaders are fundamental to driving progress towards our climate mitigation and adaptation initiatives. Below, we highlight some of our key collaborations and partnerships which promote sustainable products and services.

Enabling Transition to Sustainability Mobility

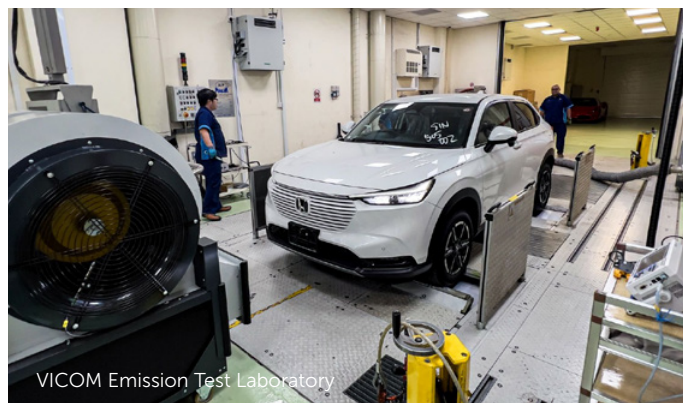
- ComfortDelGro Rent-A-Car (CRAC) recognises the increasing demand on sustainable freight and introduced electric vans of various brands under its EV leasing programme. We have a fleet of more than 100 electric vans to help drive sustainable logistics in Singapore. Our partnership with clients in the logistic sectors helps them reduce their tailpipe emissions when replacing their ICE vans as part of their renewal exercise.
- ComfortDelGro Engineering (CDGE) expanded its Low-Carbon Products portfolio by increasing the availability of commercial electric vans in Singapore. In 2023, CDGE became the exclusive distributor of ChangAnKuaYue commercial electric vehicles. This move supports our sustainability goals and meets the rising demand for eco-friendly commercial transportation. As the exclusive distributor, CDGE introduces efficient electric vans to the Singaporean market, offering a cleaner alternative to traditional vehicles. The ChangAnKuaYue electric vans complement our ongoing efforts to electrify our vehicle recovery fleet and promote sustainable practices. Designed for urban logistics and last-mile deliveries, these vans offer robust performance and reliability. Their compact design is ideal for city operations, reducing traffic congestion and pollution.



CDGE ChangAnKuaYue electric vans

Capacity Building

- In April 2023, compliance with the Worldwide Harmonised Light Vehicles Test Procedures (WLTP) was mandated for commercial vehicles in Singapore, with the policy expanding to passenger vehicles in 2024. In alignment with these standards, VICOM Emission Test Laboratory underwent a S\$3 million upgrade in January 2023, equipping it to test hybrid and electric vehicles. Additionally, VICOM, through its subsidiary SETSCO Services Pte Ltd, launched an EV charger inspection service in Singapore. Regulated by the LTA and compliant with Enterprise SG's TR25 Annex B and C standards, inspections began in March 2024 after extensive team training. As of today, 159 inspections have been completed, emphasising VICOM's contribution to a safe EV infrastructure and a sustainable future.



VICOM Emission Test Laboratory

- ComfortDelGro Driving Centre launched Singapore's first Electric Motorcycle Familiarisation Course in 2023. This familiarisation course is created especially for motorcyclists who already possess a valid Class 2A or 2B licence and are considering to purchase an electric motorcycle. This follows the introduction of electric motorcycle options for Class 3A licence learners, with plans to increase the number of electric cars in its training vehicle fleet to 100 by 2030.
- Developed in partnership with TÜV SÜD's Academy division in Singapore, CDGE's National Electric Vehicle Specialist Safety (NESS) Certification Course upskills technicians and engineers in the automotive industry. The course focuses on baseline competencies in the safe handling of EV high-voltage systems, equipping them with the necessary knowledge and skillset to become a certified EV technician. In 2024, 428 individuals graduated with NESS certification through CDGE Academy programs.

TRANSITIONING TOWARDS A CLEANER AND MORE SUSTAINABLE TRANSPORT SYSTEM

EV Infrastructure

- In 2024, ComfortDelGro ENGIE (CDG ENGIE) celebrated its third anniversary by launching its 1,000th EV charging point, marking a significant milestone in its journey as a leader in Singapore's EV charging infrastructure network. CDG ENGIE's newest fast charging hubs at Our Tampines Hub and CityCab at Sin Ming offer 10 fast charging points – the largest number of points by an operator at a single location offering up to 120kWh power to users in Singapore. With a current network of 1,117 charging points spread across 552 locations nationwide, CDG ENGIE now operates the largest public government EV charging network in the country.
- Metroline is advancing its electrification efforts, with live projects underway in seven of its 15 London bus garages and outstations. The Edgware garage is on track to become the first fully electrified facility by the second quarter of 2025. Due to successful power application progress, Metroline aims to fully electrify additional garages at Cricklewood, Perivale, Potters Bar, and Willesden Junction by the end of 2025. These initiatives significantly boost Metroline's prospects of meeting the revised Mayoral goal for zero emission red buses in London by 2030. With this progress, Metroline is poised to become the second largest operator of electric buses in London.



CDG ENGIE Charging Points



Metroline Bus Garage Opening Ceremony

- CDG ENGIE formed a regional integration partnership with Gentari to establish a roaming network from Singapore to Thailand, and in March 2024, partnered with BYD for user acquisition. Partnerships with major cross-border EV charging operators further integrate the network regionally. CDG ENGIE also collaborated with the local tech start-up, Beep, introducing the Voltality platform to allow EV drivers to access over 1,350 charging points from 11 operators with a sign-up account. The partnership with Yinson GreenTech extends the network across the Causeway into Malaysia, aiming for over 8,000 charge points by 2030, supporting the electrification of mobility and reducing range anxiety for EV drivers.
- SBS Transit will be operating the new Sengkang West Depot, a state-of-the-art five-storey facility set to support the large-scale deployment of electric buses in Singapore. It can accommodate a fleet of 623 buses and features 240 high-capacity electric chargers, capable of fully charging single-deck buses under 1.5 hours. The depot includes an operations control centre, maintenance facilities, and on-site staff quarters for up to 351 workers, a first for Singapore. It also boasts a Green Mark Platinum certification, with sustainable features like a green roof, solar panels, and recycled water use.

Tapping technologies

- In 2024, over 5,000 of our taxis in Beijing, Jilin and Shanghai uses EV battery swapping technologies. These taxis are able to travel up to 300km with each battery swap, offering a solution to address declining battery performance issues during the harsh winter.

TRANSITIONING TOWARDS A CLEANER AND MORE SUSTAINABLE TRANSPORT SYSTEM

Our performance and the way forward

Moving forward, we plan to continually enhance our climate reporting to align with market trends, regulatory requirements, and industry reporting practices. In 2024, ComfortDelGro further evaluated the outstanding areas of alignment in our climate disclosures, extending the identification and assessment of climate-related risks to the entire value chain.

We performed an in-depth value chain mapping exercise by collecting information on our key suppliers in all geographies to better understand the products and services that are key to our operations. We also studied the impacts to the downstream areas of our supply chain, including our customers, and the resale and end of life activities.

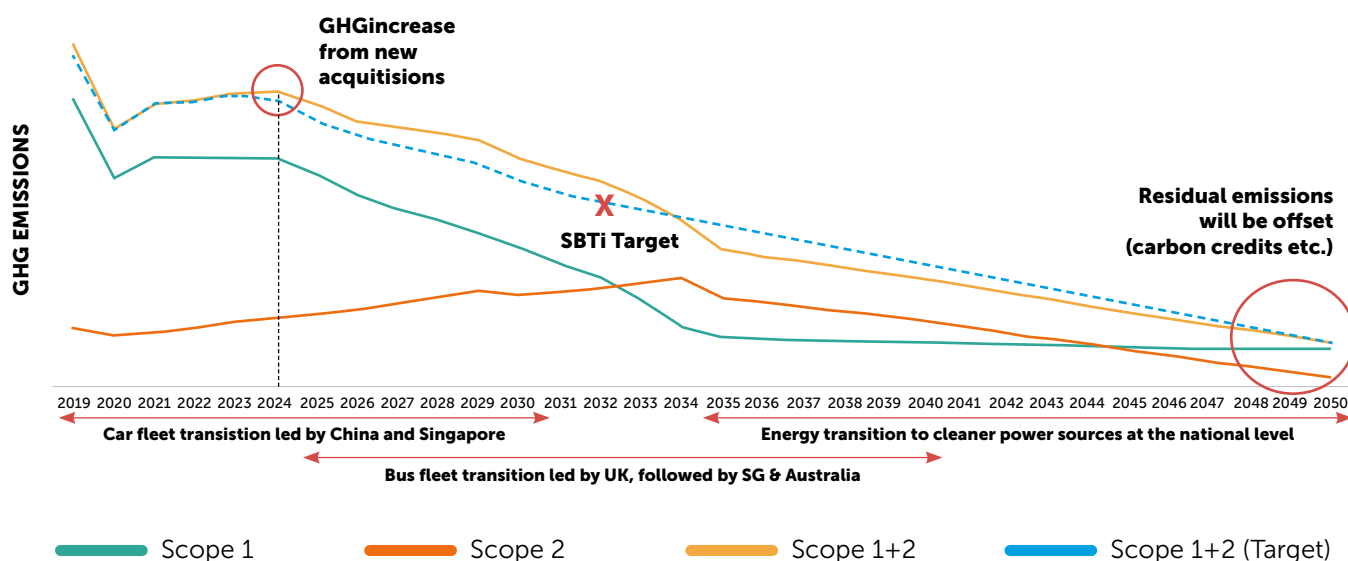
As we are completing the detailed analysis of the key risks and opportunities and potential implications and next steps, we are also preparing for a more robust disclosure in our 2025 report that would fully align with the IFRS reporting requirements.

In light of the reporting requirements established by the International Sustainability Standards Board (ISSB), the imperative for climate transition planning has become increasingly urgent. ComfortDelGro acknowledges the growing importance of proactive climate transition planning. As a forward-looking organisation, we have developed and are in process of implementing a comprehensive Climate Transition Plan. The following outlines some key highlights of our climate transition plan.

Climate Transition Plan

ComfortDelGro's overall absolute GHG emissions are projected to increase in the short term, driven by ongoing business expansion and new acquisitions, before decreasing as we accelerate our transition to cleaner energy vehicles. ComfortDelGro remains committed to meet our 2032 SBTi targets, and will work to integrate our newly acquired businesses into our overall fleet transition. Hybrids and EVs account for close to 60% of our global vehicle fleet, and we are on track to transition 90% of our car fleet and 50% of our bus fleet to cleaner energy vehicles by 2030.

The chart below illustrates ComfortDelGro's actual Scope 1 and 2 emissions from our baseline year 2019 to 2024, with the projected emissions trajectory to 2050. In the short term, our decarbonisation efforts are led by our car fleet transition in China and Singapore. This is followed by our bus fleet transition in the UK, Singapore and Australia, in support of the various local authority policies for cleaner public transport. While our transition to EVs will increase our Scope 2 emissions, this is expected to reduce as the energy grids transition to cleaner power sources to meet the net-zero commitments in jurisdictions where we operate. We will continue to assess the impact of our business and the viability of our decarbonisation pathways, in our evaluation of new acquisitions and investments.



TRANSITIONING TOWARDS A CLEANER AND MORE SUSTAINABLE TRANSPORT SYSTEM

RESOURCE STEWARDSHIP

Effective resource stewardship, which involves the conscientious management of water and waste in our operations, is crucial for maintaining environmental sustainability. We minimise our ecological footprint by implementing strategies to reduce water consumption and waste generation across our operations. As we advance, ComfortDelGro remains committed to integrating circular economy practices and biodiversity conservation principles into our operations, aligning with increasing environmental expectations.

WASTE

Effective waste management and the efficient use of natural resources are essential to minimising the environmental impact of our activities. With operations across multiple geographies, ComfortDelGro is conscious of our role in the efficient management of resources, including the waste we generate. Notably, proper waste management and end of life processes are especially essential for our business which spans across multiple modes of mobility.

ComfortDelGro generates waste primarily from our daily operations, as well as from commuters at train stations or bus interchanges. In regions where we operate, local regulators and governments have established specific priorities and targets for waste management. Singapore's Waste Masterplan aims to increase recycling rates to 70% and reduce daily waste-to-landfill per capita by 30% by 2030. Additionally, the Singapore public sector aims to reduce 30% waste disposed by 2030, against a 2020 baseline. In the UK, the target to recycle 65% of municipal waste and reduce 10% of landfill waste by 2035.

In line with these national targets, ComfortDelGro strives to improve waste management in our offices by implementing efficient systems and obtaining relevant eco-certifications where applicable. Where possible, our Business Units transitioned from mandatory replacements to periodic inspections and targeted replacements, underscoring our commitment to sustainability without sacrificing safety or efficiency. When vehicles reached their end of life, they are sold to third party dealers or dismantled, with recoverable materials salvaged for recycling. We also adhere to the waste management regulations and engage authorised contractors to handle waste. For example, any hazardous waste from our operations is managed by specialised contractors to ensure responsible disposal.

Our Initiatives

Our businesses proactively monitor, measure, and report our waste data in alignment with local regulations. In areas and operations where waste production and consumption are significant, measures to manage and curtail waste are in place and implemented.

Within our offices, we have recycling bins for paper, plastics, and cans to encourage recycling. Employees are also encouraged to adopt responsible consumption habits in the office through awareness posters displayed throughout the offices. Group Sustainability Office share monthly sustainability themed e-newsletters to reinforce mindful resource usage.



ComfortDelGro monthly sustainability and risk newsletters

In Singapore, SBS Transit actively extends the life of serviceable parts and components through the Maintenance Failure Review Board, a rigorous waste reduction program which assesses components nearing maintenance intervals, approving continued use for those in good condition. This strategic shift from preventive to corrective maintenance optimises operational costs and material savings, focusing on approving parts that have undergone extensive testing and analysis. Additionally, SBS Transit has a tyre retreading program, where bus tyres are re-treaded twice before disposal.

SBS Transit has also partnered with Stratio to implement predictive maintenance technology across the entire bus fleet. This AI-powered system provides real-time insights into critical systems and components, enhancing service reliability and passenger experience by minimising breakdowns and reducing wastage of parts through proactive maintenance.

At Moove Media, we utilise eco-solvent inks that are eco-friendlier than traditional printer inks. Eco-solvent inks are used for printing onto vinyl stickers, a popular choice for vehicle wraps due to their resiliency and lack of corrosive volatile organic compounds. These inks are less damaging to the printer, produce less odour, and are more resilient to weather conditions.

TRANSITIONING TOWARDS A CLEANER AND MORE SUSTAINABLE TRANSPORT SYSTEM

Across our global operations, we have undertaken measures to make full use of our vehicles that have reached their end of service life.

In 2024, ComfortDelGro Taxi took a heartfelt step towards community support by donating two decommissioned taxis to Alexandra Hospital and Pancare Medical Clinic. Recognising the need to enhance mobility and independence for those in need, these vehicles were repurposed to serve a vital role in weekly car transfer training sessions for caregivers and patients. This initiative empowers individuals by improving their ability to navigate daily challenges with greater ease and confidence. Similarly, SBS Transit repurposes decommissioned buses by donating them to special education schools to help students learn to travel safely and independently on public buses. These buses are also utilised by hospitals for patient rehabilitation purposes.

Through our corporate venture capital fund, we have also invested in NEU Battery Materials, a Singapore-based lithium-ion battery recycling startup pioneering the electrochemical redox targeting technology, for the sustainable recycling of battery materials. Their patented process requires electricity as its only consumable and utilises regenerative chemicals to avoid toxic waste and harsh acids. This process is therefore less environmentally polluting than commonplace methods such as hydrometallurgy and pyrometallurgy, paving the way for the wider adoption of a more sustainable method to recycle all forms of lithium-ion batteries. This initiative will further enable us to form new partnerships with EV equipment and battery manufacturers to advance the adoption of their technology in the industry.

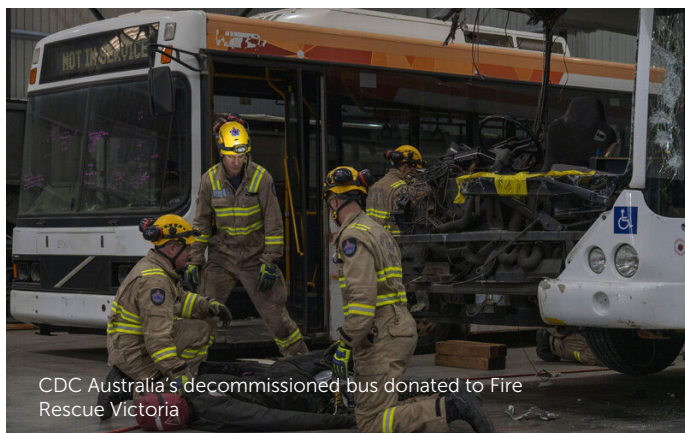


ComfortDelGro Taxi donation of decommissioned taxi to Pancare Medical Clinic



NEU Battery Materials

In Australia, vehicles that are still in good condition are donated to various causes including Sleepbus, a temporary overnight accommodation for the homeless, or donated to Fire Rescue Victoria for firefighting exercises and mass casualty rescue scenarios. CDC Australia is committed to continuing this program, with more bus donations anticipated.



CDC Australia's decommissioned bus donated to Fire Rescue Victoria

TRANSITIONING TOWARDS A CLEANER AND MORE SUSTAINABLE TRANSPORT SYSTEM

Our performance and the way forward

In 2024, 60% of our total waste were recycled, reused or recovered, a 10% increase from 2023. Overall, our waste generation intensity reduced from 4.34 to 3.33 tonnes per million revenue, a 23% decrease from 2023.

Across our operations, we target for a 2% year-on-year reduction in waste generated intensity. ComfortDelGro will continue to implement waste reduction initiatives to minimise our waste generated and increase our recycling rates.

GRI 306-3 Total Waste Generated (tonnes)

	2022	2023	2024	% CHANGE FROM 2023
Hazardous	5,063	5,596	5,630	1%
Non-Hazardous	6,216	11,239	9,280	-17%
E-Waste	4	13	11	-15%
Total	11,283	16,848	14,921	-11%

GRI 306-5 Hazardous Waste Directed to Disposal (tonnes)

	2022	2023	2024	% CHANGE FROM 2023
Landfill	0	10	18	80%
Incineration	5	3	5	67%
Total	5	13	23	77%

GRI 306-5 Non-Hazardous Waste Directed to Disposal (tonnes)

	2022	2023	2024	% CHANGE FROM 2023
Landfill	1,109	3,446	1,881	-45%
Incineration	3,041	5,046	4,093	-19%
Total	4,150	8,492	5,974	-30%

GRI 306-5 E-Waste Directed to Disposal (tonnes)

	2022	2023	2024	% CHANGE FROM 2023
Incineration	0.2	2	1	-50%
Total	0.2	2	1	-50%

GRI 306-4 Hazardous Waste Diverted from Disposal (tonnes)

	2022	2023	2024	% CHANGE FROM 2023
Recycled	2,613	2,571	3,089	20%
Reused	2,445	2,994	2,510	-16%
Recovery³³	-	18	8	-56%
Total	5,058	5,583	5,607	0.43%

GRI 306-4 Non-Hazardous Waste Diverted from Disposal (tonnes)

	2022	2023	2024	% CHANGE FROM 2023
Recycled	806	1,519	1,348	-11%
Reused	1,260	1,228	1,958	59%
Total	2,066	2,747	3,306	20%

GRI 306-4 E-waste Diverted from Disposal (tonnes)

	2022	2023	2024	% CHANGE FROM 2023
Recycled	2	5.5	5	-9%
Reused	2	5.5	5	-9%
Total	4	11	10	-9%

Waste Generation Intensity (tonnes/\$million revenue)

	2022	2023	2024	% CHANGE FROM 2023
Total Waste Generation Intensity	2.98	4.34	3.33	-23%

³³ With an improvement in our data collection methodologies, we commenced reporting on 'Hazardous waste recycled' as a new Hazardous Waste disclosure. As such, there is no data available prior to 2023.

TRANSITIONING TOWARDS A CLEANER AND MORE SUSTAINABLE TRANSPORT SYSTEM

WATER

Water is an essential resource for the well-being of communities and the health of ecosystems. With the increasing scarcity of freshwater and limited availability of potable water, it is crucial to adopt responsible water management and consumption practices. At ComfortDelGro, most of the water consumption is dedicated to the cleaning and maintenance of our taxis, cars, buses and trains, which is vital for ensuring our customer's safety and hygiene. We strive to implement effective and efficient water management strategies whenever possible.

Emerging trends in water conservation emphasise the importance of sustainable practices, especially in urban areas. In Singapore, regulations such as the Public Utilities Board's (PUB) Water Efficiency Management Plan mandate businesses to monitor and manage their water use effectively. These regulations guide our efforts to optimise water consumption, aligning with national goals for sustainable water use.

Our train and bus washing machines are equipped to collect, filter, and recycle majority of the water used in the washing process. Across our office premises, we focus on improving our water management systems by upgrading fixtures such as wash basin taps and toilet flushing systems. Furthermore, we align to relevant water certifications in the countries we operate in. For example, in Singapore, we follow guidance set out by the Singapore Environmental Council Eco Office certification for our office premises.

Our Initiatives

In Singapore, our headquarters obtained the Water Efficient Building (WEB) (Basic) certification awarded by the Singapore Public Utilities Board (PUB), while SBS Transit obtained ISO 46001 Water Efficiency Management for our rail operations, strengthening practices in the monitoring, measuring, design and procurement practices of equipment and systems that contribute to efficient water management. Notably, SBS Transit kickstarted an air-handling unit condensate water recycling initiative at 13 North-East Line stations, resulting in water savings of 31.08 megalitres. Smart utility meters were also installed across selected Bus and Rail facilities to provide real-time consumption data, to develop and enhance long-term water and energy management strategies.

Overseas, our Australia operations harvest rainwater captured from roofs and stored in tanks to wash buses, reducing reliance on municipal sources and conserving potable water.

Our performance and the way forward

In 2024, our Group's water consumption reduced by 39% as compared to the 2019 baseline year. Overall, water consumption intensity reduced from 0.380 to 0.313 megalitres per million revenue, a 18% decrease from 2023.

Across our operations, we target for a 2% year-on-year reduction in water consumption intensity. ComfortDelGro will continue to implement water reduction initiatives to minimise our water consumed.

GRI 303-3 Water Withdrawn by Source (megalitres)

GRI 303-5 Water Consumed by Source (megalitres)

	2022	2023	2024	% CHANGE FROM 2023
Utilities (Municipal)	1,447	1,394	1,318	-5%
Utilities (SG:NEWater)	87	75	79	5%
Rainwater	19	4	3	-25%
Groundwater	1	1	3	200%
Total	1,554	1,474	1,403	-5%

SGX Core Metric: Water Consumption Intensity (megalitres/\$\$million revenue)

	2022	2023	2024	% CHANGE FROM BASELINE YEAR
Total Water Consumption Intensity	0.411	0.380	0.313	-18%



Our
patrons and
communities

- Service quality
- Accessibility
- Local communities and corporate social responsibility



Health and
safety

- Workplace safety and health
- Public health and safety

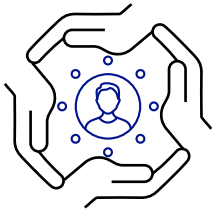


Our
people

- Employee well-being
- Diversity and equal opportunity
- Training and development
- Human and labour rights

Creating Safe Journeys and a Better Future for Our People, Patrons, and Communities

CREATING SAFE JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES



As a global multi-modal mobility operator, ComfortDelGro acknowledges the critical importance of engaging with diverse stakeholders, particularly customers and employees. With an increased focus on mental, physical and emotional well-being, we are dedicated to ensuring the safety and welfare of both customers and employees, aiming to enhance their mental, physical and emotional health through various initiatives. Through a variety of initiatives, we strive to deliver exceptional customer service and foster a culture of care and resilience across our operations worldwide.



Michael Sankey, Metroline Engineer of 50 years

HEALTH AND SAFETY

At ComfortDelGro, the health and safety of our employees and the communities we serve is a priority. Our proactive approach to health and safety includes rigorous workplace safety protocols and robust public health measures, ensuring the well-being of our workforce while safeguarding the communities we interact with daily. Through continuous improvement and adherence to best practices, we prioritise the protection of all stakeholders, reinforcing our dedication to a safe environment for everyone.

CREATING SAFE JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES

WORKPLACE SAFETY AND HEALTH

Our workforce forms the foundation of our operations and is critical to our operational success. As such, we are committed to a safety-first approach that extends beyond our employees to include the well-being of the wider public who engage with our services.



CDC NSW team celebrating Bus Safety Week

38%
decrease in Group work-related injuries rate year-on-year per 1,000,000 man-hours.

ComfortDelGro's Workplace Safety and Health (WSH) systems are in compliance with both the local regulatory requirements and recognised international safety standards, including ISO 45001 and ISO 9001. Majority of our Business Units in Singapore are bizSAFE Level 3 or higher, and have obtained the bizSAFE Partner certification, highlighting our efforts in actively involving and onboarding business partners including vendors and contractors into the bizSAFE programme. These provide a framework for us to establish processes that identify, assess and manage health and safety risks of all employees, vendors, contractors, and operators in the workplace, underscoring our belief that safety is a collective responsibility within our business ecosystem.

We actively engage in hazard identification and risk assessment processes on a regular basis to mitigate potential workplace risks. Thorough annual risk evaluations and independent physical checks are part of our approach to pre-emptively detect and address any risks that could negatively affect our workers. We also ensure that third-party suppliers and contractors are informed of our health and safety policies through Contractor Induction Packages, Supplier Agreements and Tender Documents prior to the commencement of any work. All operations undergo a due diligence process that ensures all third-party business partners are furnished with the necessary licences and documentation aligned with our standards and expectations.

We encourage employees and workers to report any work-related hazards without the fear of reprisal. Our Whistleblowing Policy protects employees against any negative consequences when they raise any hazardous or safety concerns. This supports our goal to instil a strong sense of health and safety culture within our organisation. Employees can report incidents or hazards to their supervisors, WSH committee representatives or anonymously through whistleblowing channels. For instance, our employees in Australia have access to a company mobile application and workplace kiosk for reporting of incidents, risks, and potential hazards.

In the event of an unsafe or dangerous work environment, employees are empowered to remove themselves from the situation. Our trained WSH representatives have full authority to issue stop-work notices in unsafe situations and implement necessary mitigation steps before work can resume. All incidents and breaches of WSH conduct are reported to management and investigated to determine causes and corrective actions required. These reports are analysed and assessed if they are consequences of systemic issues or if it can be addressed through additional training or modifications to procedures.

Our Initiatives

Across ComfortDelGro, a WSH Community of Practice (CoP) has been formed made up of WSH representatives from all Business Units. The WSH CoP meets quarterly to share best practices to harness the learnings on improving safety across our operations. In addition, SBS Transit and CDC Australia held exchange visits to the Australia and Singapore bus depots, sharing their practices and learnings on workplace safety and health. These exchanges provide each business with a fresh perspective, enhancing safety across both Business Units.

CREATING SAFE JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES



ComfortDelGro WSH Community of Practice Get-Together

In Singapore, SBS Transit established a Slips, Trips, and Falls Taskforce (STF TF) to raise awareness among employees on slip, trip, and fall hazards, primarily caused by personal negligence. STF TF conducted visits to Depots and Interchanges to gather ground-level feedback, providing guidance on enhancing STF prevention measures. SBS Transit hosted its second Safety Symposium themed “Leveraging Technologies and Partnerships with Our Business Partners”, encouraging active participation from business partners to boost safety awareness and workplace culture. The event saw the signing of three Memorandums of Understanding with business partners and presentation of the Safe Business Partner Award to recognise partner’s contribution to our collective safety.

SBS Transit also organised SHAPE, an annual flagship event dedicated to fostering a culture of safety and health among employees. The event integrates valuable insights from external speakers, including representatives from the Traffic Police, the WSH Council, the Health Promotion Board, and the Singapore Civil Defense Force (SCDF). Their expertise played a crucial role in promoting workplace safety and health, imparting essential knowledge and practices to the attendees.

Addressing Electric Vehicle (EV) safety, ComfortDelGro Taxi provided drivers training on EV hazard awareness, empowering drivers to act swiftly in the case of emergencies

and equipping them with knowledge on prevention of EV fires and recognising early signs of thermal runaway, such as overheating warnings. Monthly advisories are also dispatched to ComfortDelGro Taxi drivers, focusing on common accidents like side swipes, potential seasonal hazards, and safe driving tips. ComfortDelGro Taxi’s vendors are required to have a Method Statement and Risk Assessment reviewed and approved by our Safety Officers prior to any commencement of work.

CDGE established five dedicated WSH committees across service centres, led by a full-time certified safety officer. These committees conduct daily toolbox meetings, monthly committee meetings and ongoing training sessions to ensure that all staff are well-versed in best practices and emergency procedures. Regular workshop inspections were also conducted to minimise workplace incidents and promote the overall well-being of our workforce.

ComfortDelGro Bus reached a remarkable milestone of 60 million hours worked without a Lost Time Incident (LTI) for their customer, underscoring its unwavering commitment to Workplace Safety and Health. This significant achievement reflects the effectiveness of the business’ safety-centric initiatives such as Behaviour-Based Safety (BBS), Speak Out for Safety (SOS), and near-miss reporting.

In Australia, the Safety team launched campaigns during the year emphasising the prevention of overexertion and slips, trips, and falls. They also developed a Driver Ergonomic Exercises poster and video to encourage stretching and exercising for legs, shoulders, hips, knees, and lower back. A pocket-sized manual for drivers is available for reference between routes. In efforts to further reduce overexertion, our non-emergency patient transport business National Patient Transport (NPT) replaced its remaining manual stretchers with “powerload” stretchers by the end of 2024.

Metroline fully integrated GreenRoad across its fleet, enhancing vehicular safety through comprehensive telematics that track and improve driving behaviours. Coupled with Blink, an internal communication platform, drivers receive real-time safety scores, personalised tips, and updates, fostering a community-oriented safety culture. This integration led to significant improvements in safety scores and reductions in insurance costs. The company also extends WSH initiatives to contractors, customers, and suppliers, with measures such as Disclosure and Barring Service checks for employees, first aid training, and regular WSH meetings.

CREATING SAFE JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES

Across our China operations, all employees attend regular safety training sessions, with additional training provided to those in charge of safety management to enhance their expertise. During hot summer months, rotational breaks are enforced for outdoor workers. When temperatures rise above 39°C, work is stopped and cooling drinks and heatstroke prevention medicines are distributed. Additionally, to enhance our drivers' professional skills and service quality, our Chengdu Business Unit sends drivers for monthly safety driving and standardised service training courses, training 120 drivers in 2024.

Our performance and the way forward

In 2024, the Group recorded one fatal workplace incident in Singapore. A bus service operated by SBS Transit was involved in a traffic accident, colliding into a tree. Our Bus Captain succumbed to his injuries and the underlying cause of the accident is under investigation by the state coroner. Following the incident, SBS Transit shared previous accident cases to raise awareness among Bus Captains, enhanced training programmes, conducted stricter enforcement checks, and emphasised defensive driving skills.

In 2024, there were no high-consequence injuries reported across all operating jurisdictions. The overall Group's work-related injuries rate decreased year-on-year by 38% to 2.49 per 1,000,000 man-hours, compared to 4.03 in 2023. In

Singapore, work-related injuries rate reduced 50% from 2.26 in 2023 to 1.13. This rate is also lower than comparable published national industry statistics, attributed to numerous safety initiatives and campaigns aimed at reducing injury rates.

In Australia, work-related injuries rate decreased by 50% from a rate of 16.84 in 2023 to 8.41 in 2024. This is also below the national industry benchmark of 15.3. In 2023, majority of injuries were attributed to overexertion and strenuous movement-related hazards, resulting in a focus on physical hazard identification and enhancement of remediations to reduce the risk of slips, trips and falls within depots. Our subsequent efforts to address this resulted in a significant reduction in work-related injuries for 2024.

In the UK, work-related injuries rate decreased from 3.27 to 2.28, a 30% reduction from 2023. This is below the industry average of 2.7, due to additional safety efforts and engagements aimed to address and reduce the injury rate. China continued to maintain zero in accidents in 2024.

ComfortDelGro will continue to track the safety performance of each Business Unit, comparing it against published country industry benchmarks or sector averages. We will also continue to communicate our measures and expectations through training and education, to foster a safety culture.

GRI 403-9 Work-related Injuries

	FOR ALL EMPLOYEES	FOR WORKERS WHO ARE NOT EMPLOYEES BUT WHOSE WORK AND/OR WORKPLACE IS CONTROLLED BY THE ORGANISATION
Number of fatalities from work-related injuries	1	0
Number of high-consequence work-related injuries	0	0
Number of recordable work-related injuries	139	6
Main types of work-related injury	Slips, Trips and Falls, Over-Exertion / Strenuous Movements, Vehicle Accidents	
Number of hours worked	55,865,897	9,178,975

GRI 403-9 Rate of Work-related Injuries³⁴

	FOR ALL EMPLOYEES	FOR WORKERS WHO ARE NOT EMPLOYEES BUT WHOSE WORK AND/OR WORKPLACE IS CONTROLLED BY THE ORGANISATION
Rate of fatalities from work-related injuries	0.02	0
Rate of high-consequence work-related injuries	0	0
Rate of recordable work-related injuries	2.49	0.65

³⁴ The calculation for the rate of fatalities or high-consequence or recordable work-related injuries is based on the formula (number of fatalities or high-consequence or recordable work-related injuries / number of man hours worked) x 1,000,000.

CREATING SAFE JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES

Recordable Work-related Injuries by Regions

	2022		2023		2024	
	NUMBER	RATE	NUMBER	RATE	NUMBER	RATE
Singapore	100	2.96	76	2.26	40	1.13
Australia	92	11.79	134	16.84	75	8.41
UK & Europe	31	3.42	45	3.27	24	2.28
China	0	0	1	0.12	0	0.00

403-10 Work-related Ill Health

	FOR ALL EMPLOYEES	FOR WORKERS WHO ARE NOT EMPLOYEES BUT WHOSE WORK AND/OR WORKPLACE IS CONTROLLED BY THE ORGANISATION
Number of fatalities from work-related ill health	0	0
Number of recordable work-related ill health	23	0
Main types of work-related ill health	Psychological ill health	

SASB Standards Road Transportation TR-RO-320a.1 Workforce Conditions, Health & Safety

	TOTAL RECORDABLE INCIDENT RATE (TRIR) ³⁵	TOTAL FATALITY RATE ³⁶
Direct employees	0.50	0.004
Contract employees	0.13	0

35 The calculation for total recordable incident rate is based on the formula (total number of recordable incidents x 200,000) / number of man hours worked.

36 The calculation for total fatality rate is based on the formula (total number of fatalities x 200,000) / number of man hours worked.

CREATING SAFE JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES

PUBLIC HEALTH AND SAFETY

As a leading global transport service provider, our commitment is to deliver safe and reliable transportation solutions for everyone, with the well-being and safety of our passengers and customers at the forefront of our priorities. With advancements in technology, such as autonomous vehicles and enhanced safety systems, along with an increased focus on health due to global challenges like pandemics, the imperative to maintain rigorous safety standards has never been more critical. These trends encourage us to continuously innovate and adapt, ensuring that we meet and exceed the expectations of our stakeholders while safeguarding the communities we serve.

As a public transport operator, we cultivate a culture of safety-first thinking that not only encompasses our commuters and customers but also extends to all road users. Through programmes, we aim to promote transport safety amongst our stakeholders and equip them with the knowledge necessary to respond to various situations. Digital systems are also deployed in our services to assist in identifying potential safety hazards to support our operations.

Our Initiatives

One such initiative is SBS Transit's development of DriveSafe+, a vision-based detection system which uses wide-angle field-of-view cameras and AI video analytics to detect potential hazards from all directions including blind spots, and dynamically adjusts detection zones based on motion. It provides a straightforward display interface with audio alerts, simplifying communication and promoting defensive driving.

In tandem with this, SBS Transit introduced high-definition digital mirrors that minimise glare and expand the Bus Captains' field of view, allowing them to effectively monitor their blind spots. Buses also feature built-in Collision Warning & Emergency Brake which automatically initiates braking if the driver fails to respond in time, and a blinker light sensor system to alerts drivers of approaching buses when reversing out of parking spaces. Complementing these efforts, SBS Transit uses the iSMART Mixed Reality training simulator to enable Bus Captains to refine their responses to safety-related incidents and improve customer service skills.



National Patient Transport (NPT), a non-emergency patient transport service arm in Australia

Upholding health facilities and support services, our Singapore operations, including SBS Transit's bus interchanges, bus terminals and train stations, are fitted with first aid kits and Automated External Defibrillators (AEDs) for quick access during life-threatening emergencies. Since 2021, some of our taxis and private bus fleet have also been equipped with AEDs, enabling drivers to act as first responders in medical emergencies. In 2024, SBS Transit Bus became the first public bus operator to launch the AED-on-Buses programme. This initiative, aimed at strengthening community first-response efforts, involves 56 SBS Transit vehicles serving industrial regions and areas with a significant elderly population.

SBS Transit also collaborates with various local authorities to facilitate realistic emergency preparedness exercises to familiarise members of the public and employees with the appropriate response during emergencies. These include exercises simulating power outage, train fault, and terror attacks. In 2024, SBS Transit conducted its first emergency drill in train tunnel simulating a train breakdown, with 40 students and teachers participating from local school.

In collaboration with the Traffic Police (TP), ComfortDelGro Taxi launched seat belt awareness initiatives, including reminders on the Zig Booking App, and promoted the "Buckle Your Seat Belt" campaign on social media during the year-end festive seasons. ComfortDelGro Taxi also hosted talks with TP to raise road safety awareness among the taxi drivers, providing a platform for dialogue on safety concerns. The

CREATING SAFE JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES

partnership was complemented with participation in TP's "Anti-Drink Drive" Campaign launch, and joint effort in the ComfortDelGro Taxi Carnival, aimed at enhancing road safety education for all road users.

In our other Singapore operations, ComfortDelGro Engineering established dedicated emergency response teams at all of its five service centres island-wide. These teams are trained to handle various emergency situations, ensuring the safety of both customers and employees. As we implement rigorous safety protocols and best practices, it fosters a secure environment where timely and effective response to emergencies can be executed. At ComfortDelGro Driving Centre, additional pedestrian barriers have been installed to better manage pedestrian traffic and unauthorised access to the training circuit. Road markings and visual warning indicators in the training circuit are also repainted regularly to maintain visibility.

CDC Australia deployed an updated roadside breakdown training. This training was developed to support a standardised approach to roadside breakdowns across the business. It aims to improve response times, enhance safety protocols, and ensure that passengers receive uniform and reliable assistance. The team released an updated

Drug and Alcohol Policy as part of a broader effort to enhance public safety and ensure compliance with safety standards.

Situational Awareness Trainings were also conducted to address road hazards and safe driving practices, guided by the S.P.A.C.E acronym:



SBS Transit Rail Safety Symposium

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In the UK, Metroline collaborated with Transport for London to spearhead a project to implement Fatigue Detection Technology across our fleet of 90 buses at the Edgware garage. This initiative aims to alert drivers and managers to any fatigue events, enhancing safety. Currently, 40 vehicles have been fitted with the FDT system, and data collection is underway to enable continuous improvements. In a move to improve driver visibility and road safety, buses at the Cricklewood and Brentford Garages are equipped with advanced Camera Monitoring Systems, with driver training completed.

Our performance and the way forward

In 2024, there were no incidences of non-compliance with regulations or voluntary codes pertaining to health and safety impacts of products and services, resulting in any fines, penalties or warnings. We continue to track and monitor our road accidents and incidents and strive to continue contributing to safety for all road users.

GRI 416-1 Assessment of the Health and Safety Impacts of Product and Service Categories

	SINGAPORE	AUSTRALIA	UK & EUROPE	CHINA
Percentage of significant product and service categories which health and safety impacts are assessed for improvement	100%	100%	100%	100%

GRI 416-2 Incidents of Non-compliance Concerning the Health and Safety Impacts of Products and Services

	2022	2023	2024
Incidents of non-compliance with regulations resulting in fine or penalty	0	0	0
Incidents of non-compliance with regulations in a warning	0	0	0
Incidents of non-compliance with voluntary codes	0	0	0

SASB Standards Road Transportation TR-RO-540a.1 Accident & Safety Management

	SINGAPORE	AUSTRALIA	UK & EUROPE	CHINA	TOTAL
Aggregate number of road accidents and incident	7,008	3,624	700	2,926	14,258

CREATING SAFE JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES

EMPLOYEE ENGAGEMENT AND WELL-BEING

Our people and talent pool are essential to our business, growth and success. Employees form the core to deliver consistent quality service and enable us to connect to our communities. We uphold fair labour and human rights practices in our operations, with a focus on professional development, employee engagement and enhancement of our employees' skills.

Promoting the well-being of our employees is one of ComfortDelGro's priorities. Achieving work-life balance helps to foster a healthy work environment and is critical to our success as a global transport provider. We believe that employees with a strong sense of well-being are more creative and productive, in turn creating a sustainable and positive organisational culture. Through various initiatives, training programs and engagement activities, we support our employees' mental and physical health.

Our Group Human Resources team is dedicated to enhancing the physical and mental well-being of our employees through a variety of programs. Throughout the year, we organised a series of programs aimed at improving employee well-being, including webinars and activities focused on stress management, encouraging employees to monitor the well-being of their colleagues for early intervention if they detect any issues.

We ensure employees feel comfortable reporting any safety and well-being concerns, no matter how trivial they might be. We further encourage our employees to have a clear understanding of what is expected of them and to share their career goals, aspirations and areas in which they wish

CREATING SAFE JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES

to upskill. We are continuously working on programmes for our workforce in new and critical areas such as sustainability transition, unconscious bias, and diversity training whilst supporting flexible work arrangement; and providing an array of leave benefits such as annual leave, parental leave, elder care leave as well as childcare leave to support our employees who are caregivers and parents.

● Celebrating Dedication, Driving Impact

At ComfortDelGro, our people are the driving force behind our success. The Passion Awards recognise employees who go above and beyond to create a better, more resilient workplace, contributing meaningfully to our organisation and the communities we serve. This year, we embraced a more inclusive and accessible approach to the nomination process. Traditionally led by management, nominations were opened to all employees – from peers and colleagues to team leaders and managers. A broader and more diverse range of stories from across our workforce and get a first-hand perspective on the people who exemplify our values every day.

The response was overwhelming. We received close to 200 nominations – a fivefold increase from the previous year – reflecting the deep engagement and appreciation employees have for one another.

From a pool of 21 finalists, two employees were honoured for their outstanding contributions to community impact, reinforcing our commitment to driving positive impact. The Passion Award embodies our belief that when we recognise and empower our people, we extend the culture of engagement and well-being beyond our workplace and into the communities we serve.



Passion Award Finalists

Our Initiatives

Employee well-being in Singapore

Our commitment to employee wellness is evident in the array of programs offered:

1. Physical Health Wellness (webinars)

- Ageing Gracefully and Powerful Antioxidants for Immune Health: This webinar, tied to International Women's Day, explores the impact of antioxidants on immune health and how to age gracefully.
- Virtual Supermarket Tour – The Truth About Processed Foods: An informative session guiding employees through understanding the effects of processed foods on health.
- Loving Your Heart – Nutrition & Cardiovascular Disease: In conjunction with International Men's Day, this webinar focuses on the relationship between nutrition and cardiovascular health.
- Non-Fasting Health Screening: In partnership with National Transport Workers Union (NTWU) and Health Promotion Board (HPB), this initiative offers health screenings for our employees. Health coaches provide personalised education based on screening results to promote healthier lifestyles

2. Mental Health Wellness (webinars)

- Pillars of Self-Care – Mental Well-being Coping Tools: This webinar provides employees with practical tools to enhance their mental well-being and self-care practices.

3. Staff Engagement Events

- Continuing the practice from previous years, we held events such as the ComfortDelGro Wellness Day and Corporate BBQ Team Bonding Night to strengthen team bonds and enhance employee engagement.



Passion Award Special Mention Liu ChengGang

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SBS Transit MoU with NTUC to adopt UPlay

SBS Transit signed a Memorandum of Understanding (MoU) with the NTUC Club to be one of the first adopters of UPlay, an innovative one-stop platform that offers a 'phygital' (physical and digital) concierge of curatorial recreation experiences to enhance the social well-being of our employees. With UPlay, employees will now have access to a wide array of fun and engaging experiences that they can enjoy together with their family and friends. With this MoU, we believe that it will enable us to promote well-being by combining work and play. Our partnership with NTUC Club will provide our employees with opportunities to relax, recharge and explore their interests outside of work, allowing them to thrive both personally and professionally.

Managing psychosocial health in our Australia operations

In Australia, CDC developed an integrated, organisation-wide approach to psychological risk and mental health - the Healthy Minds Work programme. The programme devised strategies to reduce the risk of psychosocial hazards amongst employees following a comprehensive assessment of all psychosocial workplace hazards and historical mental health claims that utilised existing information such as a workforce survey data, Employee Assistance Programme (EAP) Usage, compensation claims usage and absentee reports. Employee feedback was collated via surveys and interviews in partnership with Productivity Matters, ensuring that employees were able to provide feedback independent of language and literacy barriers.

Well-being in our UK operations

In our UK operations, an Employee Assistance Programme is available to all employees and their dependents, featuring 24-hour counselling and information services. In collaboration with MIND, a mental health charity, trainings and informative booklets on mental health were provided for employees, including contact details and external support. Furthermore, six employees were appointed Well-being Ambassadors and underwent a full day training which covered:

- Engage: How to effectively engage with different people in well-being
- Educate: How to effectively signpost people to enhance their own well-being
- Empower: How to create cultures, communities and environments for themselves and others to thrive

Commitment to employee health and well-being in China

ComfortDelGro China has consistently prioritised the health and well-being of its employees, and this commitment is evident in the company's regular organisation of annual physical examinations. This serves as a proactive measure to detect potential health issues among employees, thus fostering a healthier workforce.

Our Jilin Business Unit, in collaboration with a local hospital, organised a free medical consultation event for drivers. This initiative allowed them to seek consultations on a range of medical issues, including neurosurgery, dermatology, cardiology, nephrology, and gastroenterology, at no cost, highlighting our unwavering focus to ensure that employees have access to essential medical services.

Further emphasising our dedication to employee welfare, during traditional Chinese festivals such as the Dragon Boat Festival and the Mid-Autumn Festival, the Chengdu Business Unit extends its support to drivers from disadvantaged families. This initiative provided festival gifts and free mental health counselling services to families for the past 20 years, demonstrating our lasting commitment to care for our employees.

Our performance and the way forward

Our Employee Engagement Survey³⁷ revealed our employees' confidence in the integrity of the company and concern for their safety. The survey saw an increase in engagement score to 70%, up from 65% in 2023, with 86% of the employees indicating that their career experiences have met or exceeded their expectations. Furthermore, 76% of employees reported that their people managers have positively impacted their work life, surpassing the industry benchmark of 65%.

The Employee Engagement Survey reaffirmed ComfortDelGro's top four strengths:

1. Performance Accountability
2. Work Environment
3. Job Satisfaction
4. Autonomy and Empowerment

37 The following data currently only reflects ComfortDelGro's Singapore operations. We are working towards collating and improving our data processes in operations outside of Singapore to expand our reporting scope in the future.

CREATING SAFE JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES

Additional insights from the survey indicated that 78% of employees are happy at their jobs, and 74% find their workload stress manageable. These findings underscore our ongoing initiatives to ensure employee well-being and satisfaction, such as flexible work arrangements, comprehensive leave benefits, and opportunities for career development and upskilling. By continuously working on programs in critical areas such as sustainability transition, non-conscious bias, and diversity training, ComfortDelGro reaffirms its dedication to creating a work environment where employees feel supported, valued, and motivated.

ComfortDelGro will continue to place employee well-being at the forefront of its employee engagement initiatives, aiming to reach and maintain an overall engagement score of 75%. We will also continue to keep voluntary turnover rate below 16%, benchmarked against the transportation sector's turnover rate.

SASB Standards Road Transportation TR-RO-320a.2 Workforce Conditions, Health & Safety

	2023	2024
Voluntary turnover rate	9.84%	9.83%
Involuntary turnover rate ³⁸	4.55%	7.26%

GRI 401-1 New Employees and Employee Turnover³⁹

SINGAPORE	2022	2023	2024	% CHANGE FROM 2023
Total number of employees	12,744	12,910	12,464	-3.5%
Total new hires	2,054	1,641	2,048	24.8%
New hires (%)	16.1%	12.7%	16.4%	-
Total turnover	2,014	1,169	1,066	-8.8%
Total turnover (%)	15.8%	9.1%	8.4%	-

AUSTRALIA	2022	2023	2024	% CHANGE FROM 2023
Total number of employees	4,000	3,574	4,480	25.3%
Total new hires	1,398	1,227	745	-39.3%
New hires (%)	35.0%	34.3%	16.6%	-
Total turnover	1,337	557	601	7.9%
Total turnover (%)	33.4%	14.7%	14.9%	-

UK & EUROPE	2022	2023	2024	% CHANGE FROM 2023
Total number of employees	5,011	5,003	5,804	16.0%
Total new hires	366	568	971	71.0%
New hires (%)	7.3%	11.4%	16.7%	-
Total turnover	682	445	571	28.3%
Total turnover (%)	13.6%	8.9%	10.6%	-

CHINA	2022	2023	2024	% CHANGE FROM 2023
Total number of employees	580	564	511	-9.4%
Total new hires	13	10	5	-50.0%
New hires (%)	2.2%	1.8%	1.0%	-
Total turnover	113	22	22	0%
Total turnover (%)	19.5%	3.8%	4.1%	-

MALAYSIA	2022	2023	2024	% CHANGE FROM 2023
Total number of employees	41	41	41	0%
Total new hires	5	4	4	0%
New hires (%)	12.2%	9.8%	9.8%	-
Total turnover	4	3	0	-100.0%
Total turnover (%)	9.8%	7.3%	0%	-

³⁸ The increase in involuntary turnover rate from 2023 to 2024 is attributed to the handover of SBS Transit's Jurong West bus package in September 2024.

³⁹ The calculation for employee turnover rate is based on the formula (Number of turnover / Average headcount), where Average headcount = (Current year headcount + Previous year headcount) / 2.

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GRI 401-1 New Employee Hires and Turnover by Gender

	CURRENT EMPLOYEES	NUMBER OF NEW HIRES	RATE OF NEW HIRES	NUMBER OF TURNOVERS	RATE OF TURNOVER
Male	19,769	3,112	15.7%	1,815	9.3%
Female	3,531	661	18.7%	445	13.0%

GRI 401-1 New Employee Hires and Turnover by Age

	CURRENT EMPLOYEES	NUMBER OF NEW HIRES	RATE OF NEW HIRES	NUMBER OF TURNOVERS	RATE OF TURNOVER
<30 years old	1,882	856	45.5%	347	19.8%
30-50 years old	11,014	1,880	17.1%	1,141	10.5%
>50 years old	10,404	1,037	10.0%	772	7.4%
Total	23,300	3,773	16.2%	2,260	9.8%

GRI 401-3 Parental Leave⁴⁰

	MALE	FEMALE
Total number of employees that were entitled to parental leave	11,957	2,534
Total number of employees that took parental leave	428	149
Total number of employees that returned to work in the reporting period after parental leave ended	426	136
Return to work rate of employees that took parental leave	99.5%	91.3%
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work	235	124

40 As 2024 marks our inaugural year of tracking parental leave disclosures, we will refine our definitions and anticipate commencing reporting on our retention rate in future years.

CREATING SAFE JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES

DIVERSITY AND EQUAL OPPORTUNITY

We acknowledge the advantages a diverse and inclusive workforce bring – fostering insightful discussions with a diverse range of perspectives, gaining a deeper understanding of our stakeholders' needs, and building a stronger, more resilient organisation capable of making well-informed decisions. As such, diversity and equal opportunity are important to at ComfortDelGro.

Central to our approach of managing diversity and equal opportunity is our unwavering zero-tolerance stance on discrimination. In 2022, we took significant steps by revising and updating our Group-wide **Diversity, Equity and Inclusion (DEI) Policy**, reinforcing our commitment to create a workplace with equal opportunities. As a measure to ingrain diversity within our culture, employees attend a DEI Policy

awareness training to enhance their knowledge and deepen the understanding of their responsibilities. All employees are also required to read and acknowledge our DEI policy, which is included in our annual employee declaration⁴¹.

Embedding inclusivity and fair practices and diversity within our culture, culture, our Singapore Business Units are proud corporate signatories of the Tripartite Alliance of Fair and Progressive Employment Practices (TAFEP). Across our overseas Business Units, we strictly adhere to and comply with all relevant regulations and key employment practices. We recognise and respect our employees' right to join and be represented by the labour unions. Additionally, we ensure that all our employees have equal access to training and development opportunities tailored to their interests, strengths and capabilities.



Euphema Wallace, Metroline driver at Cricklewood

As the only female Metroline's driver and pre-service instructors for the London Olympics in 2012, Euphema's passion for her job and her commitment to making bus travel more accessible have not gone unnoticed. She was also recognised as the Accessibility Champion at the 2013 London Bus Awards. Her proactive efforts in understand and address the challenges faced by elderly and disabled passengers have ensured that buses remain a reliable and inclusive mode of transport.

Throughout her journey, Euphema has been shaped by the invaluable mentorship, the camaraderie of colleagues who have become like family, and the unwavering support of her loved ones. These relationships have made her role not just a job, but a source of joy and fulfilment.

⁴¹ Our frontline drivers are exempted from this annual exercise due to the nature of their work.

CREATING SAFE JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES

We have adopted the Tripartite Guidelines on Fair Employment Practices issued by the Tripartite Alliance, where we:

1. Recruit and select employees based on merit such as skills, experience, or ability to perform the job, regardless of age, race, gender, religion, marital status and family responsibilities, or disability.
2. Treat employees fairly with respect, and implement progressive human resource management systems.
3. Provide employees with equal opportunity to be considered for training and development based on their strengths and needs to help them achieve their full potential.
4. Reward employees fairly based on their abilities, performances, contributions and experiences.
5. Abide by labour laws and adopt the Tripartite Guidelines on Fair Employment Practices.

Aligned with our guidelines and policies to enhance diversity and equal opportunity, we strive to recruit individuals who mirror the diversity of society, valuing both their individual and collective contributions. ComfortDelGro is committed to maintain a fair and supportive working environment for all employees, regardless of gender, age, marital status, sexual orientation, disability, ethnic or national origin, religion, and affiliation to any political party or trade union. Our recruitment and selection practices focus on assessing candidates based on their knowledge, skills, and abilities (KSAs), ensuring compensation is aligned with job scope and responsibilities.

Our remuneration policies reflect our dedication to equality and fairness, where compensation is determined by factors such as ability, performance, contribution, skills, knowledge and experience. We periodically benchmark our remuneration packages against established market indicators to ensure fair compensation and to remain competitive in attracting top talent. All key employment terms are clearly outlined in employment contracts, with employees proving written acknowledgement.



Shi Ailing, SBS Transit Bus Captain of 7 years

Ailing's journey with SBS Transit Ltd began in 2018, but her experience behind the wheel spans an impressive 26 years, starting back in China. Driven by the need to craft a better future for her family, she embraced the driver's seat early in life. When the opportunity to become a Bus Captain overseas came knocking, she took a leap of faith and moved to Singapore.

The beginning was hardly smooth, with Ailing facing initial resistance from her family on her decision to relocate to Singapore. Yet her determination won them over. This year marks her 13th year navigating the city's roads, and together with her husband, who is also a Bus Captain, Ailing has built a balanced and stable life here with their child. At work, Ailing thrives in an environment where camaraderie is strong and encouragement flows freely. Among her colleagues, she finds not just peers but allies, each spurring the other to strive for service excellence.

CREATING SAFE JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES

Our Initiatives

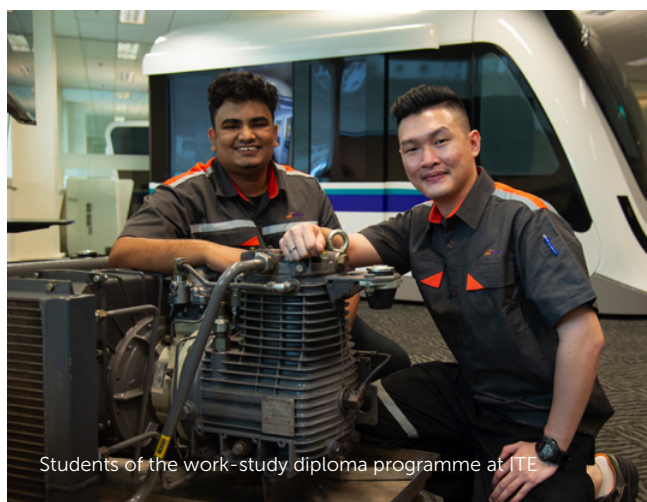
In conjunction with these efforts towards inclusivity, ComfortDelGro is also focusing on Awareness and Celebration initiatives to promote gender diversity and inclusivity. To commemorate International Women's Day, ComfortDelGro hosted a fireside chat with the President of United Women Singapore, discussing cycles of prejudice in workplace, and actionable steps to foster inclusivity regardless of gender. The celebration was also marked by the distribution of honey sourced from HoneySpree, an organisation which supports underprivileged stay-at-home mums, to spread awareness of the invaluable contributions women make across various occupations worldwide.

SBS Transit partnered with the Institute of Technical Education (ITE), SIM People Development Fund (SIMPDF), and SG Enable to launch the Enabling Pathway Programme (EPP), aimed at enhancing job prospects for engineering students with disabilities. The initiative offers six- to nine-month internships to up to 10 ITE students annually, focusing on technical roles in high-growth industries. Beyond practical work experience, the program supports career development by allowing students to pursue a work-study diploma in land transport engineering, with course fees fully covered by SBS Transit, and provides additional financial support from SIMPDF. In 2024, SBS Transit hired 36 people with disabilities, up from 26 in 2023, and plans to continue hiring in areas of work such as bus and rail maintenance.



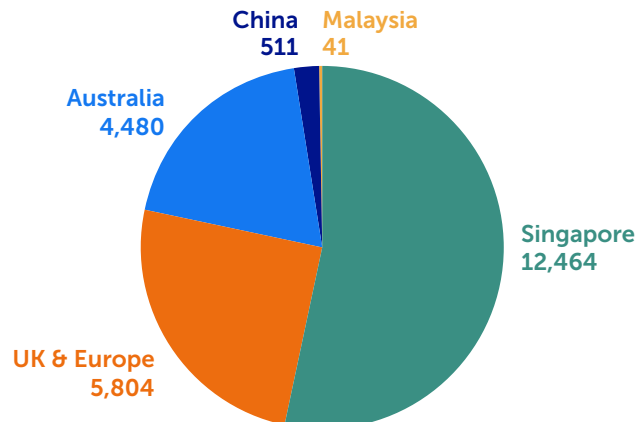
Social enterprise HoneySpree for International Women's Day

CREATING SAFE JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES



Students of the work-study diploma programme at ITE

TOTAL EMPLOYEES REGIONALLY



Our performance and the way forward

In 2024, we did not receive any formal complaints of workplace discrimination cases. We set and achieved a Board target of 30% female directorship, above the Board Diversity Council target of at least 25% females on the Board by 2025, with at least two female Directors on each of the Board Committees.

We remain committed to supporting the United Nations (UN) Women's Empowerment Principles by implementing gender equality initiatives and advocating gender diversity at the Board level. We believe that having a Board composed of individuals with diverse talents and backgrounds allows us to draw from a broad spectrum of perspectives, enhancing our organisational strategies, discussions, and solutions.



Fireside chat with President of United Women Singa

GRI 2-7 Number of Permanent Employees

SASB Standards Road Transportation TR-RO-000.C Number of Permanent Employees

	MALE	FEMALE	TOTAL
Full Time	16,919	3,108	20,027
Part Time	903	252	1,155

GRI 2-7 Number of Contract Employees

SASB Standards Road Transportation TR-RO-000.C Number of Contract Employees

	MALE	FEMALE	TOTAL
Full Time	1,947	171	2,118
Part Time	-	-	-

GRI 2-7 Number of Temporary Employees

SASB Standards Road Transportation TR-RO-000.C Number of Temporary Employees

	MALE	FEMALE	TOTAL
Temporary Headcount	2,956	1,006	3,962

CREATING SAFE JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES

GRI 405-1 Diversity of Employees Per Employee Category by Gender

	MALE	FEMALE	TOTAL
Number of senior management	195	57	252
Percentage	77.4%	22.6%	100.0%
Number of management	666	309	975
Percentage	68.3%	31.7%	100.0%
Number of professionals	2,070	1,107	3,177
Percentage	65.2%	34.8%	100.0%
Number of non-executives	16,838	2,058	18,896
Percentage	89.1%	10.9%	100.0%
Total	19,769	3,531	23,300
Percentage	84.8%	15.2%	100.0%

GRI 405-1 Diversity of Employees Per Employee Category by Age

	<30 YEARS OLD	30-50 YEARS OLD	>50 YEARS OLD	TOTAL
Number of senior management	–	89	163	252
Percentage	0.0%	35.3%	64.7%	100.0%
Number of management	32	555	388	975
Percentage	3.3%	56.9%	39.8%	100.0%
Number of professionals	428	1,696	1,053	3,177
Percentage	13.5%	53.4%	33.1%	100.0%
Number of non-executives	1,422	8,674	8,800	18,896
Percentage	7.5%	45.9%	46.6%	100.0%
Total	1,882	11,014	10,404	23,300
Percentage	8.0%	47.3%	44.7%	100.0%

Diversity of Employees in Science, Technology, Engineering & Management (STEM) related Positions

	2024
Number of female employees in STEM-related positions	335
Number of male employees in STEM-related positions	2,337
Percentage of female employees in STEM-related positions	12.54%

Diversity in Management Positions in Revenue-generating Functions⁴²

	2024
Number of female employees in management positions in revenue-generating functions	59
Number of male employees in management positions in revenue-generating functions	287
Share of women in management positions in revenue-generating functions	17.05%

⁴² Management Positions in Revenue-generating Functions refer to roles that have profit and loss responsibility in departments that contribute directly to the output of products or services, such as sales. It excludes support functions such as human resources, information technology, and legal.

CREATING SAFE JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES

Open Positions Filled by Internal Candidates by Employee Category

	AGE GROUP	OPEN POSITIONS FILLED BY INTERNAL CANDIDATES		TOTAL OPEN POSITIONS	% OPEN POSITIONS FILLED BY INTERNAL CANDIDATES
		MALE	FEMALE		
Senior Management	<30	–	–	32	43.75%
	30-50	8	1		
	>50	1	4		
Management	<30	4	2	204	46.08%
	30-50	34	17		
	>50	33	4		
Professional	<30	11	21	405	31.11%
	30-50	46	35		
	>50	6	7		
Non-Executive	<30	9	7	2,236	5.72%
	30-50	55	25		
	>50	15	17		

GRI 405-2 Ratio of Basic Salary and Remuneration of Women to Men by Employee Category

	FEMALE	MALE	RATIO
Senior Management	170,562	186,000	0.92
Management	87,852	97,980	0.90
Professional	53,262	53,688	0.99
Non-executive	32,070	30,084	1.07

GRI 2-21 Ratio of Annual Total Compensation⁴³

	2022	2023	2024
Annual total compensation of organisation's highest paid individual	S\$2,679,201	S\$2,651,988	S\$2,952,089
Median annual total compensation for all employees (excluding the highest-paid individual)	S\$66,070	S\$70,295	\$72,136
Ratio of highest paid : median value	40.6	37.7	40.9

GRI 2-21 Ratio of Increase in Annual Compensation

	2024
Percentage increase in annual compensation for organisation's highest paid individual	11.32%
Median percentage increase in annual compensation for all employees (excluding the highest-paid individual)	2.62%
Ratio of percentage increase in highest paid : median value	4.32

Variable Performance-based Component to Pay by Employee Category

	NUMBER ELIGIBLE FOR VARIABLE PERFORMANCE-BASED COMPONENT TO PAY	PERCENTAGE ELIGIBLE FOR VARIABLE PERFORMANCE-BASED COMPONENT TO PAY
Senior Management	233	92.46%
Management	653	66.97%
Professional	1,109	34.91%
Non-Executive	8,888	47.04%

⁴³ The ratios comparing compensation of highest paid individual to median compensation currently only reflects ComfortDelGro's Singapore operations. We are working towards collating and improving our data processes in operations outside of Singapore to expand our reporting scope in the future.

CREATING SAFE JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES

TRAINING AND DEVELOPMENT

In a rapidly evolving environment and competitive talent market, enhancing the skills and professional growth of our employees is critical for ComfortDelGro to maintain a competitive edge by offering our employees a long and rewarding career. Our goal is to support our employees' growth and career aspirations, which in turn, contributes to our organisational success

Emerging trends such as digital transformation, the rise of hybrid work models, and the growing focus on sustainability and green skills underscore the importance of continuous learning and agility. In prioritising training, we strive to equip our workforce with the tools and knowledge needed to navigate these changes and seize new opportunities.

Our performance management system is designed to monitor and evaluate our employees' performance through methodically measurable standards, ensuring a comprehensive approach to their professional development. This system encompasses of annual performance review and human capital metrics such as employee learning hours, training types and development goals, integrating formal processes, regular feedback, and the identification of training and development needs. Key components include:

1. Establish clear, measurable standards for evaluating job performance.
2. Regularly review of evaluation criteria to prevent discrimination.
3. Document and retain all performance reviews for a minimum of one year.
4. Implement an internal appeal process to address any questions or concerns employees may have about their appraisals.
5. Active communication on job posting and training opportunities to all eligible employees to encourage growth and career advancement.

All employees participate in an annual performance and career development review, where employees and their Reporting Managers jointly assess their competencies, achievements, and goals. Through the review, employees' performances are consolidated, highlighting areas for improvement and identifying potential employees for further development. Internal appeal processes are also set up to address questions or concerns on our employees' appraisals, ensuring transparency and fairness.

ComfortDelGro is dedicated to nurturing and developing leadership, soft skills and technical knowledge of our employees by offering a variety of virtual and in-person training programmes. Our training programmes are meticulously designed, developed and refined to address both current and future learning needs. We communicate posting and training opportunities to all eligible employees,

encouraging their growth and career aspirations. Trainings for our employees include coaching sessions with managers, buddy system, peer learning, online courses, and practical on-the-job experiences such as job rotation, cross-department projects, and more personalised learning experiences.

Annually, we conduct learning needs analysis with key business leaders to pinpoint potential learning and performance gaps and opportunities. Feedback is collected and necessary adjustments to training programme are made to enhance their effectiveness. As part of our succession planning efforts, we also offer Individual Development Plans to identify and prepare our talents for business and leadership roles. We believe that we are paving the way for a more engaged, motivated, and high-performing workforce through investing in the skills and knowledge of our leaders.

ComfortDelGro acknowledges that a skilled and dedicated workforce is crucial for business growth and competitiveness in an ever-evolving environment. Our Nominating and Remuneration Committee plays a vital role in retaining talented employees by managing the Group's remuneration policies. They oversee the Board and the performance of the Board and the committee in managing the organisation's economic, environmental, and social impacts.

ComfortDelGro monitors on Senior Management compensation to drive positive outcomes for all stakeholders while appropriately rewarding our executives' tenure. We also conduct annual reviews of our remuneration policies, engaging external consultant to conduct studies to benchmark the total compensation of our talents and senior staff.

ESG considerations are now a key component of Senior Management compensation, with ESG targets comprising 25% of their annual Balance Scorecard (BSC) performance, and 20% of the long-term Employee Shares Award Scheme (ESAS). This integration fosters accountability for achieving positive ESG outcomes that benefit both our shareholders and stakeholders.



ComfortDelGro biennial Global Townhall 2024

CREATING SAFE JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES

Our Initiatives

Recognising the pivotal role that effective performance management plays in employee development and organisational success, comprehensive briefing sessions were designed for Heads of Departments and Reporting Managers. These sessions ensure that leaders are well-versed in the performance management process. In equipping leaders with sound performance management knowledge, we aim to create a consistent and fair appraisal environment that aligns with the company's values and objectives. A series of regular refresher training programmes are designed to further enhance the skills in performance management, focusing on two critical areas:

- **Appraisal Conversations:** Leaders receive guidance on how to effectively conduct appraisal conversations, ensuring these discussions are constructive, transparent, and aimed at fostering employee growth. This training emphasises the importance of providing balanced feedback, recognising achievements, and identifying areas for development.
- **Career Development Conversations:** In parallel, leaders are trained on how to facilitate meaningful career development conversations. These sessions are designed to help leaders support employees in aligning their career aspirations with organisational goals, thereby fostering a culture of continuous learning and development.

In 2024, Group Human Resources introduced new mandatory courses on LinkedIn Learning, equipping our employees with essential skills in areas such as cybersecurity, data analytics, generative artificial intelligence, and digitalisation. On top of the new courses, new features include new in-platform Professional Certificates from trusted certificate providers such as Microsoft, Adobe and ServiceNow, as well as LinkedIn Learning Daily, a new mobile feature to help employees learn on the go.



Our subsidiaries have also established programmes that contributes to the upskilling of the mobility sector as a whole. SBS Transit established the Bus Captain Training and Certification Centre in collaboration with the Technical University of Munich Asia to create a training programme for senior bus captains. SBS Transit further partnered with the Institute for Adult Learning and NTUC LearningHub to launch a training programme at the Singapore University of Social Sciences. With the completion of the training programmes, our senior bus captains will become certified trainers and facilitators, providing a clear pathway for career progression, including the option to become driving instructors.

In view of the transition towards a low-carbon economy, ComfortDelGro Engineering jointly developed the National EV Specialist Safety (NESS) Certification Course with TÜV SÜD PSB to upskill automotive technicians on the safe handling of high voltage systems in electric and hybrid vehicles. The training programme serves to train technicians to be future-ready as the adoption of cleaner energy vehicles increases.

CREATING SAFE JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES

Our performance and the way forward

In 2024, ComfortDelGro's average training hours per employee was 71.6, a 36% increase from 52.8 hours in 2023. This is due to our investment into training our employees, as well as a continuous refinement of our methodologies since 2023 where we adjusted the parameters of our training hours to include internal training courses, conferences, and academic learning sponsored by the company.

We will continue to invest in the upskilling and training of our employees across all operating regions to enhance their adaptability to the changing economy. We aim to maintain an annual average training target of 40 hours per employee per year.



TOTAL COST OF TRAINING HOURS PROVIDED TO EMPLOYEES IN 2024

S\$6,473,751

GRI 404-1 Average Training Hours per year by Gender

	FEMALE	MALE	TOTAL
Total number of employees	3,531	19,769	23,300
Total number of training hours	208,479	1,460,650	1,669,129
Average training hours per employee	59.0	73.9	71.6

GRI 404-1 Average Training Hours per year by Employee Category

	SENIOR MANAGEMENT	MANAGEMENT	PROFESSIONALS	NON-EXECUTIVES	TOTAL
Total number of employees	252	975	3,177	18,896	23,300
Total number of training hours	3,786	26,548	94,405	1,544,390	1,669,129
Average training hours	15.0	27.2	29.7	81.7	71.6

GRI 404-1 Average Training Hours per year by Gender

	2022	2023	2024
Average training hour per employee	22.1	52.8	71.6

Cost of Employee Training Hours

	2024
Total cost of training hours provided to employees	S\$6,473,751

CREATING SAFE JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES

HUMAN AND LABOUR RIGHTS

ComfortDelGro recognises the critical importance of upholding human and labour rights throughout our value chain, especially in the face of increased regulatory scrutiny, evolving workforce expectations, and the growing emphasis on ethical business practices. Prioritising human and labour rights as fundamental ethical imperatives, we are committed to full compliance with all relevant policies and regulations by implementing robust measures and policies designed to eliminate unethical labour practices within our organisation and our broader supply chain.

ComfortDelGro is steadfast in its commitment to uphold fair labour practices and human rights, adopting a stringent zero-tolerance approach to any violations. To reinforce this commitment, we implemented a comprehensive [Human Rights Policy](#), outlining the actions and measures we take to protect employee rights across all operations. This policy underscores our dedication to fair employment practices, ethical labour standards, freedom of association, the right to collective bargaining, safe working conditions, as well as diversity and inclusion.

Our commitment is guided by the Universal Declaration of Human Rights and the United Nations Global Compact's Principles on Human Rights, influencing both our employment practices and workplace safety and health standards. In addition, our procurement processes require our suppliers to uphold human rights and ethical employment practices. Annually, we conduct a Groupwide Human Rights Assessment, where all Business Units reaffirmed their continued compliance with local regulations and human rights best practices. Each Business Units' assessment was endorsed by the top management, ensuring accountability at the highest levels.

We have established an internal formal grievance mechanism, providing a structured framework for employees to report any potential cases of human or labour rights violations. Further details pertaining to the grievance mechanism can be found in the [Ethical Business and Operational Integrity](#) section of this report.

ComfortDelGro maintains a tripartite Labour-Management relationship, built on the harmonious relationship between the Company, our employees, and unions. This relationship is

driven by a shared goal of ensuring continuous improvements in employee welfare. To maintain an open communication and promptly address needs, we collaborate closely with Union representatives, who serve as crucial links between the organisation and its employees.

We are committed to upholding the Tripartite Guidelines for Fair Practices⁴⁴, strictly adhering to employment terms and conditions in line with employment legislation in our operational locations. These Tripartite standards, guidelines, and advisories provide essential guiding principles in shaping our policies. Our working hours comply with the relevant legal requirements in each location where our employees are based. Additionally, we benchmark our employment terms and conditions against market standards and industry practices to ensure competitiveness. Our employment contracts are clearly written to include all key employment terms, with written acknowledgement obtained from employees.

Our Initiatives

In Singapore, all our applicable operations received the Progressive Wage Mark accreditation, which recognises firms that increase wages of workers through upgrading skills and improving productivity.

In the UK, Metroline was accredited as a Living Wage Employer by the Living Wage Foundation. The accreditation recognises companies' commitment to go further than paying the Government-set minimum wages, to compensate their workers based on the real cost of living in London.

Our performance and the way forward

In 2024, 80% of our employees globally are covered by collective bargaining agreements. The working conditions and terms of employment of the remaining employees not covered by collective bargaining agreements are based on national employment legislations, progressive company compensation and benefits policies and individual employment contracts. Beyond our direct operations, we also assessed suppliers in Singapore with award value above \$500,000 for risk of human rights non-compliance based on desktop assessment for past incidence of violations.

We will continue to strive for improvement in our processes to ensure that our employees are heard and continue to align our practices to recognised labour standards.

44 [Tripartite Guidelines for Fair Practices](#) released by the Tripartite Alliance for Fair and Progressive Employment Practices.

CREATING SAFE JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES

SERVICE QUALITY

Service quality is of paramount importance to ComfortDelGro as we commit to delivering reliable, efficient, and customer-focused transportation services. With emerging trends such as digital transformation, increasing customer expectations, and sustainability reshaping the transportation industry, maintaining high service quality is more important than ever. Meeting and exceeding customer expectations is key to building trust in the services we provide. This is essential as a multi-modal transport company, and in turn helps our business grow in competitive markets.

We have established robust processes to gather feedback, assess customer satisfaction and identify areas for improvement. This continuous feedback loop helps refine our services and build a culture of trust with our customers and commuters. Our goal is to develop long-term relationships by actively listening to and addressing their needs.

Across our global operations, information counters are strategically placed at our bus interchanges and train stations, available to provide assistance for commuters. We engage with our customers through multiple channels, including social media platforms and websites, where customers can easily find service updates, contact details and links to additional resources.



SBS Transit Adopt-A-Station/Interchange programme involving students

CREATING SAFE JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES

Our customer service teams are dedicated to resolving issues faced by our clients and users promptly, with ComfortDelGro Taxi aiming to address at least 80% of urgent and normal customer feedback within two to five working days. In Australia, urgent complaints relating to our services are responded within three working days. Similarly in China, complaints are processed and handled within two to three days, with a maximum duration of five working days.

We actively seek feedback on our services as part of our efforts to explore ways to enhance our service offerings. This is typically achieved through customer surveys conducted by local transport authorities or our own businesses. We also hold regular engagement sessions with corporate business clients to gather insights and suggestions. Striving to meet the needs of our commuters with the best of our abilities, we undertook initiatives such as adjusting transport schedules, implementing inclusive facilities and continuously improving existing infrastructure to enhance travel experience.

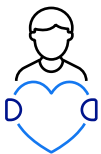
At ComfortDelGro, robust cybersecurity measures are integral to maintaining service quality, ensuring customer satisfaction, and safeguarding customer privacy. In deploying advanced security protocols and continuously updating our systems, we protect sensitive customer data and operational networks from potential cyber threats. These measures not only enhance the reliability and safety of our systems but also build trust with our customers whose personal information is handled with the utmost care and security. Our commitment to cybersecurity underscores our dedication to delivering secure and seamless services for all our stakeholders. Further details pertaining to Cybersecurity can be found in the Cybersecurity and Data Privacy section of this Sustainability Report.

Our Initiatives

In 2024, SBS Transit proudly received the #OpenGov Recognition of Excellence Awards for its innovative Track Access Management System (TAMS). TAMS revolutionised how track access is managed, ensuring seamless coordination and improved safety protocols for rail track management. This enables streamlined track access for operations such as maintenance, to ensure the reliable delivery of public rail services with minimal disruptions or delays.

Bringing art to everyday journeys, SBS Transit incorporated artworks into the stations and bus interchanges we operate, enriching the aesthetic and cultural experience of commuting. This is an extension of the Adopt-A-Station/Interchange programme, which encourages students from partnering schools to revitalise Singapore's public transport network with engaging arts and performance initiatives. These talented young individuals transformed the train stations and bus interchanges into vibrant, enriching spaces, showcasing their creativity while making a positive community impact.

At Metroline, we carry over 1 million passengers across London each day. Our services periodically receive feedback from our client, the Transport for London, including commendations of our drivers. To further enhance our services, Metroline conducted a pilot with Prospective, whose FlowOS AI system leverages historical and live data to predict the best outcomes for route control. FlowOS provides optimal instructions through a user interface, offering prioritised recommendations for controllers to communicate to drivers, aiding in better route headway management.



COMMENDATION OF METROLINE BUS DRIVERS



Customer on
Mr Sachdeva's bus Route E6

"The driver is always very nice and respectful. I am very pleased with his positive attitude, and he makes my journey on the bus very pleasant."



Customer on Mrs Asamoah
Agbley's bus Route 43

"...She was not only helpful in answering my travel query but I observed her helping other customers in a way unlike I've seen in London for many years. She is polite, friendly and helpful, going out of her way to provide top customer service."



Customer on Ms Dekic's
bus Route 31

"London bus drivers are my heroes. Their skill and judgement never ceases to amaze me, especially as their job gets more and more difficult as the roads get narrower, more roadworks, erratic drivers etc. Well done to her."

CREATING SAFE JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES



Mirela Mandzhukova,
Metroline driver recognised by UK Bus
Award as a Top London Bus Driver in 2024

Adventure Travel, another subsidiary of ComfortDelGro in the UK, focuses on customer centricity. The team regularly travels on bus services to identify areas for improvement in service delivery and quality. These assessments cover every aspect of the passenger experience, from accessing timetables via the app, website, or printed leaflets, to evaluating bus cleanliness, punctuality, driver friendliness, and the clarity of destination displays. Adventure Travel also employs a cover inspector to conduct mystery shopper journeys, focusing on uncovering customer service and driving standards. This hands-on

approach ensures that the company continually refines its offerings to meet the highest standards of passenger satisfaction.

Our performance and the way forward

Since 2021, Downtown Line operated by SBS Transit has been the world's most reliable metro line, setting new benchmarks in operational excellence and service dependability. The line achieved an extraordinary milestone of 8.124 million train-kilometres Mean Kilometres Between Failure (MKBF), reflecting our unwavering commitment to maintaining the highest standards of performance and reliability in our urban transit systems.

During the year, SBS Transit recorded a remarkable total of over 1.3 billion passenger journeys across its services, comprising of over 859 million bus and 444 million rail passenger journeys. The company received 52,063 compliments, translating to a commendation rate of 39.90 per million passenger trips. Additionally, there were 4,465 valid complaints, equating to a complaint rate of 3.42 per million passenger trips.

In 2024, ComfortDelGro Taxi responded to 90% of urgent cases within two working days and 98% of normal cases within five working days. Additionally, focus group discussions were also held monthly for the taxi drivers to gather insights on operational issues encountered and their suggestions on improvements.

In 2024, the Customer Satisfaction Index released by Transport for New South Wales for public bus transport in the Greater Sydney Region 4, where one of our largest service contracts in Australia is based, saw 74% of respondents indicating that they are satisfied or very satisfied with the customer service received

CREATING SAFE JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES

In China, we have a complaint rate of less than 2% for our taxi services. At our Guangzhou Tianhe Bus Station, we conduct regular a satisfaction survey of passengers, drivers and bus operators on our operations. In 2024, the survey results saw a satisfaction rate of 95%, meeting the target stipulated by the company's quality management system. During the year, we also saw a 99.5% on-time departure rate, ensuring that our services remain dependable for our commuters. Our efforts to provide outstanding services were also recognised by local government, evident from multiple accolades:

- Nanning Comfort Taxi Co Ltd was awarded the title of Outstanding Taxi Enterprise, reflecting our commitment to excellence in the industry.
- CityCab (Shenyang) Taxi Co Ltd and Shenyang ComfortDelGro Taxi Co Ltd were both designated as "AAAA Enterprises" by the Shenyang Transportation Bureau, a testament to their superior service.

- In Beijing, Liu Cheng Gang received the prestigious 'National Workers' Pioneer' honor from the China National Trade Unions. This national award, which represents the highest accolade at the national level, is based on a comprehensive evaluation of outstanding work, service, performance, and teamwork.
- In Shenyang, 164 drivers achieved recognition as Star Drivers, highlighting their exceptional service and dedication.
- A driver in Chengdu was honored with the "Righteous Behavior" award by the Chengdu Jinjiang District Government, acknowledging his commendable actions.

Looking ahead, ComfortDelGro is committed to maintaining the highest standards of service quality. We will continue to engage with our customers and commuters frequently to gain insights into our service performance. In regularly reviewing and refining our services, we hope to build longstanding relationships with the communities and deliver quality transportation services.



People of CDC Victoria, subsidiary of CDC Australia



Aurelius and Hafiz, Station Manager and Assistant Station Manager at SBS Transit

CREATING SAFE JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES

ACCESSIBILITY

At ComfortDelGro, we firmly believe that transportation accessibility creates an inclusive and sustainable community. In prioritising inclusive transportation solutions, we aim to ensure that everyone, regardless of their physical abilities or circumstances, can enjoy seamless and equitable access to mobility. We view our business as a platform to connect people and communities.

ComfortDelGro is dedicated to building a more connected and liveable environment for all, making transportation not only accessible but also supportive of the communities we serve. Through these efforts, we aim to foster a more inclusive society and improve the well-being of our stakeholders, thus enhancing our positive impact beyond just transportation.

Across our operations, we have installed wheelchair-accessible lifts, ramps, and restrooms to ensure accessibility for individuals using wheelchairs. Our bus drivers receive comprehensive training to effectively assist these passengers, including the proper deployment of bus ramps. They are also equipped with skills to meet the diverse needs of all customers, including those with visible and invisible disabilities.

ComfortDelGro taxis are designed with ample boot space to accommodate wheelchairs and other mobility aids, ensuring a seamless travel experience for passengers with disabilities. In line with our commitment to accessibility, the CDG Zig App offers automated access to alternative modes of transport, such as taxis, private-hire cars (PHCs), and buses,

specifically designed to facilitate the commute for persons with disabilities.

In Singapore and Australia, our non-emergency transport businesses, ComfortDelGro MedCare (MedCare) and National Patient Transport (NPT) provides accessible, safe and reliable transport service to those who have mobility issues.

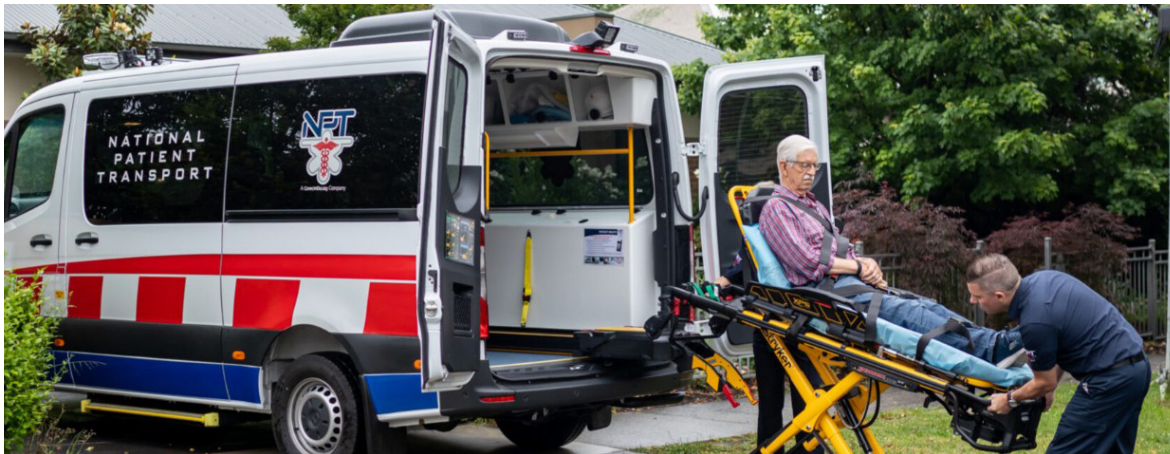
MedCare's fleet of minibuses accommodate a range of wheelchairs and are fitted with automatic hydraulic lifts so that wheelchair users need not dismount in order to get onboard. As a point-to-point transport service specially adapted to the needs of persons with disabilities and seniors who need help getting around, we enable our clients to travel to and from their homes for medical appointments as well as social outings. Each high-roof minibus is retrofitted with a wheelchair restraint system and folding steps at the side door for non-wheelchair passengers and forward-facing seats. Our drivers are trained to handle persons in wheelchairs and those with dementia. They are also able to administer first aid and cardiopulmonary resuscitation as well as operate the automated external defibrillator.

With 500 qualified employees and has a fleet of over 200 vehicles in Victoria, New South Wales and Western Australia, NPT provides patient transport services 24 hours a day, 365 days of the year. The Customer Support Centre coordinates the transport of patients between homes, hospitals, and clinics, with a focus on patient access and reliable service delivery.



Medcare driver assisting a passenger

CREATING SAFE JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES



NPT
driver
assisting a
passenger

Employees are trained to offer wheelchair transport services as an alternative to stretcher transport where clinically appropriate and safe for the patient. NPT also offers a sedan transport service for ambulant patients that require clinical support and some assistance to walk. Patients can be wheelchair transferred to the sedan and provided with assistance to sit in the vehicle.

Our Initiatives

ComfortDelGro Zig partnered with Infocomm Media Development Authority as a booth participant at the Digital for Life Festival 2024, an event aimed at promoting digital literacy for all age groups to foster a more inclusive digital society. During the festival, we had the opportunity to showcase how our ride-hailing services cater to the diverse needs of Singaporeans at every stage of life. This initiative underscores our dedication to supporting digital inclusion and enhancing mobility solutions for the community.

ComfortDelGro Driving Centre collaborated with the Handicaps Welfare Association, where trained instructors provide Class 3A training for disabled individuals using a modified training car. Two disabled learners successfully passed the Class 3A Driving Test on their first attempt. In our continued efforts to support safe driving, we also conducted a joint On Road Driving Assessment for 21 patients with medical conditions to determine their medical fitness to drive a motor vehicle.

SBS Transit embarked on several initiatives to promote accessibility for visually impaired commuters who face unique challenges when travelling on public transportation.

- SBS Transit and Anywheel teamed up to improve the convenience and accessibility of public transport by enhancing first- and last-mile connectivity. Commuters can now reserve Anywheel bicycles up to 30 minutes in advance through the SBS Transit app, which also allows them to check the real-time availability of bicycles at bus stops. This seamless integration of cycling into daily commutes promotes public transport usage and offers a practical solution for reaching MRT stations and bus stops.
- Facilitating better communication and safety awareness, SBS Transit completed the production of escalator safety messages in multiple languages including English, Chinese, Cantonese, Hokkien and Teochew. This initiative ensures that safety messages are available and understood by passengers speaking dialect. To cater to the needs of parents with young children, SBS Transit is piloting nursing rooms at train stations, providing essential amenities and private nursing spaces within the station premises.
- SBST introduced an innovative AI assistant named SiLVia, designed to communicate through sign language, enhancing accessibility for the deaf and hard-of-hearing community. SiLVia stands out as one of Singapore's pioneering sign language chatbots and has received funding from a new \$3.5 million program dedicated to advancing such technological innovations. This initiative is part of our commitment to leveraging technology to create more inclusive and accessible transportation solutions.

At CDC Australia, we participated in a trial for disability awareness training with Travellers Aid Australia in Ballarat. Employees and trainers worked together to facilitate sessions for passengers with low vision or those who require additional assistance. Participants had the opportunity to learn more about accessibility features in our services such as service desks, stairs and ramps.

CREATING SAFE JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES

In the UK and Europe, Metroline implemented a range of internal policies and protocols to enhance accessibility. Wheelchair ramps at Metroline are routinely tested to ensure full functionality before the vehicles are put into service. Additionally, Metroline collaborates with various partners to host and participate in travel assistance programmes designed for young persons with special needs and mobility challenges.

Adventure Travel rolled out audio/visual next stop audio equipment to make bus travel more accessible for those with sight and/or hearing loss. This initiative ensures that all passengers, regardless of their abilities, can travel comfortably and independently. Irish Citylink's drivers and employee are equipped with the necessary training to assist passengers who are visually impaired or face other challenges. Customers can reserve a space for wheelchair use online with our pre-booking service, ensuring a seamless journey. Set to conclude in the first quarter of 2025, CMAC is working on a Wheelchair Accessible Vehicles (WAV) project to improve the provision of WAV vehicles to our customers, ensuring that the correct vehicles are matched to passengers' needs.

In New Zealand, Auckland One Rail was the pioneering public transport operator in Auckland to join the Hidden Disabilities Sunflower Programme. This initiative involves training employees to recognise and assist rail customers wearing a Sunflower lanyard or badge, which indicates that they may have a visible or hidden disability.

Our performance and the way forward

Reflecting our ongoing efforts to enhance accessibility and inclusivity across our services, ComfortDelGro increased the percentage of buses (public and private) that are wheelchair accessible across all bus operations. We remain dedicated to advancing accessibility across our operations and aims to seek out opportunities to innovate and continue integrating technologies in our services.

Going forward, we strive to maintain 100% wheelchair accessibility for all our public bus and rail operations, and improve continue improving accessibility across all buses.

Wheelchair Accessibility on Public Bus and Rail Operations

	2022	2023	2024
Singapore	100%	100%	100%
Australia	100%	100%	100%
UK & Europe	100%	100%	100%
New Zealand⁴⁵	—	100%	100%

Wheelchair Accessibility Across all Buses (Public Buses, Coaches and Private Hire Buses)

	2022	2023	2024
Singapore	100%	100%	100%
Australia	64%	65%	76%
UK & Europe	98%	96%	98%

⁴⁵ Data for our New Zealand operations, Auckland One Rail, was not available prior to 2023 as it only commenced operations in 2022.

CREATING SAFE JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES

LOCAL IMPACT AND CORPORATE SOCIAL RESPONSIBILITY

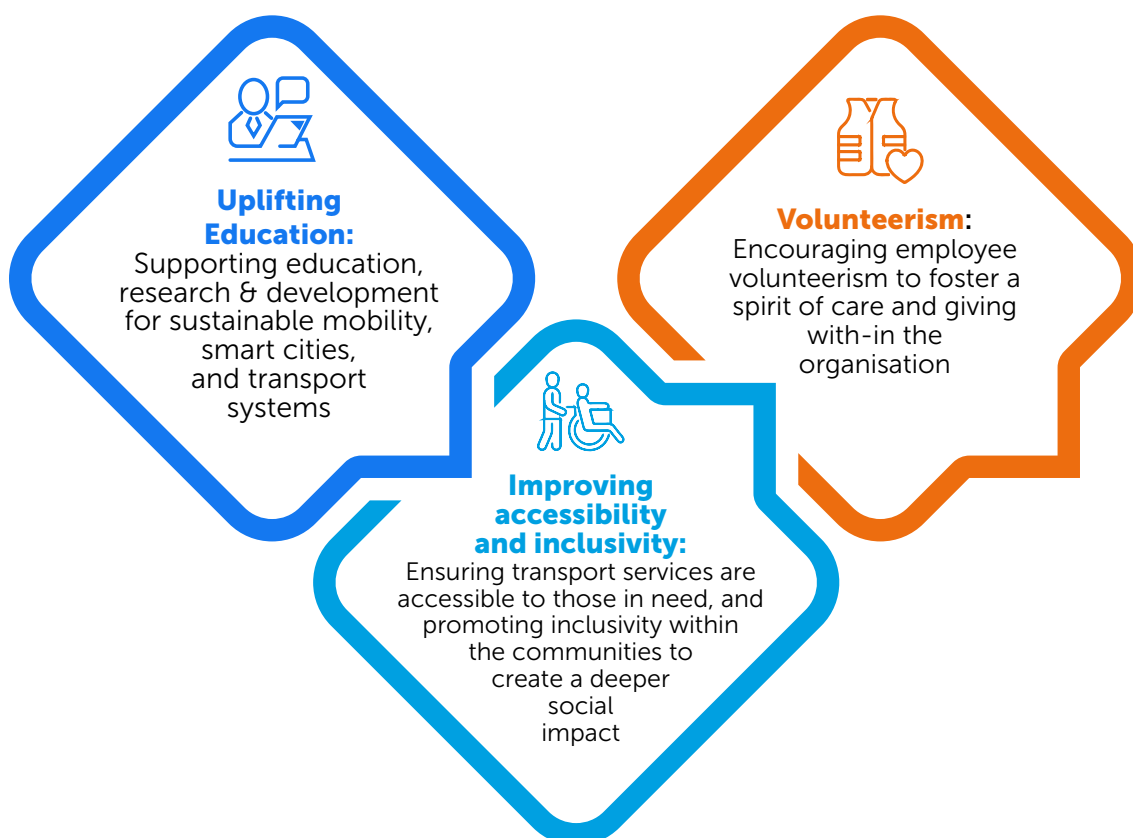
ComfortDelGro is committed to making a meaningful difference in the communities we serve. We believe that fostering vibrant and thriving communities is essential, reinforcing our societal license to operate. Beyond driving positive social impact, our dedication to community investment is reflected in our efforts to actively engage in impactful initiatives and contributions. In leading with purpose and compassion, we aim to create lasting local impact and encourage a culture of giving and community empowerment, aligned to our long-term strategic goals.

As a leading company in the transport sector, we believe that mobility extends beyond moving people and includes creating opportunities, enriching lives and driving positive

impact for the communities where we operate. In each of the countries we operate, we have in place social responsibility outreach programmes tailored to meet the needs of the local communities.

In 2024, we launched our Global Community Investment Framework aligned to the internationally recognised Business for Societal Impact (B4SI) framework, formerly known as the London Benchmarking Group. This framework was developed with the aim of establishing a clear understanding of community investment across the Group, and to help steer our Business Units towards a common set of initiatives and programmes, addressing local community's needs and living up to our purpose of driving positive impact for a better future. The framework outlines the three key areas of focus towards community investment.

COMFORTDELGRO GLOBAL COMMUNITY INVESTMENT FRAMEWORK



CREATING SAFE JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES



CDG Zig at the Purple Parade

Our Initiatives

Singapore: Driving education and inclusivity

In Singapore, our Business Units focused on uplifting education through grants and study awards to local students and our wider Taxi driver community; as well as student mentorship and workforce development programmes to ensure a sustainable pipeline of local talent for the industry.

ComfortDelGro demonstrated our support for the disability community through active participation in the Purple Parade. A contingent of 57 employees joined the event to show solidarity and raise awareness for individuals with disabilities. Simultaneously, SBS Transit made its debut at the Purple Parade with a robust 100-person contingent. Marching alongside the Public Transport Council, Caring SG Commuters, and other Public Transport Operators, we united as One Transport Family to celebrate the abilities of persons with special needs. This initiative underscores our dedication to fostering an inclusive society and highlighting the value of diversity within our community.

SBS Transit ran training sessions to help passengers-in-wheelchairs and recovering stroke survivors travel independently through route familiarisation and practical

travel tips. It engaged beneficiaries of the Movement for the Intellectually Disabled of Singapore (MINDS) to work in backend operations at depots. This provides them with the opportunity to interact socially, put their skills to use and be meaningfully employed. A rental space was also sponsored to Project Dignity at Yio Chu Kang bus interchange, a social enterprise that trains, finds jobs for, and employs a range of people with disabilities, and intellectual and social challenges.

Australia: Creating a legacy of impact

In Australia, we strive to create long-term partnerships and sustainable change within the communities where we operate. In particular, a significant part of our efforts dovetailed with the country's national reconciliation agenda.

Embedded into the business since 2022, ComfortDelGro Australia's National Reconciliation Action Plan, is part of our on-going commitment to strengthen relationships and closing the gap for Australia's First Nations Peoples, who face lower employment rates relative to the non-indigenous population. Aimed at building internal awareness and establish community connections, we established meaningful connections with 13 First Nations community organisations, and increased the number of First Nations employees by 53%.

CREATING SAFE JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES



Through our partnership with the Clontarf Foundation, which supports the education, discipline, life skills, and employment prospects of young Aboriginal and Torres Strait Islander men, we provided essential resources to 50 students and preparing them for future employment and independence. We also commemorated the National Aborigines and Islanders Day Observance Committee (NAIDOC) Week, hosting a range of vibrant activities at our businesses across the country. These celebrate and recognise the history, culture and achievements of Aboriginal and Torres Strait Islander peoples.

CDC Australia supported men's health through its involvement with "Movember", a charity focused on suicide prevention, prostate cancer, and testicular cancer. This year, the company organised a photo competition for employees to showcase "Mos on our buses," which highlighted the talent and creativity across the organisation. Alongside funds raised by employees, ComfortDelGro donated \$10,000 to "Movember".

CDC NSW celebrates NAIDOC Week at various depots



At A2B, the Reginald Kermode Scholarship, in partnership with the Harding Miller Education Foundation, supports the educational journey of young women within the extended A2B family. Each scholarship, valued at over \$20,000 per participant over four years, covers school supplies such as uniforms, laptops, and other essential supplies to complete Year 9 to 12 without financial pressure.

CREATING SAFE JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES

UK & Europe: Empowering communities through transport and social engagement

In the UK and Europe, we supported initiatives that enhance social inclusion, accessibility, and community well-being. This includes partnering local foodbank to provide free journeys to people collecting food parcels. CMAC partnered with Community Rail Network, a national organisation supporting over 1,200 volunteer groups, to transform railway stations into community spaces. These hubs address social issues such as loneliness, mental and physical well-being, and post-pandemic recovery.

Metroline continues to support the Poppy Appeal with its vibrant bus livery to help the Royal British Legion raise funds for serving and ex-serving military personnel of UK's Armed Forces community, as well as their families during Remembrance Day.

In Ireland, ComfortDelGro Irish Citylink continued its long-running involvement with different non-profit organisations, including partnership with the Hand in Hand Children's Cancer Charity to raise awareness for childhood cancer, and raise funds for families who face childhood cancer diagnosis. Irish Citylink has also been a valued member of the sporting community in Ireland, supporting young athletes from the Galway GAA Hurling and Football team, Galway Ladies Camogie team and the Connacht Rugby as its transport sponsor.

Irish Citylink spinathon for Hand in Hand Children's Cancer Charity at Galway Coach Station



Scottish CityLink at the Easter Egg and Art Supply drive for the Glasgow Children's Hospital Charity

CREATING SAFE JOURNEYS AND A BETTER FUTURE FOR OUR PEOPLE, PATRONS, AND COMMUNITIES



ComfortDelGro China driver and student due for exam

China: Culture of giving from our people to our communities

In China, we leverage our extensive fleet of taxi drivers for volunteering, with both drivers and office staff dedicating their time to uplift the community. Across Chengdu, Nanning, Jilin, and Nanjing, our teams led welfare programmes that included taking underprivileged students on excursions, delivering meals, and providing financial people in need. In Nanjing, Nanning, Shenyang, and Chengdu our drivers offered free taxi rides to students taking the National College Entrance Examination under the Blue Ribbon initiative.

Since 2013, Beijing Jin Jian Taxi Services has also been contributing to the Beijing Warmth Foundation annually and encourage drivers to do the same through fundraising activities to aid those facing financial difficulties.

Our performance and the way forward

In 2024, we donated over S\$1.12million in cash and over S\$100,000 in kind, as well as contributed over 20,000 volunteering man hours. The organisations we supported include charities, philanthropic and non-profit organisations, community interest and voluntary groups, co-operatives and social enterprises. We also increased our social impact spending in 2024. In Australia, we spent S\$3.4mil on purchasing contracts with accredited First Nations suppliers, a four-fold increase from the year before.

Our community investment initiatives reflect our core belief of driving positive impact for a better future. By focusing on education, inclusivity and accessibility, and fostering a spirit of giving, we aim to create lasting impact, ensuring that our communities thrive alongside us.

Growing Our Business with Strong Governance, Ethical Integrity, and Innovation



Ethical business
and operational
integrity



Cybersecurity
and data privacy



Innovation



Supply chain
management

GROWING OUR BUSINESS WITH STRONG GOVERNANCE, ETHICAL INTEGRITY, AND INNOVATION

ComfortDelGro remains firm in growing our business based on strong governance, upholding ethical, transparent, and compliant operations with zero-tolerance policy for bribery, corruption, and anti-competitive behaviours. We encourage novelty through numerous channels, with the belief that innovations are key to ensure sustained development of our businesses.

ETHICAL BUSINESS AND OPERATIONAL INTEGRITY

Reinforcing ComfortDelGro's integrity and reputation as a trusted global multi-modal transport service provider while maintaining high standards of ethical business practices and operational integrity is essential. As a testament to the trust we receive from our patrons and stakeholders, we enforce stringent corporate governance and uphold ethical standards across our global operations.

We adhere strictly to the relevant legislations, policies and codes in every country where we operate. ComfortDelGro remains vigilant to any business and ethical risks, including legal and reputational threats, potential financial costs and erosion of internal trust, which could adversely impact our business. We proactively work to identify and mitigate any forms of bribery, corruption, non-compliance, and related risks in our operations.

The Group establishes a strong foundation of ethical conduct and zero tolerance for fraud. Committed to upholding good corporate governance and high standards of ethics and integrity, we implemented several policies to protect our operational integrity. Through these policies, we aim to:

- Conduct our business in a manner consistent with the highest ethical and professional standards
- Engage in fair and honest business practices
- Show respect for 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 Annual New Year Address 2024 by Chairman Mark Greaves

We provide a safe environment for our employees to raise their concerns and have a formal grievance handling procedure to manage employee dissatisfaction or complaints such as favouritism or workplace harassment. As a fair employer, we:

1. Handle all complaints of discrimination seriously
2. Conduct proper investigations into complaints
3. Respond to the affected person promptly and proactively
4. Record and file grievances confidentially
5. Treat both complainant and respondent fairly
6. Involve unions in the process when appropriate
7. Conduct training for all managers involved in handling grievances

GROWING OUR BUSINESS WITH STRONG GOVERNANCE, ETHICAL INTEGRITY, AND INNOVATION

Our Initiatives

Declaration of conflict of interest

Our commitment to uphold business integrity is reinforced by our conflicts of interest policy, which promotes a culture of ethics and integrity. The policy provides guidelines for handling gifts, emphasising the Group's zero tolerance for improper use of gifts or entertainment to secure undue advantages in business relationships. This includes prohibiting the solicitation of gifts or entertainment, seeking favours or preferential terms for personal benefit from any business partners. Employees are not allowed to offer or accept any gifts or entertainment without the authorisation of their supervisor. Any business gifts and entertainment given on behalf of the Group must comply with all applicable laws and regulations.

All employees are required to declare any conflicts of interest, either during the new employee induction process or promptly when a conflict arises, using our employee self-service portal. During induction, employees are introduced to the **Employee Code of Conduct**, which includes policies on anti-corruption, anti-bribery, ethics and competition law, among other topics. These policies are periodically reviewed to ensure they remain relevant and reflect market developments. To maintain employee awareness and compliance, regular communications and case studies are shared.

Additionally, employees must make an annual declaration regarding any conflicts of interest, or confirm the absence thereof, and affirm their understanding and agreement to abide by the **Employee Code of Conduct**. These declarations are reported to their direct superiors, the CEO of the Business Unit and the Group Chief Human Resource Officer. Employees involved in onboarding suppliers, raising purchase requisition, tender evaluation and tender award, are reminded to make such declarations and are required to attend a workshop on "Procurement Fraud Prevention and Detection" within their first two years of service.

Processes to prevent corruption

The Group implemented robust internal controls, including multi-step approvals, relevant checks and balances to prevent fraud and corruption. We utilise comprehensive management control through self-assessment questionnaires to establish

consistent baseline controls across the Group, thereby enhancing the effectiveness of our finance and business processes.

The Group Internal Audit team conducts independent investigations when allegations of corrupt conduct are received. In cases of employee misconduct, we take necessary disciplinary actions which may include, but are not limited to, termination of employment, and notifying relevant law enforcement authorities of any alleged breaches of the law.

To ensure supply chain partners maintain the same level of rigour we uphold internally, our suppliers are required to comply with our **Global Supplier Code of Conduct**. If suppliers are found to engage in any fraudulent activity, corrupt conduct or demonstrate non-compliance to our Code of Conduct, ComfortDelGro will cease future engagements with them. Our Group Internal Audit team conducts regular audits to ensure operational integrity and adherence to the Code of Conduct and anti-corruption measures at ComfortDelGro. Further details pertaining to our Supply Chain practices can be found in the Supply Chain Management section of this Sustainability Report.

Whistleblowing process

The Group has an established **Whistleblowing Policy** which allows employees or external parties to report any business misconducts without fear of retaliation, discrimination, or adverse consequences. All reports of incidents, including information or evidence provided, are handled with discretion, and we strive to maintain the confidentiality of the information provided, within the limits of the law. The policy includes a dedicated whistleblowing alert line that enables employees to report any misconduct or fraud directly to the Chairman of the Audit and Risk Committee (ARC) and/or the Group Chief Internal Audit Officer.

The ARC supports the Board in overseeing ComfortDelGro's Enterprise Risk Management, ensuring compliance towards all regulations and listing rules in our operational regions. The number of whistleblowing cases is updated quarterly and reported to the ARC to provide an independent oversight on the investigations conducted by Group Internal Audit. Upon receiving a report or any escalation of critical concerns, the Group Chief Internal Audit Officer will be tasked by the

GROWING OUR BUSINESS WITH STRONG GOVERNANCE, ETHICAL INTEGRITY, AND INNOVATION

ARC Chairman with the investigation of the case, with the outcomes reported to both management and the ARC. Reported incidents will be dealt with promptly and thoroughly, with the Management responsible for the implementation of any necessary remedial or disciplinary actions which may include, but not limited to, disciplining or terminating the employment and/or services of those involved.

The ARC supports the Board in overseeing ComfortDelGro's Enterprise Risk Management, ensuring compliance towards all regulations and listing rules in our operational regions. They conduct a quarterly review of our internal control processes to ascertain our compliance with all emulations and listing rules. Further details pertaining to our corporate governance and risk management can be found in the ComfortDelGro Annual Report 2024.

Our performance and the way forward

In 2024, a former Moove Media employee was charged for corruption based on a case originally uncovered in 2022. The case involved accepting bribes from a shareholder of Moove Media's service provider. Remedial actions have been taken, including termination of employment, barring any future contracts with the supplier, and reiterate to all employees of the serious consequences of non-compliance with ComfortDelGro's employee Code of Business Conduct.

Within the year, no critical concerns were identified, and hence, none were raised to the Board during that period.

There were 13 whistleblowing cases reported via our whistleblowing channel across the Group to the ARC, three of which were assigned to Group Internal Audit. Upon investigation, the allegations for the cases were unsubstantiated. The remaining 10 cases were relating to operational matters that were investigated and resolved by the Management.

On 18 July 2024, CDC South East Queensland was charged and fined A\$180,000 (S\$153,000) under the Work Health and Safety Act 2011 (Qld) for an alleged failure to ensure, as far as reasonably practicable, the health and safety of its workers relating to an incident that occurred on 21 April 2022 on the Sunshine Coast which resulted in the death of two of the company's mechanics who were struck by a passing errant motor vehicle while attending to a roadside bus breakdown. Since the fatal accident, the CDC Australia group has undertaken a comprehensive review of its breakdown policy and procedures, and has taken steps to mitigate further risk including mandatory training of its drivers and mechanics.

We remain committed to upholding the highest standards of business ethics and integrity. Going forward, we continue aiming to achieve the following targets:

- Zero cases of non-compliance on standards requirements, relevant legislation, and code of conducts
- Zero cases of corruption, bribery, and anti-competitive behaviour

GRI 205-1 Operations Assessed for Risk Related to Corruption

	2023	2024
Total number of operations	50	51
Total number of operations assessed for risk relating to corruption	50	51
Percentage of operations assessed for risks relating to corruption	100%	100%

GRI 205-2 Communication and Training on Anti-corruption Policies and Procedures to Governance Body

	2023	2024
Total number of governance body members	10	10
Total number of governance body members whom we have communicated our anti-corruption policies and procedures to	10	10
Total number of governance body members who have received training on anti-corruption	10	10

GROWING OUR BUSINESS WITH STRONG GOVERNANCE, ETHICAL INTEGRITY, AND INNOVATION

GRI 205-2 Communication on Anti-corruption Policies and Procedures to Employees

	SENIOR MANAGEMENT	MANAGEMENT	PROFESSIONAL	NON-EXECUTIVES
Total number of employees whom we have communicated our anti-corruption policies and procedures to	204	807	2,604	15,100
Total number of employees in each employee category	252	975	3,177	18,896
Total percentage of employees whom we have communicated our anti-corruption policies and procedures to	81%	83%	82%	80%

GRI 205-2 Training on Anti-corruption Policies and Procedures to Employees

	SENIOR MANAGEMENT	MANAGEMENT	PROFESSIONAL	NON-EXECUTIVES
Total number of employees who received training on anti-corruption	202	800	2,596	15,094
Total number of employees in each employee category	252	975	3,177	18,896
Total percentage of employees who received training on anti-corruption	80%	82%	82%	80%

GRI 205-2 Communication and Training on Anti-corruption Policies and Procedures to Business Partners⁴⁶

	2022	2023	2024
Total number of business partners	2,513	2,635	2,818
Total number of business partners that the organisation anti-corruption policies and procedures have been communicated to	2,513	2,635	2,818
Total percentage of business partners that the organisation anti-corruption policies and procedures have been communicated to	100%	100%	100%

GRI 205-3 Confirmed Incidents of Corruption and Actions Taken

	2022	2023	2024
Total number and nature of confirmed incidents of corruption	1	1	1
Total number of confirmed incidents in which employees were dismissed or disciplined for corruption	1	1	1
Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption	0	0	1
Public legal cases regarding corruption brought against the organisation or its employees during the reporting period and the outcomes of such cases	0	0	0

⁴⁶ The following data currently only reflects ComfortDelGro's Singapore operations. We are working towards collating and improving our data processes in operations outside of Singapore to expand our reporting scope in the future.

GROWING OUR BUSINESS WITH STRONG GOVERNANCE, ETHICAL INTEGRITY, AND INNOVATION

GRI 2-27 Compliance with Laws and Regulations

	2023	2024
Number of instances for non-compliance during the reporting period for which fines were incurred	0	0
Number of instances for non-compliance during the reporting period for which non-monetary sanctions were incurred	0	0
Total number of fines for non-compliance paid during the reporting period	0	1
Monetary value of fines for instances of non-compliance that occurred in the current reporting period	0	0
Monetary value of fines for instances of non-compliance that occurred in the previous reporting period	0	\$153,000

CYBERSECURITY AND DATA PRIVACY

The rapid pace of digitalisation and technological progress offers significant opportunities and challenges for ComfortDelGro. While digitalisation and autonomous technologies can lead to substantial cost savings and operational efficiencies, they are accompanied by increased risks of cyber-related threats. These includes software attacks, cybercrimes, malware, spyware, and ransomware across all Information technology (IT) environments, including on-premises systems and the cloud, all of which could result in system downtimes and data breaches.

It is essential for us to remain steadfast in strengthening our defences against the ever-evolving cybersecurity threat landscape by enhancing our security solutions, data privacy measures, and cybersecurity policies and processes. We are committed to meticulously storing, handling, and managing information while aiming to establish a robust data privacy and protection framework. In prioritising cybersecurity and data privacy, we seek to safeguard our operations and maintain trust with our stakeholders.

The IT Security Steering Committee, led by senior management, reinforces the tone from top and demonstrates executive commitment to cyber resilience by proactively assessing and monitoring our IT environments. Our approach to managing cybersecurity risk follows a multi-layered defence strategy that includes preventive, detective and responsive controls to mitigate the potential cyber risks. This includes endpoint protection, network firewalls, and intrusion detection systems to fortify our digital environment.

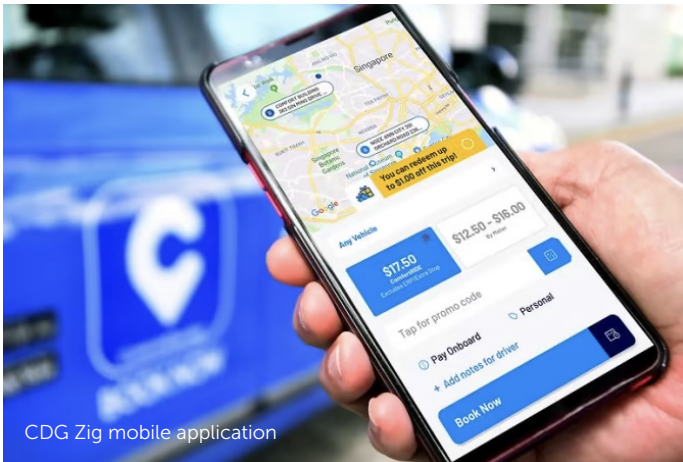
We have implemented measures such as the application of Endpoint Detection and Response, Network Threat Detection, Network Access Control, Intrusion Prevention Systems, multi-level firewalls, Micro-segmentation, server OS hardening, software code hardening, data loss prevention controls, Browser Isolation to manage the evolving cyber security threats.

Our Initiatives

Cybersecurity and data privacy frameworks

ComfortDelGro's IT security management framework is aligned with industry best practices, with processes in place for quick response to potential security breaches. We also practise and maintain a comprehensive cybersecurity incident response and business continuity plan to ensure agility to mitigate breaches. Complementing the IT security management framework, our Data Breach Management Plan provides a comprehensive response strategy for data and security breaches. This plan includes safeguards like the encryption of sensitive personal data, and a comprehensive set of cybersecurity incident response procedures to manage data breaches effectively.

Our **Personal Data Protection Policy** is aligned with Singapore's Personal Data Protection Act (PDPA) 2012 to safeguard personal data that we handle. Our international Business Units adapted this policy to comply with their local legislation such as the General Data Protection Regulations



CDG Zig mobile application

GROWING OUR BUSINESS WITH STRONG GOVERNANCE, ETHICAL INTEGRITY, AND INNOVATION

2016 (GDPR) in the EU and The Privacy Act 1988 in Australia. The Group's guidelines are reviewed biennially to reflect changes in privacy laws and regulations. Regular audits are conducted to ensure compliance with our Group's Personal Data Protection Policies throughout the year.

Training on cybersecurity and data privacy

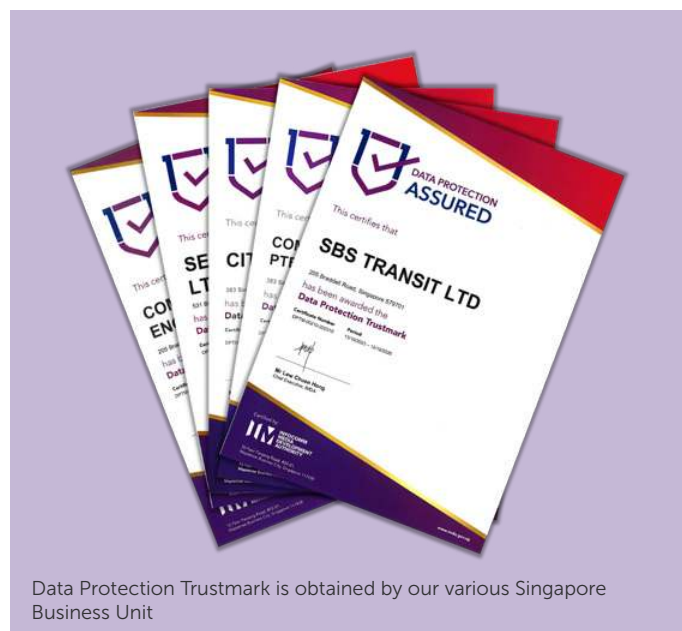
Our cybersecurity awareness programme equips employees with the knowledge and skillset to recognise various cybersecurity threats such as phishing attempts and social engineering tactics. This is reinforced through regular mandatory Cybersecurity Awareness Training on Personal Data Protection Awareness, on both physical and e-learning platforms, and periodic phishing exercises to strengthen our employees' vigilance. Additionally, weekly security news bites and monthly cybersecurity newsletters are disseminated to our employees.

Our management participates in tabletop exercises as part of our Cybersecurity Response processes and procedures to ensure that they are familiar with the necessary mitigation mechanisms in the event of a cybersecurity incident or breach of personal data risks. These exercises enable our management team to effectively respond to potential incidents and identify potential risks, thereby minimising the impact of potential disruptions, recover affected systems and maintain operational continuity.

Data protection working group

Our Data Protection Working Group consists of Data Protection Officers (DPOs) from every Business Unit. To ensure compliance to Data Protection, DPOs in Singapore completed the Practitioner Certificate in Personal Data protection (Singapore), while DPOs overseas received similar training in accordance with local regulations. The contact details of DPOs in Singapore are publicly available through the Accounting and Corporate Regulatory Authority of Singapore in compliance with Personal Data Protection Act.

DPOs are responsible for implementing the Group's guidelines and reporting to the Group on a quarterly basis. Singapore-based Business Units are encouraged to attain the Data Protection Trustmark (DPTM) certification awarded by the Infocomm Media Development Authority, which demonstrates accountable data protection practices, enhances the company's reputation, builds trust, and boosts



competitiveness both locally and internationally. As of today, SBST Transit, VICOM, ComfortDelGro Taxi, ComfortDelGro Engineering and ComfortDelGro Driving Centre, have all obtained the DPTM certifications.

Processes to further strengthen systems

We conduct regular vulnerability assessments, penetration tests and audits. Automated security updates and patches are also applied to all servers and endpoints to maintain the highest protection standards. As part of our diversified risk mitigation strategies, we proactively secure and renew our cybersecurity insurance coverage, providing us with comprehensive financial protection against potential consequences of cyber incidents. ComfortDelGro is also transitioning from static dashboard to dynamic data driven dashboard which leverages on AI. This shift enhances our ability to make informed decisions and optimise operations, reflecting our commitment to integrating cutting-edge technologies.

The efforts to ensure a comprehensive security system is supported by our Minimum Acceptable Controls (MACs) self-

GRI 418-1 Substantiated Complaints Concerning Breaches of Customer Privacy and Losses of Customer Data

	2022	2023	2024
Total number of substantiated complaints received concerning breaches of customer privacy	0	0	0
Complaints received from outside parties and substantiated by the organisation	0	0	0
Complaints from regulatory bodies	0	0	0
Total number of identified leaks, thefts or losses of customer data	0	0	0

GROWING OUR BUSINESS WITH STRONG GOVERNANCE, ETHICAL INTEGRITY, AND INNOVATION

assessment questionnaire on data governance, completed by all Business Unit on an annual basis. This fosters a culture of accountability and continuous improvement in data governance practices.

Our performance and the way forward

We aim to maintain the zero-breach status through continued investment in our IT platforms and systems, data protection measures and cyber security solutions. By staying abreast of cyber threats and data protection measures, we will strive to stay ahead of evolving digital landscape.

INNOVATION

In today's rapidly evolving economy driven by digitalisation, innovation is crucial for ComfortDelGro's sustained growth and success, and in maintaining a competitive edge. Adapting to the shifting global transportation landscape, we must leverage new technologies to boost efficiency, enhance services, and unlock opportunities. It requires integrating advanced technologies, fostering a culture of improvement, and staying ahead of trends.

Our commitment to innovation involves investing in Research and Development, forming strategic partnerships, and embracing digital transformation. In doing so, we aim to lead and set industry standards, and develop sustainable solutions that meet our strategic and environmental goals.

ComfortDelGro is committed to staying ahead by investing in several key initiatives designed to bolster our innovative capabilities and technologies. Through these strategic investments and initiatives, ComfortDelGro is leading the charge in technological advancements and sustainable practices, ensuring that we remain at the forefront of the transportation industry's evolution.

Our Initiatives

Centres of excellence for innovation

Central to our innovation strategy is the development of autonomous vehicle (AV) solutions. In 2024, we continue to build on the foundation as set out by Autonomous Vehicle Centre of Excellence established in 2022. Our strategic collaborations include partnerships with Ottopia, a leader in teleoperation technology, with the aim to position ComfortDelGro at the forefront of AV technology and smart urban mobility solutions. In March 2025, we partnered Pony.ai, a pioneer in autonomous driving technology, to launch our first robotaxi pilot programme in Guangzhou, China. This partnership will enable ComfortDelGro to develop and refine capabilities for AV technology operations and fleet management, with the goal of future large-scale deployment in China and other international markets.

Furthering our innovation drive, SBS Transit established a new innovation center in 2024, dedicated to developing forward-thinking solutions to enhance operational capabilities. SBS Transit also opened a First-of-its-kind Living Lab at Punggol

Coast Station — a space where students, educators and industry partners can come together to innovate and co-create solutions to drive positive change within the public transport sector and beyond.

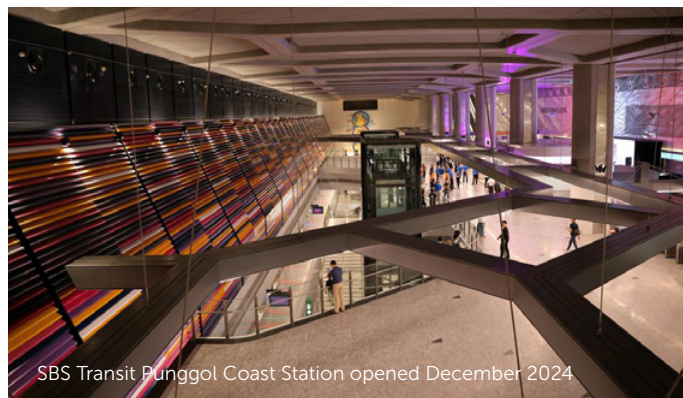
To enhance internal knowledge sharing, we developed a Knowledge Bank, an IT system which enables our global teams to share internal insights on tender wins and losses, lessons learnt and best practices. This played a significant role in strengthening our organisational tendering capabilities.



Managing Director Cheng Siak Kian at the Guangzhou International Expo on New Energy and Digital Technologies for Public Transportation



Pony.ai robotaxi taken out for demonstration ride in Guangzhou



SBS Transit Punggol Coast Station opened December 2024

GROWING OUR BUSINESS WITH STRONG GOVERNANCE, ETHICAL INTEGRITY, AND INNOVATION

Investing in innovative solutions

SBS Transit continues to explore innovative solutions designed to enhance safety and efficiency. These include back support mechanisms for material lifting, wearable exoskeletons that allow technicians to perform tasks more efficiently while minimising injury risk, and autonomous logistic vehicles for transporting items within the workshop. We are also evaluating semi-automatic tire wheel nut removal and installation equipment, as well as undercarriage scanning systems. These technologies are currently undergoing studies and trials to assess their potential benefits in helping our technicians work more safely.

In SBS Transit Rail operations, the VAnGuard intelligent track intrusion system was installed across all Light Rail Transit (LRT) stations in Sengkang and Punggol. This cutting-edge system is designed to enhance safety by proactively monitoring and detecting any unauthorised access or potential hazards on the tracks. VAnGuard employs advanced technology to provide real-time surveillance and alerts, ensuring prompt response to any incidents that may pose risks to passenger safety. Through this systemic integration, SBS Transit is taking a significant step forward in leveraging technological advancements to safeguard commuters and improve the overall reliability of our services.

Our commitment to sustainability is evident through investments in NEU Battery Materials, a start-up at the forefront of lithium-ion battery recycling. Their innovative process promotes a more sustainable approach to recycling, and our partnership with them ensures the sustainable recycling of electric bus batteries used by SBS Transit.

ComfortDelGro embraced drone technology for building inspections, marking a significant shift from traditional methods. Our Group Property Services conducts facade inspections of our Braddell Headquarters using drones equipped with AI and image analytics. This technology enables rapid identification of building defects, providing detailed maintenance insights.

Aimed at enhancing the charging experience, ComfortDelGro ENGIE launched an upgraded mobile app. It features long road trip planning with intelligent charging stop calculations, comprehensive access to charging stations across Singapore, Malaysia, and Thailand, a convenient pay-per-charge model, real-time charger availability notifications, carbon emission savings tracking, and detailed usage summaries.

In the UK, Metroline conducted two pilot projects utilising artificial intelligence to enhance bus punctuality and reliability.



The first trial, in collaboration with CitySwift, involved software that automates the analysis of route schedule data, offering insights into network performance and presenting multiple “what-if” scenarios. This approach allows the company to find optimal trade-offs between performance, costs, and bus requirements, ultimately improving the passenger experience.

As part of the Transport for London (TfL) Bus Safety Innovation Challenge alongside industry peers, Metroline is trialling a system to reduce slips, trips, and falls on buses, notably on staircases. Sensors that trigger voice messages, reminding passengers to remain seated or hold onto handrails will also be installed. This trial targets 120 routes with high staircase incidents, with further details forthcoming from TfL.

Our performance and the way forward

In 2024, we started monitoring metrics related to our online strategies and sales for businesses with an online presence across various booking services. Our online strategies and sales encompass multiple platforms, including taxi and private hire vehicle bookings, an online bus ticketing system, electric vehicle charging services, vehicle maintenance and grooming services, and driving class bookings.

We are committed to continually develop and invest in pioneering digital solutions, services, and new business ventures. This commitment ensures that we meet the evolving needs of our customers in an ever-changing landscape. As we embrace cutting-edge technologies and fostering a culture of innovation, we aim to enhance our service offerings, optimise operations, and create value for our stakeholders. Our forward-thinking approach positions us to not only adapt to industry shifts but to lead them, ensuring sustained growth and relevance in the global transportation sector.

GROWING OUR BUSINESS WITH STRONG GOVERNANCE, ETHICAL INTEGRITY, AND INNOVATION

Online Strategies and Customers Data Privacy

	2023	2024
Percentage of users whose customer data is used for secondary purposes ⁴⁷	-	18%
Percentage of total customer usage in a digital platform	24%	24%
Percentage of revenues generated online	30%	27%

SUPPLY CHAIN MANAGEMENT

As a global multi-modal transport operator, ComfortDelGro recognises the importance of effectively managing the potential environmental and social impact we have in our supply chain. With growing customer expectations on procurement practices, greater focus on digitalisation, and climate change reshaping the industry landscape, supply chain management has become increasingly material to our business.

ComfortDelGro is committed to ensuring transparency and accountability of our supply chain practices. Understanding the interconnected nature of the global economy and our business operations, we continuously strive to build and maintain strong relationships with our suppliers to establish resilience within our value chain. This approach supports our sustainability goals and allows us to adapt and thrive amid evolving market dynamics.

Our **Global Supplier Code of Conduct (SCoC)** addresses human and labour rights, workplace healthy and safety, business ethics, environmental responsibility and risk management. The code is shared across the Group, setting a minimum standard of practice in our procurement practices.

We assess suppliers using a multi-criterion weighted matrix, where each criterion is given a specific weight based on its relative importance. The criteria used include:

- Technical capabilities
- Product/Service quality
- Supply assurance
- Environmental responsibility
- Safety records
- Financial stability
- Social impact



ComfortDelGro Supplier Code of Conduct

ComfortDelGro introduced an ESG Supplier Screening Guide, which provides our Business Units with guidance on how to screen suppliers during selection processes. In Singapore, suppliers with tender award value exceeding S\$500,000 are required to respond to an ESG assessment questionnaire. This is followed by a systematic evaluation process to assess the supplier’s risk of ESG non-compliance, based on both supplier’s representation and general desktop research on the following:

- Supplier’s ability to comply to our SCoC
- Supplier or parent company’s past records of ESG non-compliance relating to the service they provide, including legal notice, fine or penalties for any offence relating to the environment, labour, and business ethics.

After suppliers are screened and selected, they undergo an onboarding process which includes compliance and risk assessments to ensure alignment with our SCoC. This process is applied globally, and helps mitigate potential supply chain risks, particularly those related to fraud and corruption, supply assurance, non-compliance with environmental,

47 With an improvement in our data collection methodologies, we commenced reporting on ‘Customer Data’ as a new Customer disclosure. As such, there is no data available prior to 2024.

GROWING OUR BUSINESS WITH STRONG GOVERNANCE, ETHICAL INTEGRITY, AND INNOVATION

health and safety, as well as legal and pricing risks. If suppliers and their existing policies cannot comply with our SCoC, ComfortDelGro will refrain from entering into a working relationship with them.

We further assess supplier performance through our annual Supplier Performance Management exercise, where key suppliers are evaluated on their market practices and fulfilment of our contractual expectations. This approach supports our risk mitigation efforts and enables us to promptly address the root causes of any issues.

We are committed to implementing and enforcing robust systems to prevent and address modern slavery risks in our operation and supply chain. In particular, CDC Australia and Metroline in the UK published Modern Slavery Statements, outlining the zero-tolerance policy to modern slavery and affirming the commitment to effective systems and controls to prevent human and labour rights violations. In China, the SCoC was adapted and tailored to meet and align with local regulations. Simultaneously, we continue to monitor the performance and activities of our China suppliers, ensuring that they adhere to the standards and principles that ComfortDelGro upholds.

Our Initiatives

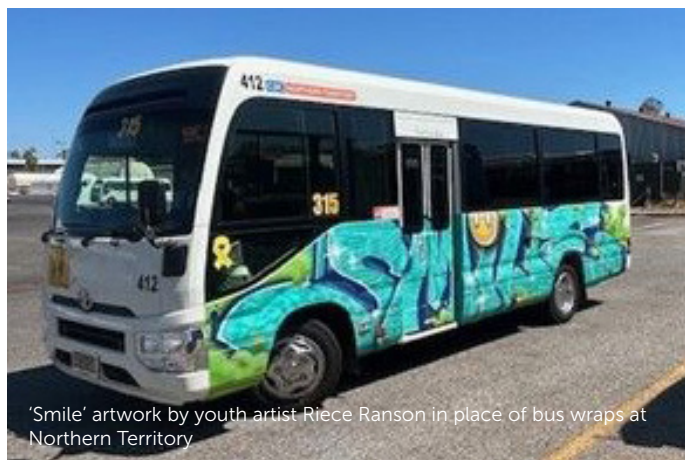
In an ambitious effort to lead the charge towards a more sustainable future, ComfortDelGro co-authored a procurement guide titled **A Supplier's Guide to Sustainability**. This comprehensive guide is designed to equip suppliers with the knowledge and best practices needed to embark on their sustainability journey and drive positive change within their supply chains. It serves as a practical guide to sustainable procurement, breaking down complex concepts into actionable strategies that businesses can easily adopt, simplifying the intricacies of sustainable supply chains and making them accessible to organisations of all sizes. With a focus on fostering inclusive sustainability, the guide places a strong emphasis on eco-friendly practices, social responsibility, and effective governance, all of which are crucial for building a resilient and sustainable future. In offering our expertise to this resource, ComfortDelGro aims to empower suppliers to meet the current demands of the marketplace and lead in setting new standards for sustainability, ensuring that sustainability becomes an integral part of business operations globally.

In Singapore, we adopted the ComfortDelGro Procurement, Analytics, Sourcing and Supplier (ComPASS) system, an electronic spend management platform that facilitates end-to-end procurement processes. The system covers supplier onboarding, sourcing, contract management, procure-to-pay and spend analysis functions for all local and international trade suppliers. ComPASS provides an integrated platform for suppliers to submit bids, sign contracts, retrieve purchase orders and submit e-invoices. It also allows for the streamlined approval of tenders requiring financial and ESG evaluation by the relevant Group Functions. In 2024, more than 97% of the transaction volume in Singapore was made through ComPASS. The implementation of ComPASS has also helped to reduce paper wastage significantly with 160,000 invoices processed electronically to date.

Enhancing the efficiency of our supplier and procurement process, ComfortDelGro partnered with C2FO, a global leader in working capital solutions to launch an Early Payment Programme. Understanding the critical role timely capital plays in our suppliers' daily operations, this enables our suppliers to receive early payment on approved invoices. This user-friendly platform is designed to offer convenience and alleviate the financial concerns of our suppliers to foster stronger, more trusting relationships.

In Australia, through our Reconciliation Action Plan, we are actively building partnerships with Aboriginal and Torres Strait Islander businesses, including First Nations suppliers and social enterprises in our procurement processes. Further embracing inclusivity, we created a structured approach to support the growth of Aboriginal and Torres Strait Islander suppliers within the bus industry. This involves identifying potential suppliers, sharing industry knowledge, and collaborating to build their capacity to meet industry requirements. Encouraging sustainable growth, we provide initial purchase volumes to help suppliers expand their operations and advocate for their services across the broader industry. These initiatives demonstrate our commitment to fostering equity, advancing sustainable business practices, and creating meaningful social and economic impacts.

GROWING OUR BUSINESS WITH STRONG GOVERNANCE, ETHICAL INTEGRITY, AND INNOVATION



We also support the cultural vibrancy of the local community through the procurement practices. An example of our reconciliation-focused procurement efforts is CDC Australia's partnership with major fuel supplier Viva Energy. Together, we supported the Koorie Heritage Trust Art Show through financial contributions and by wrapping buses to celebrate and promote the event.

Our performance⁴⁸ and the way forward

In 2024, we maintained zero supplier incident social and environmental non-compliance on ComfortDelGro's premises or in our operations, and continued to screen our new suppliers based on environmental and social criteria. ComfortDelGro also embarked on a preliminary value chain mapping exercise to gain an overview of the key ESG and climate-related factors that impact us. By collecting insights on our key suppliers in all geographies where we operate, we are able to better understand our footprint and the products and services key to our operations, enabling us to build a resilient supply chain. The full report and its insights will be ready in the later part of 2025.

From 2025 and beyond, we will continue to uphold strict standards in the management of our supply chains and provide support to promote the growth of the ecosystem through strong relationships with our suppliers.

GRI 308-1 New Suppliers Screened for Negative Environmental Impacts in the Supply Chain

	2023	2024
Number of new suppliers	364	368
Percentage of new suppliers screened using environmental criteria	99%	98%

GRI 308-2 Existing Suppliers Assessed for Negative Environmental Impacts in the Supply Chain and Actions Taken

	2023	2024
Number of suppliers assessed for environmental impact	2,579	2,771
Number of suppliers identified to have significant actual/potential negative environmental impact	0	0
Significant actual/potential negative environmental impact identified in the supply chain	0	0
Percentage of suppliers with significant actual/potential negative environmental impact, with which improvements were agreed	0%	0%
Percentage of suppliers with significant actual/potential negative environmental impact, with which relations were terminated	0%	0%

48 Currently, only "Key Performance Indicator for Supplier Screening" includes data from our global operations, while the rest of the data only reflect ComfortDelGro's Singapore operations. We are working towards collating and improving our data processes in operations outside of Singapore to expand our reporting scope in the future.

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GRI 414-1 New Suppliers Screened for Negative Social Impacts in the Supply Chain

	2023	2024
Number of new suppliers	364	368
Percentage of new suppliers screened using social criteria	99%	98%

GRI 414-2 Existing Suppliers Assessed for Negative Social Impacts in the Supply Chain and Actions Taken

	2023	2024
Number of suppliers assessed for social impact	2,579	2,771
Number of suppliers identified to have significant actual/potential negative social impact	0	0
Significant actual/potential negative social impact identified in the supply chain	0	0
Percentage of suppliers with significant actual/potential negative social impact, with which improvements were agreed	0%	0%
Percentage of suppliers with significant actual/potential negative social impact, with which relations were terminated	0%	0%

Key Performance Indicator for Supplier Screening

	2024
Number of Tier-1 suppliers	6,857
Number of significant suppliers in Tier-1	300
% of total spend on significant suppliers in Tier-1	85%
Number of non-Tier-1 significant suppliers	0

Appendices

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GRI STANDARD	DISCLOSURE	PAGE NUMBER OR REFERENCE
General Disclosures		
GRI 2: General Disclosures 2021	The Organisation and its Reporting Practices	
	2-1 Organisational details	Page 1
	2-2 Entities included in the organisation's sustainability reporting	Page 1
	2-3 Reporting period, frequency and contact point	Page 1
	2-4 Restatements of information	Page 1
	2-5 External assurance	Page 1
	Activities and Workers	
	2-6 Activities, value chain and other business relationships	Page 1-3
	2-7 Employees	Page 10, 62, 63, 67, 68
	2-8 Workers who are not employees	Page 54, 55
	Governance	
	2-9 Governance structure and composition	Page 27, 28, 29
	2-10 Nomination and selection of the highest governance body	Page 27, 28, 29
	2-11 Chair of the highest governance body	Page 27, 28, 29
	2-12 Role of the highest governance body in overseeing the management of impact	Page 27, 28, 29
	2-13 Delegation of responsibility for managing impact	Page 27
	2-14 Role of the highest governance body in sustainability reporting	Page 27, 28
	2-15 Conflicts of interest	Page 28, 88
	2-16 Communication of critical concerns	Page 88
	2-17 Collective knowledge of the highest governance body	Page 17, 27
	2-18 Evaluation of the performance of the highest governance body	Page 27, 28, 29
	2-19 Remuneration policies	Page 17, 28, 64, 69, 70
	2-20 Process to determine remuneration	Page 65
	2-21 Annual total compensation ratio	Page 69
	Strategy, Policy and Practices	
	2-22 Statement on sustainable development strategy	Page 2, 4, 5, 17
	2-23 Policy commitments	Page 17, 27, 31, 52, 57, 64, 73, 87, 88, 91, 96
	2-24 Embedding policy commitment	Page 17, 27, 31, 52, 57, 64, 73, 87, 88, 91, 96
	2-25 Processes to remediate negative impact	Page 25, 26, 27, 52, 56, 59, 70, 87, 88
	2-26 Mechanisms for seeking advice and raising concerns	Page 25, 26, 27, 28, 52, 59, 70, 87, 88
	2-27 Compliance with laws and regulations	Page 58, 91
	2-28 Membership associations	Page 15
	Stakeholder Engagement	
	2-29 Approach to stakeholder engagement	Page 18, 25, 26
	2-30 Collective bargaining agreements	Page 73

APPENDICES

GRI STANDARD	DISCLOSURE	PAGE NUMBER OR REFERENCE
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Page 18, 19, 20, 21, 22, 23, 24
	3-2 List of material topics	Page 18, 19, 20, 21, 22, 23, 24
Enabling a climate-friendly and sustainable transport system		
Energy and Fuel		
GRI 3: Material topics 2021	3-3 Management of material topics	Page 31
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	Page 8, 32, 33
	302-2 Energy Consumption outside of the Organisation	page 33
	302-3 Energy intensity	Page 33
	302-4 Reduction of energy consumption	Page 31, 32
Emissions		
GRI 3: Material topics 2021	3-3 Management of material topics	Page 34
GRI 305: Emissions 2016	305-1 Direct GHG emissions (Scope 1)	Page 8, 34, 35, 38, 39
	305-2 Energy indirect GHG emissions (Scope 2)	Page 8, 34, 35, 38, 39
	305-3 Other indirect GHG emissions (Scope 3)	Page 8, 34, 35, 38, 39
	305-4 GHG emissions intensity	Page 8, 34, 35, 38, 39
Resource Stewardship		
GRI 3: Material topics 2021	3-3 Management of material topics	Page 46
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impact	Page 9, 46
	306-2 Management of significant waste related impact	Page 46, 47
	306-3 Waste generated	Page 48
	306-4 Waste diverted from disposal	Page 9, 48
	306-5 Waste directed to disposal	Page 48
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Page 49
	303-3 Water withdrawal	Page 49
	303-5 Water consumption	Page 8, 49
Safeguarding the Wellbeing, Health and Safety		
Health and Safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 51, 52, 53
GRI 403: Occupational Health and Safety 2018	403-1 OHS Management system	Page 51, 52, 53
	403-2 Hazard identification, risk assessment & incident investigation	Page 51, 52, 53
	403-3 Occupational health services	Page 51, 52, 53
	403-5 Worker training on OHS	Page 51, 52, 53, 54
	403-6 Promotion of worker health	Page 51, 52, 53, 54
	403-7 Prevention & mitigation of OHS impact directly linked by business relationships	Page 51, 52, 53, 54
	403-8 Workers covered by an OHS management system	Page 51, 52, 53, 54
	403-9 Work-related injuries	Page 54, 55
	403-10 Work-related ill health	Page 54, 55

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GRI STANDARD	DISCLOSURE	PAGE NUMBER OR REFERENCE
GRI 416: Customer health and safety 2016	416-1 Assessment of the health and safety impact of products and service categories	Page 58
	416-2 Incidents of non-compliance concerning the health and safety impact of products and services	Page 58
Our people		
GRI 3: Material Topics 2021 GRI 401: Employment 2016	3-3 Management of material topics	Page 59, 60, 61
	401-1 New employee hires and employee turnover	Page 62, 63
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 60, 62, 73
	401-3 Parental Leave	Page 63
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Page 10, 72
	404-2 Programmes for upgrading employee skills and transition assistance programmes	Page 59, 60, 61, 70, 71
	404-3 Percentage of employees receiving regular performance and career development reviews	Page 70
GRI 405: Diversity & Equal Opportunity GRI 406: Non-discrimination 2016	405-1 Diversity of governance bodies and employees	Page 28, 29, 68
	405-2 Ratio of basic salary and remuneration of women to men	Page 69
	406-1 Incidents of discrimination and corrective actions taken	Page 67
Our Patrons and Communities		
GRI 3: Material Topics 2021 GRI 413: Local Communities 2016	3-3 Management of material topics	Page 81
	413-2 Operations with significant actual and potential negative impact on local communities	Page 81, 82, 83, 84
Growing our business with Strong Governance, Ethical Integrity, and Innovation		
Ethical Business and Operational Integrity		
GRI 3: Material Topics 2021 GRI 205: Anti-Corruption 2016	3-3 Management of material topics	Page 87
	205-1 Operations assessed for risk related corruption	Page 89
	205-2 Communication and training about anti-corruption policies and procedures	Page 89, 90
	205-3 Confirmed incidents of corruption and actions taken	Page 90
Cybersecurity, Data Privacy and Innovation		
GRI 3: Material Topics 2021 GRI 418: Customer Privacy 2016	3-3 Management of material topics	Page 91, 92
	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page 92
Supply Chain Management		
GRI 3: Material Topics 2021 GRI 308: Supplier Environmental Assessment 2016 GRI 414: Supplier Social Assessment 2016	3-3 Management of material topics	Page 95, 96
	308-1 New suppliers that were screened using environmental criteria	Page 97
	308-2 Negative environmental impact in the supply chain and actions taken	Page 97
	414-1 New suppliers that were screened using social criteria	Page 98
	414-2 Negative social impact in the supply chain and actions taken	Page 98

SASB INDEX

TOPIC	ACCOUNTING METRIC	SASB CODE	REMARKS
Greenhouse Gas Emissions	Gross global Scope 1 emissions	TR-RO110a.1	Page 38
	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	Page 31 to 45
	(1) Total fuel consumed, (2) percentage natural gas, (3) percentage renewable	TR-RO-110a.3	Page 32, 33
Air Quality	Air emissions of the following pollutants: (1) NOx (excluding N2O), (2) SOx, and (3) particulate matter (PM10)	TR-RO-120a.1	Due to a change in our measurement methodologies and revision of data capturing process in 2022, we are unable to capture these emissions across all of our operations. ComfortDelGro is committed to report to SASB and will progressively report to this metric in the future.
Workforce Conditions, Health & Safety	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	TR-RO-320a.1	Page 55
	(1) Voluntary and (2) involuntary turnover rate for all employees	TR-RO-320a.2	Page 62
	Description of approach to managing short term and long-term driver health risks	TR-RO-320a.3	ComfortDelGro strongly emphasises health and safety in our workplace, and consistently communicate our measures and expectations through training, education and instilling a safety culture. Page 51, 52, 53, 54
Accident & Safety Management	Number of road accidents and incidents	TR-RO-540a.1	Page 58
	(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.

ACTIVITY METRIC	SASB CODE	REMARKS
Revenue tonne-kilometres (RTK)	TR-RO-000.A	ComfortDelGro does not transport goods and hence this metric is not relevant to our line of business.
Load factor	TR-RO-000.B	
Number of employees, number of truck drivers	TR-RO-000.C	Page 67

UNGC INDEX

PRINCIPLE	DESCRIPTION	PAGE REFERENCE
Human Rights		
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights; and	Page 59, 73, Human Rights Policy
Principle 2	Make sure that they are not complicit in human rights abuses	Page 59, 73, 95, Human Rights Policy
Labour		
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	Page 73, Human Rights Policy
Principle 4	the elimination of all forms of forced and compulsory labour;	Page 73, Human Rights Policy
Principle 5	the effective abolition of child labour; and	Page 73, Human Rights Policy
Principle 6	the elimination of discrimination in respect of employment and occupation	Page 73, Human Rights Policy
Environment		
Principle 7	Businesses should support a precautionary approach to environmental challenges	Page 40 to 45
Principle 8	undertake initiatives to promote greater environmental responsibility; and	Page 30 to 49
Principle 9	encourage the development and diffusion of environmentally friendly technologies	Page 30 to 49, 93, 94
Anti-corruption		
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery	Page 17, 24, 87, 88, 89, 90, 95, Human Rights Policy

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