

Better Journeys Ahead



Better Journeys Ahead

○ Our Vision

Moving People, Enhancing Lives

○ Our Mission

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

○ Our Core Values

- Safety & Service Excellence
- Mastery
- Responsibility & Respect
- Teamwork
- Nurture
- Integrity

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Milestones



1987

Singapore Mass Rapid Transit is incorporated.

Singapore's first MRT system begins operations with inaugural service between Yio Chu Kang and Toa Payoh on the North-South Line.

1988

Fifteen more stations open and the MRT system is officially launched by Singapore's first Prime Minister, the late Mr Lee Kuan Yew.



1990

The opening of Boon Lay MRT Station on the East-West Line marks the completion of the system.

1996

The North-South Line is extended to Woodlands and the loop is completed.

1999

Bukit Panjang Light Rail Transit, Singapore's first light rail system, opens for passenger service.

2000

SMRT Corporation Ltd (SMRT Corp) lists on Singapore Exchange (SGX).



2011

Train service from Caldecott to HarbourFront Circle Line stations commences, marking the completion of the line.

Singapore's fourth rail line, Circle Line, commences service from Bartley to Marymount.

2009

SMRT Corp achieves ISO 14001 certification for its Environmental Management System.

SMRT Trains opens Choa Chu Kang Xchange, its first in the heartlands.

'SMRT is Green' is launched organisation-wide as a commitment to environmental sustainability.



2005

Raffles Xchange, the first MRT station to be redeveloped for transit retail, is launched.

2002

Changi Airport MRT station opens.

2001

In collaboration with the Ministry of Education, SMRT Corp launches its Learning Journey Programme.



2012

Train service from Bayfront to Marina Bay Circle Line stations commences.



2013

SMRT Trains embarks on a multi-year sleeper replacement project to improve journey times and provide commuters with a smoother ride.

Woodlands MRT station is the first MRT station in Singapore to be awarded the Building and Construction Authority's Green Mark (Gold).

SMRT Trains embarks on a holistic network-wide predictive maintenance regime on the North-South and East-West Lines, with introduction of new technologies.

2014

SMRT Trains crosses the landmark 10 billion passenger journeys carried.



SMRT Trains introduces Adopt-a-Station, a community outreach programme with local schools.

Sleeper replacement works on the North-South Line and East-West Line are completed.

SMRT Corp delists from SGX.

SMRT Trains transitions to the New Rail Financing Framework on 1 October, following shareholders' vote at the Extraordinary General Meeting on 29 September.

Seven SMRT Trains engineers are accredited as Singapore's first Chartered Engineers in Railway and Transportation Engineering.

The JurongHealth Mobility Park, sponsored by SMRT, is the first of its kind in Singapore where life-size public transportation models help patients rehabilitate.

2016



SMRT Trains celebrates SG50 with free travel on SMRT trains and giveaways at 10 stations.

2017

The trial of the new signalling system on the North-South Line begins.



The Tuas West Extension opens, adding four new stations on the East-West Line.

SMRT Trains wins the contract to operate and maintain the Thomson-East Coast Line from 2019.

The power rail replacement project is completed.

SMRT celebrates 30 years of MRT operations.



Stations along the North-South and East-West Lines experience early closure, late opening and full day closure to facilitate renewal and maintenance works.

2018

SMRT Corp accepts Letter of Offer to form joint venture with Prasarana Malaysia Berhad to be the operating company for the Rapid Transit System Link.





SMRT Trains Ltd. (SMRT Trains) is the pioneer Mass Rapid Transit operator in Singapore. Since 1987, we have provided safe and convenient transport services to commuters, and have contributed to the vibrancy of our urban landscape.

Today, we operate and maintain the North-South and East-West Lines, the Circle Line and the Bukit Panjang Light Rail Transit system. Our lines cover over 148km of rail tracks across 106 stations. In 2019, our rail network will expand to include the Thomson-East Coast Line.

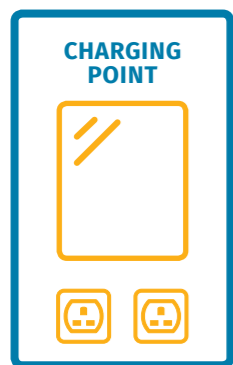
We are committed to enhancing our rail capability and growing our engineering expertise to deliver a world-class transport service that is safe, reliable and customer-centric.

Improving Commuter Experience

We provide greater convenience and comfort to commuters throughout their journey.

Customer Service Initiatives

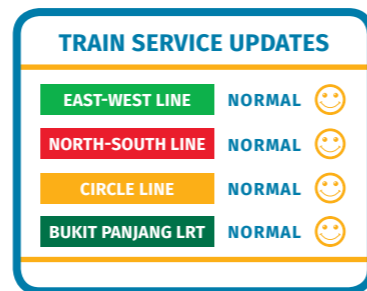
In Stations



Charging points with digital screens for mobile devices



Priority queues at elevators for commuters with needs



Electronic displays show train service updates



Diaper changing stations in most handicapped toilets along the Circle Line



iStands for quick and easy access to vital information

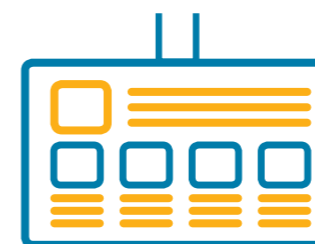


QR-embedded posters with information on alternative travel options

At Passenger Service Centres



Care stickers for commuters who require special care



Digital displays to update commuters on train services and provide answers to common queries

On Platforms

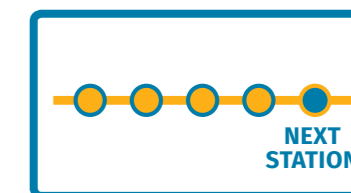


Care zones for commuters who need assistance



Fans for improved ventilation

In Trains

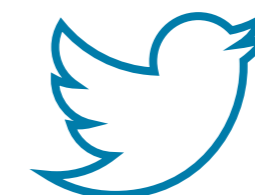


STARiS™ (SMRT Active Route Map Information System) provides real-time in-train travel information

On the Go



SMRTConnect is a multi-modal journey planner app that provides real-time train and bus arrival timings as well as detailed station information within the SMRT network



SMRT's Twitter feed provides live travel advice and updates



9788 4398

SNAP-REP (Snap and Report) lets commuters report technical defects in the network via WhatsApp

At a Glance

Accessibility

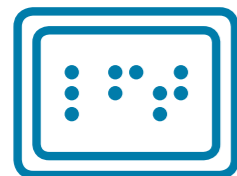
For Visually Impaired Commuters



Guide dogs are allowed in stations and onboard trains



Tactile ground surface indicators throughout the station



Lift buttons have Braille plates

For Hearing Impaired Commuters



Plasma displays on platforms indicate train arrival times

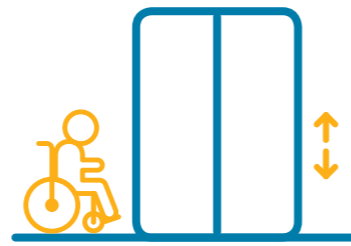


Flashing red 'Door Closing' lights at train doors

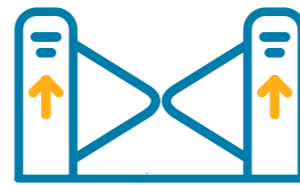


Fluorescent displays in trains provide multi-language announcements

For Commuters in Wheelchairs



Wheelchair-accessible elevators

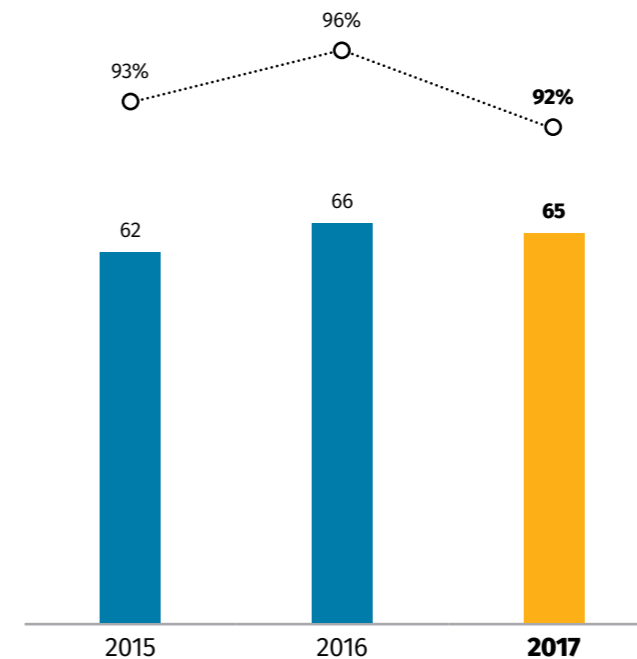


Barrier-free entrance and wider fare gates



Wheelchair-accessible train carriages allow for two wheelchairs per train

Customer Satisfaction



Public Transport Customer Satisfaction Survey by the Public Transport Council

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

Thank you for the **244** compliments to every complaint received



DO YOU KNOW

Our Twitter feed is one of the most active in Singapore with more than **470,000** followers.



SMRTConnect app

was launched in

2012

to provide commuters with service-related information and travel suggestions for journey planning.



At a Glance

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Improving Reliability

Our renewal works on the North-South and East-West Lines (NSEWL) will ensure fewer train breakdowns, smoother rides and shorter waits.

Our Renewal Works

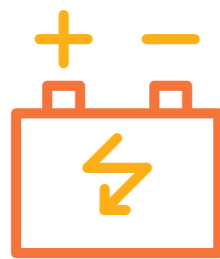
Sleeper Replacement



Old wooden sleepers replaced with more durable concrete sleepers for smoother rides



Power Rail Replacement



Improves the reliability of the electrical system, leading to fewer breakdowns



Re-signalling



New signalling system allows trains to run at shorter intervals, substantially improving train capacity



Adding New Trains



45

new trains have been delivered



Trains progressively put into service from April 2017

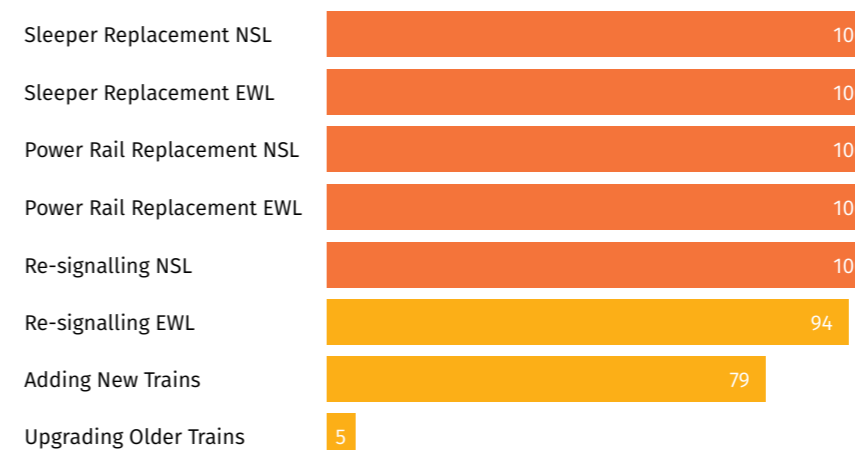
Upgrading Older Trains



Fitted with new sub-systems, e.g. new air conditioning, replacement of pneumatic door system with electric door system, newer interior and Public Announcement System



Stage of Completion (%)



Correct as of end March 2018



DO YOU KNOW

Approximately

180km

of aluminium-stainless steel composite rails which supply electricity to trains were replaced over a two-year effort.



As part of the testing of the new signalling system, up to

100 trains

have been deployed on the NSEWL on selected nights to stress-test the system.



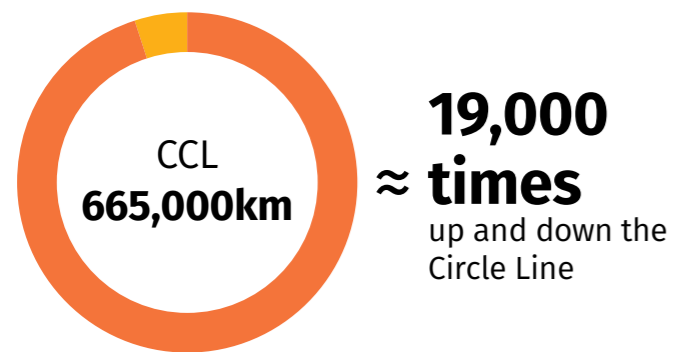
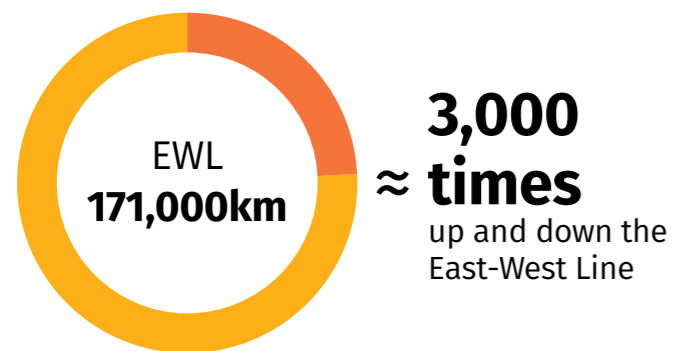
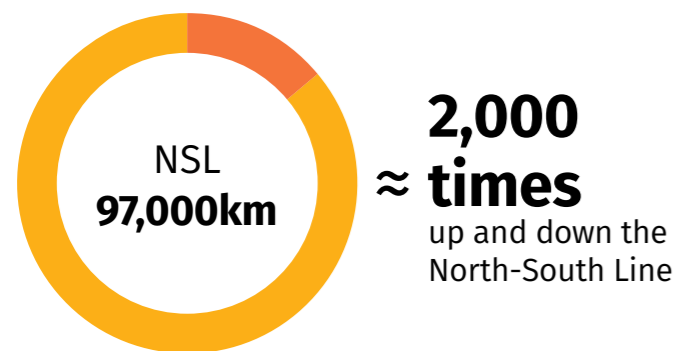
At a Glance

VIEW MORE ON PAGE 27

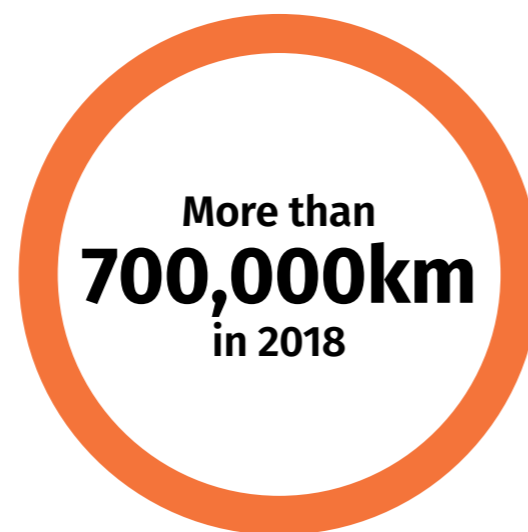
Our Performance

How We Measure Reliability

We measure the number of kilometres clocked before incurring a single delay lasting more than 5 minutes. This is referred to as mean kilometres between failure or MKBF* for short. Here is the 12-month moving average up to March 2018.



We aim to achieve

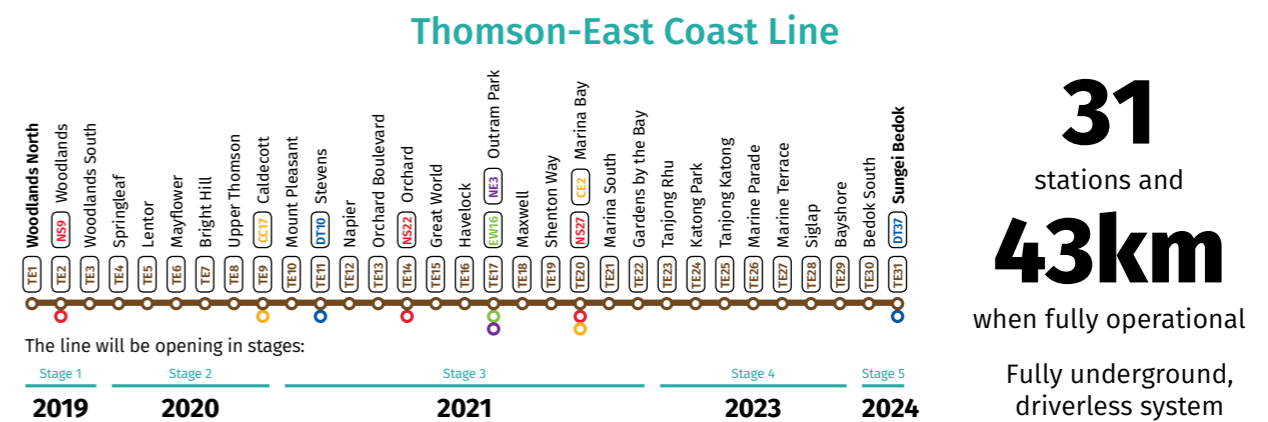


on the North-South Line and East-West Line before a single service delay of >5 mins

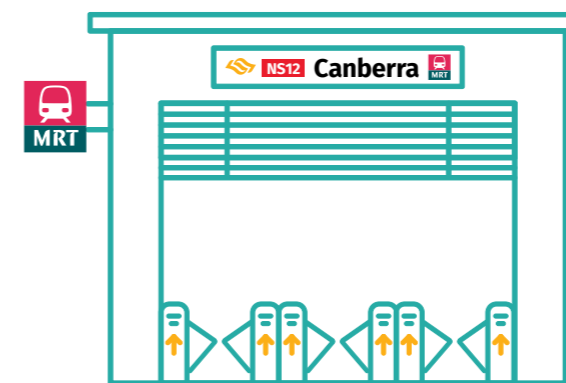
*Figures are rounded to the nearest thousand and include service delays due to the new signalling system on the NSEWL

Improving Connectivity

Our network will expand to include more lines and stations over the next six years.



Canberra Station



Expected completion in **2019**

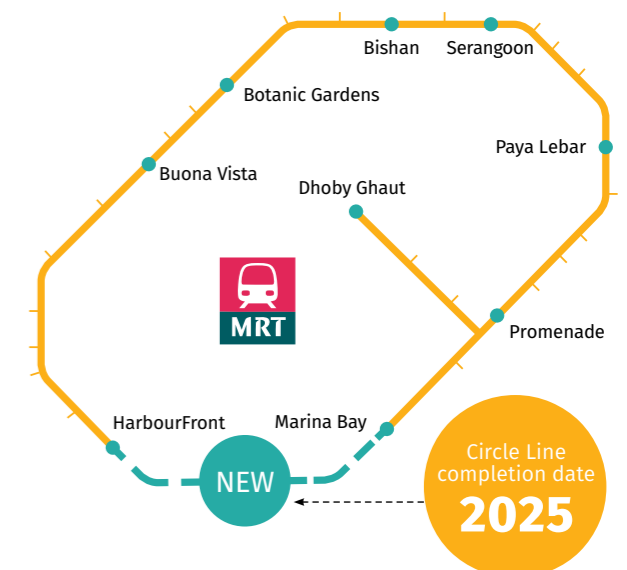
Second MRT station in Singapore to be built on an existing rail line

5

Entrances linking to the new housing estates

Commuters can access the train platform directly through an elevated link bridge

Circle Line Loop



3

new stations: **Keppel, Cantonment** and **Prince Edward** for better access to the Central Business District, Marina Bay Area and HarbourFront

At a Glance

VIEW MORE ON PAGES 28-33

Nurturing Our People

We are growing and upskilling our workforce to provide excellent service to commuters.

Securing Talent



We have **>430** engineers, a **114%** increase since 2014

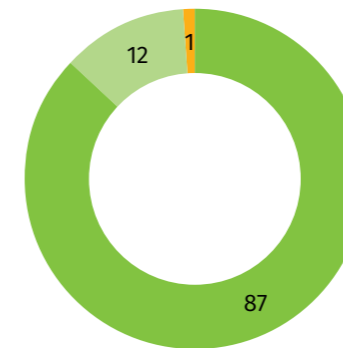


We have **>3,100** maintenance workers, a **41%** increase since 2014



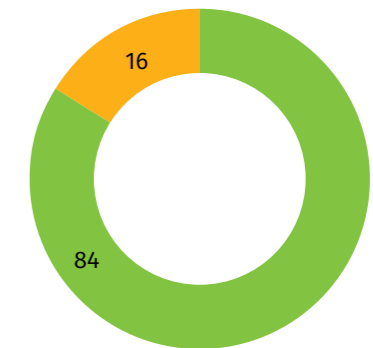
Workforce Profile

Distribution by Employee Category (%)



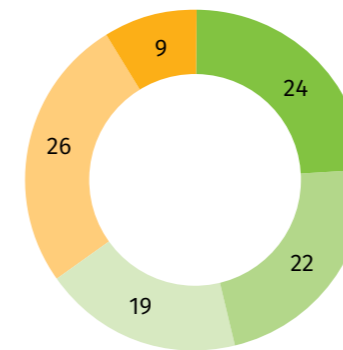
■ Non-Executives ■ Executives ■ Senior Management

Distribution by Gender (%)



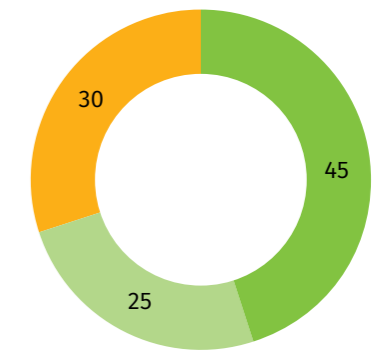
■ Male ■ Female

Staff Profile by Age (%)



■ <30 ■ 30-39 ■ 40-49 ■ 50-59 ■ ≥60

Staff Profile by Completed Years of Service (%)



■ <5 ■ 5-15 ■ >15

At a Glance

VIEW MORE ON PAGES **34-39**

Staff Programmes

SMRT Rail Career Roadmap



Builds competencies through systematic training and experience

SMRT Trains Career Scheme



Identifies skills, knowledge and experience that employees need to develop at each stage of their career

SMRT Train Engineer Professionalisation (STEP) Programme



Attracts, develops and professionalises rail engineers with Chartership awarded by the Institution of Engineers, Singapore

Engineering Maintenance Manager Scheme



Attracts, develops and retains top engineering talent in frontline maintenance

Partnership with University of Birmingham



Offers Postgraduate Certificate in Urban Railway Engineering (Singapore)



DO YOU KNOW

The five-year STEP programme was launched in

2015

30

of our Engineers have attained Chartership since the launch of this accreditation, and

250

more are on their way as part of the STEP programme.



We have

172

Engineering Maintenance Managers.



Giving at SMRT*

We support our community by Enabling Mobility, Empowering through the Arts & Education, and Encouraging Environmental Sustainability.

Enabling Mobility



Pledged **\$30 million** worth of cash and in-kind sponsorships through the SMRT Gift of Mobility Fund



Since 2015, **3 inclusive playgrounds** (including 1 intergenerational playground) have been built to encourage play between children, including those with special needs, and the elderly

Empowering through the Arts & Education



Art in Transit tours have been conducted for **> 8,600 participants** since 2011



> 2,600 participants joined the educational SMRT Learning Journey since 2013



> 1,700 students from **31 schools** became Station Ambassadors through Adopt-a-Station, a community outreach initiative, since its inception in September 2014

Encouraging Environmental Sustainability



Highly energy-efficient LED lighting systems at selected stations can **lower energy consumption by 50%**



District cooling systems at stations can achieve **> 40% in energy savings**



> 20,000 Singapore World Water Day farecards were produced to raise awareness on the importance of water conservation

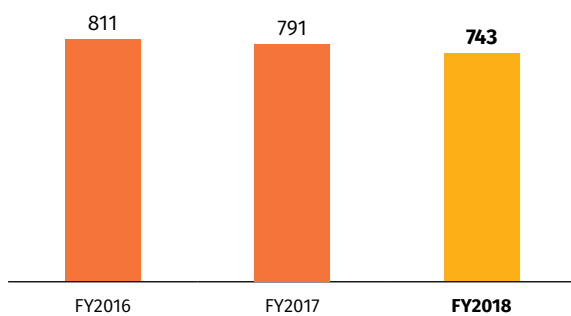
*Includes information at the Group level

Key Financial and Operating Data

As our rail network expands, our commuters continue to be at the heart of our operations.

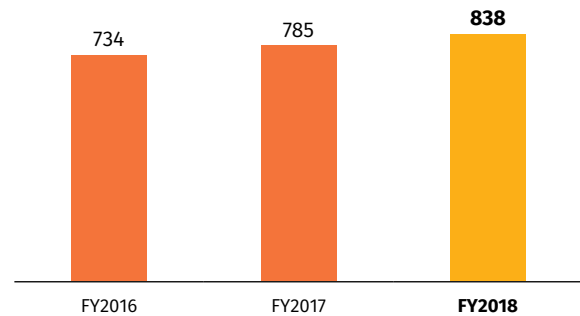
Financial Data*

Revenue (\$m)



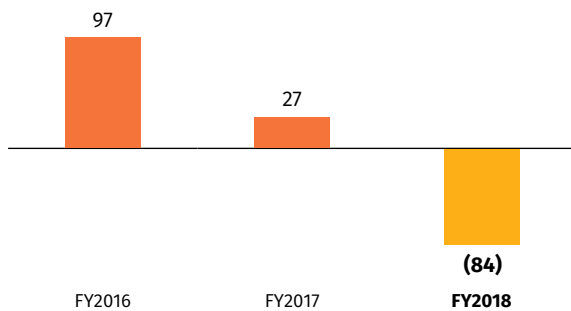
Total Revenue has decreased due to lower ridership and lower average fare.

Operating Expenses (\$m)

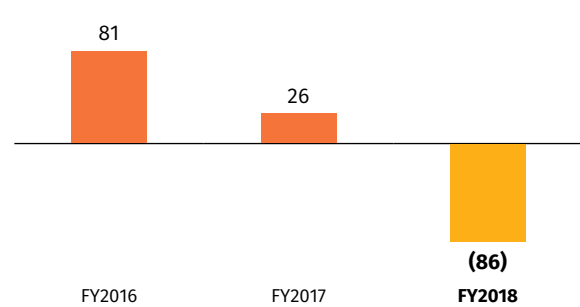


Operating Expenses have increased due to higher maintenance-related expenses for the ageing network and higher loss on disposal of property, plant and equipment.

Earning Before Interest and Tax (\$m)



Profit After Tax (\$m)



*Figures are rounded

Operating Data

	FY2014	FY2015	FY2016	FY2017	FY2018
Total route length (NSEWL & CCL) (to nearest km)	129	130	130	130	137
Total car-kilometres operated (to nearest million)	124	127	131	135	142
Total ridership (to nearest million)	711	731	756	768	753
Average weekday ridership (to nearest thousand)	2,091	2,148	2,197	2,353	2,258
Total passenger-kilometres (to nearest million)	8,016	8,129	8,322	8,271	7,886
Average car occupancy (passenger per car)	65	64	63	61	55

Our Focus

“SMRT Trains is committed to improving reliability and enhancing commuter experience. We are building indigenous rail engineering capabilities particularly in predictive maintenance and electronic card repairs and upgrades to benefit the rail network. We are adopting Kaizen methodology company-wide for continuous improvement in all areas of our work.”

Seah Moon Ming
Chairman
SMRT Trains

The ongoing journey of rail and people excellence never ends. *Better Journeys Ahead* underscores our commitment to raise and sustain rail reliability to provide better journeys for you, our commuters.

We recognise that commuter satisfaction has taken a dip in the last year, especially after the commencement of the new signalling system in mid-2017 and the two incidents in late 2017 that affected services on the North-South and East-West Lines (NSEWL).

Learning from the 7 October tunnel flooding episode, we have tightened work processes and supervisory checks across all levels in the organisation, and will use resources more effectively as we get our renewal and maintenance efforts firmly back on track in building infrastructure and facilities management.

Improving rail reliability is crucial in ensuring a seamless journey. In this regard, the team has made good progress. In the last five years, SMRT Trains and the Land Transport Authority have invested tremendous efforts to modernise and renew the ageing NSEWL. We have since marked the completion of several key projects such as sleeper replacement and power rail replacement.

These have translated to positive results. From April 2017 to March 2018, the mean kilometres between failure (MKBF) for the Circle Line (CCL) improved more than two-fold to 665,000km, while the numbers for the East-West Line went up to 171,000km. The North-South Line clocked 97,000km, due to initial teething issues on the new signalling system. We are happy to note that the system has stabilised considerably in recent months, bringing you smoother and uninterrupted journeys. We look forward to achieving the stretched MKBF target set by the authorities.

Train stations will continue to experience early closure and late opening on selected days to increase engineering hours for the remaining renewals and upgrades in the pipeline. On that note, we thank you for your understanding and patience for the inconveniences as we expedite our works.

Apart from our multi-year, multi-project efforts on the NSEWL, other exciting milestones await us. As our network expands to include the Thomson-East Coast Line in end 2019 and the full CCL loop by 2025, we look forward to connecting more commuters to more places across the island.

Our people are the backbone of what we do. We have been and still are in the process of ramping up headcount to support our current and future needs. Great emphasis is placed in developing and deepening our local rail capabilities by training and equipping our people with the relevant skills and knowledge.

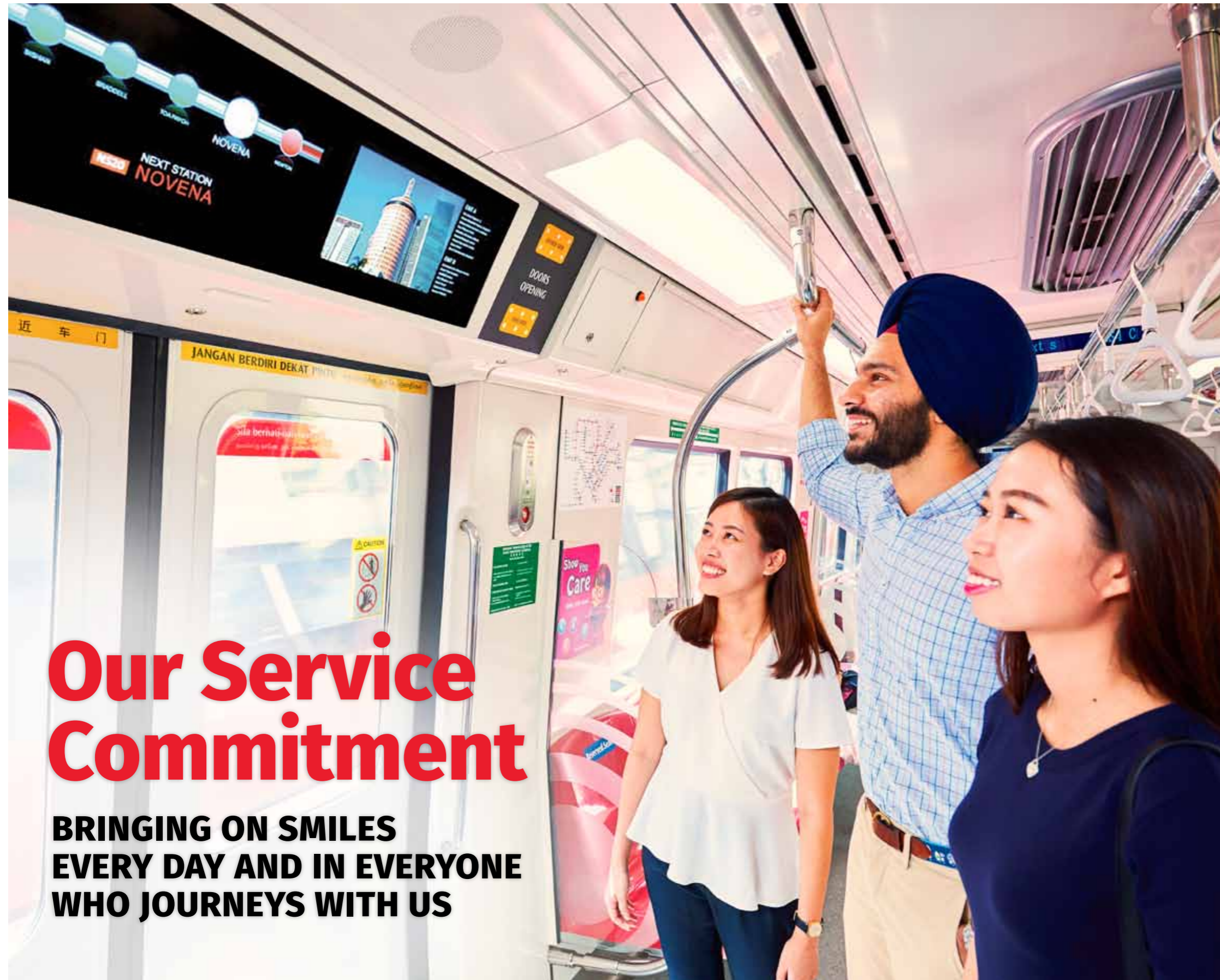
At the same time, it is imperative that every member of our workforce shares the same sense of accountability, discipline and efficiency. We are adopting *Kaizen* methodology to achieve these objectives. A newly formed joint readiness inspection team ensures that maintenance and asset renewal are independently audited and monitored, while *Kaizen* has been introduced to gather ground-up initiatives and improve workflow.

SMRT Trains is all about *Moving People, Enhancing Lives*. Everything we do is centred on our mission to deliver a service that is safe, reliable and customer-centric.

I hope you find this review useful in keeping you abreast of the efforts my colleagues and I are carrying out to serve you better.

Lee Ling Wee
CEO
SMRT Trains

Our Service Commitment



Our Service Commitment

BRINGING ON SMILES EVERY DAY AND IN EVERYONE WHO JOURNEYS WITH US

More than two million passenger trips are made on the SMRT train network every day. Every journey is important to us.

A Culture of Service Excellence

Our Service Excellence framework brings employees together for a common purpose: to build trust and bring on smiles every day, and in everyone who journeys with us. We embody the service standards of safety, reliability, care and comfort.

Providing Outstanding Customer Service

We continually provide good customer service and improve service touchpoints to serve our commuters better. Over the years, we have received positive feedback and we value these as a source of encouragement as we continue to improve the service and travel experience.

Our efforts were recognised through a series of nation-wide awards. In 2017, we secured the Best Customer Service for Transport award at the Singapore Tourism Awards and had 93 and 640 winners at the National Kindness Transport Gold Award and Excellent Service Award respectively.



We connect you to your destination with our island-wide train services.



Our priority is to deliver safe and reliable journeys for your everyday commute.

Commuter Touchpoints

With the latest version of the SMRTConnect mobile application, journey planning has been made easier. Since February 2018, real-time service information is now at the fingertips of commuters, who are able to find out the train arrival time before reaching the MRT station as well as get an indication of how long to wait to board a train upon arrival, through a train frequency indicator. Apart from these features, the application comes with improved user interface, offering faster information updates and easier navigation.

At our stations, information accessibility is being improved. iStands, which are four-sided information panels strategically located near station entrances, provide quick and easy access to vital travel information. New digital displays have been installed at Passenger Service Centres

“Ensuring a positive commuter experience has been a key focus over the years. Many new initiatives have been put in place, and more are being rolled out this year. Our commitment is to deliver a safe, reliable, efficient and comfortable transport service for all our commuters.”

Desmond Kuek
President & Group CEO
SMRT Corporation



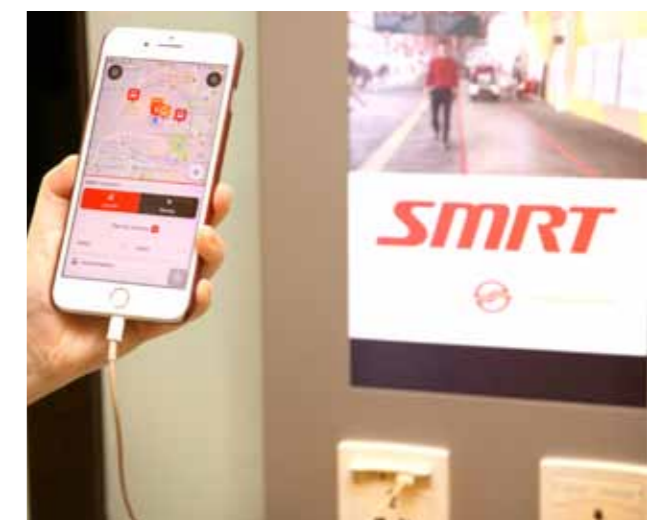
SMRTConnect app: The latest version of the SMRTConnect mobile application provides you with real-time service information to improve your journey experience.

to update commuters on train services and provide answers to common queries. New charging kiosks with digital screens have been implemented for commuters to view next train arrival timings as they charge their mobile devices. In the event of a service disruption, QR-embedded posters directing commuters to alternative travel options are also available at all stations in our MRT network.

We are always looking for ways to make travel more accessible for those with needs, such as the visually- or hearing-impaired, the elderly, parents with children in prams, and people on crutches or wheelchairs. Partnering the Ministry of Social and Family Development, the Inclusive Service Delivery Programme was developed to train all frontline staff on how to identify and assist priority passengers during their journey. The programme kicked off in October 2017 and to date, 846 staff have attended the training.

To assist elderly commuters and those with physical difficulties, SMRT Trains has provided wheelchairs or “Heartwheels” at Outram MRT station to help them navigate within the station with greater ease. The “Heartwheels” are available throughout our operational hours.

Commuting within the SMRT Trains network is made more joyful with live music and other performances at our stations. In the lead-up to Christmas and Chinese New Year, our staff, together with grassroots and community groups, went out in droves to spread the festive cheer.



Commuter touchpoints: iStands and charging kiosks with digital screens are some of the initiatives that we have recently introduced for your convenience and comfort.

Our Service Commitment



Our staff are always ready to ensure you have a comfortable journey.



Our station staff are committed to providing you with the highest level of service.

Service with a Smile

We embarked on a culture-shaping service journey five years ago with the aim of “building trust and bringing on smiles every day, and in everyone who journeys with us”.

Today, we have many inspiring role models who go the extra mile and make us proud. More than a thousand staff have received awards in appreciation of their outstanding service. They include those on the frontline, in the back-offices and maintenance workshops.

We will continue to step up our commuter engagement by making our transport service more inclusive and lending a helping hand to those with needs so that these individuals can use our network more confidently and conveniently.



DO YOU KNOW

New charging kiosks

have been installed at

30

MRT stations

across the North-South and East-West Lines.



As part of the Inclusive Service Delivery Programme, we aim to train

1,400
frontline staff

by the third quarter of 2018.



Our Operations

BRINGING A SMILE TO OUR COMMUTERS



Our renewal works will allow us to run more trains, carry more passengers and serve commuters better.

With shorter wait times, smoother connections and faster journeys, our aim is to provide a safe, comfortable and reliable journey for everyone.

The North-South and East-West Lines (NSEWL) are Singapore's oldest, longest and most heavily used MRT lines. The upgrading of these lines is a complex set of engineering projects and the first major upgrade for the lines since we started operations in 1987. In addition, more intensive works are being carried out on the Bukit Panjang Light Rail Transit as it approaches its 20-year mark.

With trains serving commuters around 20 hours every day, work crews optimise the remaining hours for essential works to maintain and renew the network.

Powering the NSEWL

More trains on the NSEWL means more power required to run the network. We are replacing existing power cables with those of increased capacity and have already upgraded selected substations to provide the additional power needed for more trains under the new signalling system.

Concurrently, we are working to reduce power-related faults on the lines and improve the system supplying power to the rails. Based on recommendations by the independent advisory panel appointed by the Land Transport Authority, we are also increasing the network's power capacity and improving its design through another power system upgrading project that will begin in the third quarter of 2018 and is slated for completion in 2023.



Ensuring that escalators at our MRT stations are safe and reliable is a priority.

Maintaining the Escalators

Over a period of five years beginning from 2016, a total of 233 escalators in 42 MRT stations will undergo refurbishment. To date, we have completed the upgrade of 13 escalators. Refurbishment works involve the replacement of all moving ageing parts and addition of new safety features such as dual speed, handrail speed sensors and skirt brushes.

As the works take place during service hours, our key priorities are to complete them swiftly and minimise the impact to commuters.

NSEWL Work-In-Progress Snapshot

Power Rail Replacement

SMRT trains are powered by electricity from a steel rail. The power rail, sometimes called the third rail, is fixed next to the two running rails on which wheels travel and has been used since SMRT first began operations. It has since been replaced network-wide in 2017.

Re-Signalling

Re-signalling works are progressing well with 100% of the North-South Line and 94% of the East-West Line completed. The new system will substantially improve the capacity of the NSEWL to run trains at shorter intervals. This translates to a shorter wait for trains and reduced congestion at station platforms during peak periods. Advanced communications technology on the trains constantly updates the traffic management system on the identity, location and speed of every train.

Adding New Trains

We will be running more trains on the NSEWL. Forty-five new C151B trains, part of a fleet of 57 new trains, have already been delivered to Bishan and Tuas Depots. Designed to operate with the new signalling system, the first train went into service in April 2017. The remaining 12 C151C trains are scheduled for delivery by end 2018.



Our train captain operating the new C151B train.

Upgrading Older Trains

Our oldest trains, the Kawasaki Heavy Industries C151, which entered service in 1987, will be replaced by new trains. The second-generation trains, the Siemens C651, were introduced in 1996 and are being upgraded by Singapore Rail Engineering. The first prototype is currently undergoing extensive testing.

After completion in 2019, all upgraded trains will have new or refurbished sub-systems including new air conditioning, electric doors, and propulsion systems.

More Engineering Hours

Since December 2017, train stations along the NSEWL have been experiencing early closure, late opening and full day closure on selected days. The additional time allows our engineering teams to carry out planned maintenance and renewal works on the tracks, stations and train depots. This will expedite our renewal works and bring forward the completion of the overhaul to the early 2020s.



Maintenance and renewal works being carried out at Jurong East MRT station during the planned closure in December 2017.



Our Operations

Strengthening Our Operations Capability

To streamline work processes, Kim Chuan Depot has been designated the Trains Operations Hub to allow better synergy and coordination across various Operations Centres, while Bishan Depot will become the Trains Maintenance & Engineering Hub to focus on planning, development and operations.

A joint readiness inspection team has been set up to enhance quality standards in rail maintenance and engineering. The team will ensure that maintenance and asset renewal are independently audited and monitored.

As part of our ultimate goal to achieve better reliability, availability, maintainability, safety and security, we are tapping on technology and data analytics to improve our train operations.

Plans are underway to introduce a Track Access Management System which will automate and optimise track booking to provide better control of our maintenance activities and a Train Track Condition Monitoring System that allows us to observe the conditions of our train and track systems across the entire network in real-time.

A Predictive Decision Support System that provides analysis for all our assets will also be in place.

Concurrently, we are working towards the next-generation Maintenance Operations Centre to better anticipate and prevent faults from occurring. It will be located at Kim Chuan Depot, integrated with our Operations Control Centres.

These initiatives will enable us to predict and prevent failure, and to respond and recover services swiftly when a fault occurs.



Bishan Depot will become the Trains Maintenance & Engineering Hub.

Our commitment to technology has resulted in several partnerships. Earlier this year, we launched the Urban Mobility Innovation Centre with A*STAR and inked important collaborations with McLaren and the United Kingdom Rail Research and Innovation Network.

Expansion of Network

Since June 2017, SMRT began operating the Tuas West Extension. The 7.5km extension improves MRT connectivity in the Tuas area and links up the Jurong and Tuas industrial areas. It comprises a twin-tracked viaduct and four aboveground stations. A 26-hectare depot provides stabling and maintenance facilities for the additional trains bought for the extension as well as to cater for future expansion of the NSEWL.


In September 2017, we were awarded the contract to operate and maintain the Thomson-East Coast Line from 2019. When fully operational in 2024, it will grow our rail network by a third. In addition, three new MRT stations connecting HarbourFront to Marina Bay will open in 2025, closing the loop for the Circle Line (CCL).



We are committed to improving reliability, availability, maintainability, safety and security of our operations.




Staff carrying out regular train maintenance.



DO YOU KNOW


Our train network comprises

300 rail sub-systems.



Every day, SMRT trains on the NSEWL and CCL cover a total distance equivalent to close to 2 times round the equator and carry

> 2 million passengers.



Our People



Our People

SERVING OUR COMMUTERS WITH PRIDE

Our people form the backbone of SMRT Trains, working round the clock to bring about safe and reliable journeys for commuters.

We are proud to have a disciplined and competent workforce working as one amid challenging conditions. Their health, safety and well-being are paramount.

In order to ensure that all 5,400 employees remain aligned and committed, it is important that we cultivate a culture of integrity, discipline, and accountability. We believe in creating a workplace that supports fair employment practices and recognition, and provides competency training and development to help our people realise their potential.

Proactive about Safety and Health

Driving Safety and Health Awareness

Safety begins from Day 1 at SMRT Trains. New employees are introduced to key safety elements as part of their orientation programme, with emphasis on their empowerment to report any safety concerns.

As part of our efforts to inculcate a culture of safety mindfulness, we have initiatives instilling individual accountability in safety matters. Our comprehensive safety education campaign includes engagement events, quizzes, regular alerts and advisories, sharing of lessons learnt, the practice of open reporting via multiple channels and a bottom-up approach in risk management. Staff who have proactively contributed to improving the safety landscape have been recognised as Safety Activists.

We have also recently embarked on a collaboration with DuPont Sustainable Solutions, a renowned world-class safety leader, to develop **START** – **S**afety **T**hrough **A**ccountability, **R**esponsibility and **T**eamwork. The programme is focused on building up the safety mindfulness, workforce discipline, compliance and accountability of our employees. This will further strengthen safety across the organisation.

Our People



We provide a safe work environment for our employees and actively promote awareness on workplace health and safety.

Currently, all our frontline management staff are first aid trained to provide first response to passengers who require medical attention. We will be training and certifying staff in the correct cardiopulmonary resuscitation techniques and effective application of the automated external defibrillator in a new company initiative.

Managing Risks and Compliance

SMRT Trains regularly looks into safety risks at operational and strategic meetings. We identify the various factors and implement suitable control measures and preventive actions. Our Safety System is also continually reviewed to mitigate against systemic safety risks.

Our workplace safety, health and environmental processes are subjected to internal audits and inspections while periodic third party audits ensure that our systems meet the international standards of OHSAS 18001:2007 and ISO 14001:2004. These certifications, as well as

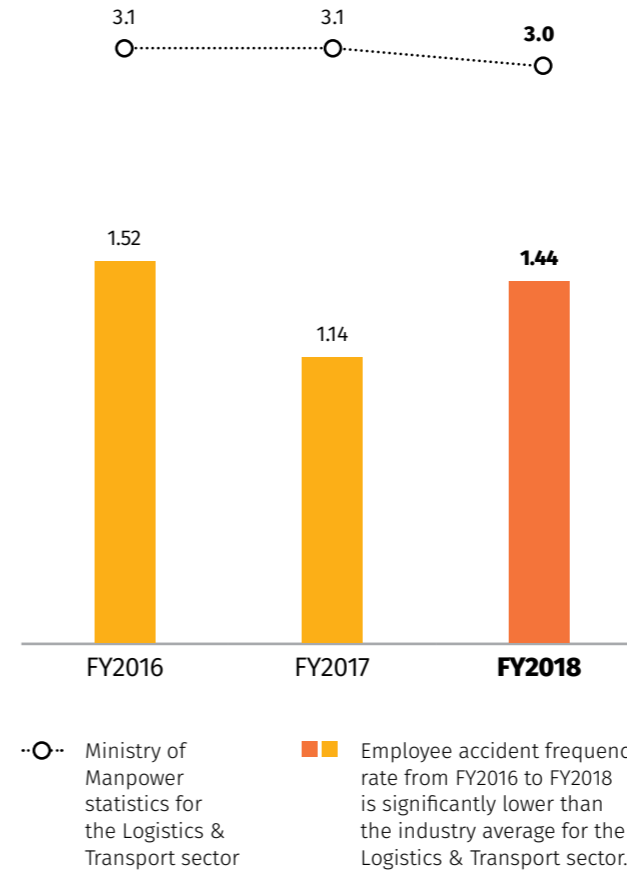
the BizSAFE STAR certificate, reflect our ongoing commitment and efforts to reduce risks and make safety an integral part of our business, for the benefit of our employees, partners and commuters.

SMRT Governance Structure

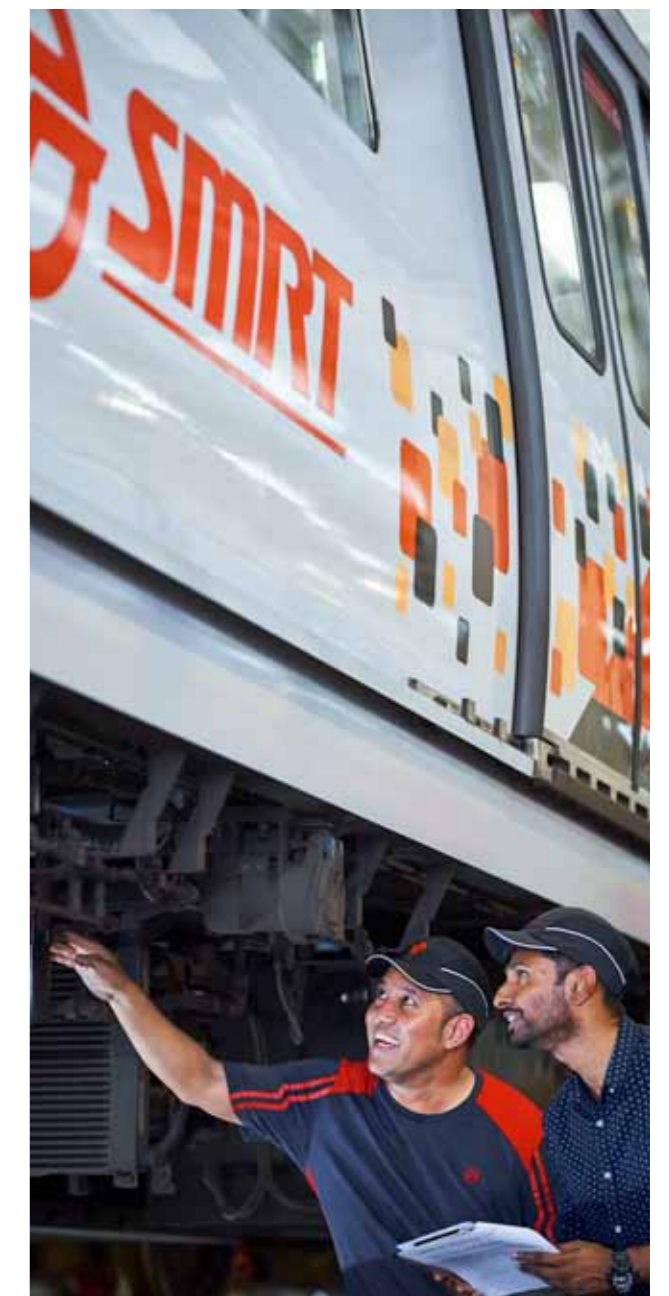
A Safety Steering Committee, chaired by our President and Group CEO, governs the Safety System and drives the safety message across SMRT. A Technical Safety Board governs modifications that affect our transport system to ensure the design integrity of equipment and facilities. We have also established Workplace Safety and Health Committees in accordance with the Workplace Safety and Health Act.

Additionally, as part of the Singapore Civil Defence Force requirements on fire safety, Fire Safety Managers and Company Emergency Response Teams are assigned to required locations, including all train depots and MRT stations.

Employee Accident Frequency Rate



In addition to the START programme, we have in place *Kaizen* initiatives to drive our sustained focus on adherence to quality standards, clarity and accountability in decision-making in all aspects of our work. The *Kaizen* mindset aims to raise workforce productivity and quality orientation through continuous improvement.



We conduct regular quality assurance checks on our assets and systems.

Nurturing Our Culture of Integrity, Discipline and Accountability

Our core values of SMRTNI – Safety & Service Excellence, Mastery, Responsibility & Respect, Teamwork, Nurture and Integrity – anchor our efforts to build a disciplined workforce that is committed to meeting our service and reliability goals. New employees undergo the SMRT Service Excellence programme, which aims to enhance the service standards of all SMRT employees toward Safety, Reliability, Care and Comfort. Our Service Excellence Campaign drives these service values further in daily operations through Leader Ambassadors – advocates appointed across all employee segments and business units.

Our People

Promoting Workplace Harmony and Industrial Relations

We want to build a workforce that is engaged, enabled and energised to contribute to our organisational goals, and serve our national public transportation needs. Our management actively works with the National Transport Workers' Union to create a cohesive workforce for SMRT Trains.

This year, we successfully established a new Collective Agreement that allows us to be more future-ready and nimble in reacting to market conditions. We continue to drive the 4E framework, featuring Employability for Life, Efficiency through Productivity Increase, Enhancement of Safety in our Working Environment, and Employee Engagement.

Over the past year, we convened various engagement platforms in partnership with the Union to keep employees informed about our strategic plans and policies. Our engagement programme encourages two-way interaction between management and employees, and is supported by a range of communication channels including town halls, briefings, focus group discussions and collaterals.



An engaged workforce is vital to building an effective and efficient organisation.

Instilling Pride and Professionalism Through Competency-building

SMRT Trains believes that delivering world-class service to the public is intricately tied to the level of professional pride among our workforce. Our SMRT Trains Career Scheme and SMRT Rail Career Roadmap are critical to building a committed, competent and future-ready workforce for the public transport industry. Developed with the Union in 2014 and 2017 respectively, these schemes map out competency-based professional development pathways for employees at all levels, from ground up. They also offer attractive career propositions with structured development, progression and job rotation opportunities anchored on mastery, value inculcation and productivity.

We pay close attention to the professional growth of rail engineers, who play a key role in SMRT Trains. Initiatives such as the Postgraduate Certificate in Urban Railway Engineering (Singapore) offered by the University of Birmingham and SMRT, the SMRT Train Engineer Professionalisation (STEP) programme and the Chartered Engineer programme provide professional development. More than 250 engineers have embarked on their journey toward charterhip, and our pioneer batch of participants is on track to complete their third year of the STEP programme.



We constantly devote resources to develop the skills and knowledge of our people.

To accelerate progress toward world-best rail excellence, we have established a Future Systems Office to harness digital technologies and data analytics for predictive maintenance.

A Sustainable Workforce Profile

As SMRT Trains grows our headcount to meet intensifying capacity and maintenance demands, it is vital to shape a competent and productive workforce, and tap on the innate value of a diverse employee profile. Complementary Age Management and Workforce Health taskforces address the needs of our fast maturing workforce and strengthen employees' physical and mental health. Resultant measures include automation of work processes, better illumination, improved ergonomics, job redesign, flexible work arrangements, enhanced healthcare provisions and health-and-wellness programmes. Our in-house medical clinic at Bishan Depot provides employees with free, convenient and reliable healthcare and medical screening services. It also raises awareness on healthy lifestyle practices and chronic illness treatment. We also ran our first exercise to provide free flu vaccinations to employees. The initiative was well received and showed positive results – vaccinated employees took less medical leave over those who opted out of the exercise.

Our Enhanced Flexible Benefit Scheme provides Singaporean and Singapore Permanent Resident staff with hospitalisation and inpatient benefits. The SMRT CARE Fund assists employees with financial exigencies, and has been a source of welcome relief to numerous employees and their families in times of need.

Recognising Our Efforts in Workforce Health

As we continue to build a proud, professional and disciplined workforce, we are humbled and heartened to receive recognition from the larger community. This year, our Human Resources team won nine awards for our leading practices in employee engagement and development, manpower resourcing, compensation and benefits, talent management and change management.



DO YOU KNOW

The UoB-SMRT Postgraduate Certificate is the

most advanced qualification

that the university has co-developed with any railway operator, and the

first programme of its kind in Asia.



Since its launch in 2016, the UoB-SMRT Postgraduate Certification has trained

250

SMRT engineers.



Our Community

**ENABLING MOBILITY, ENHANCING LIVES
FOR OUR COMMUTERS**



SMRT Corporation's Corporate Social Responsibility (CSR) strategy is fully aligned with our vision of Moving People, Enhancing Lives.

Our CSR objectives support sustainable development, while giving back to society and building a fair and inclusive community. These are encapsulated in our three pillars of *Enabling Mobility*, *Empowering through the Arts & Education* and *Encouraging Environmental Sustainability*.

Enabling Mobility

Working with like-minded partners and champions of community care, we connect people to what matters.

SMRT Gift of Mobility Fund

In commemoration of SMRT's 30 years of operations, the SMRT Gift of Mobility Fund was unveiled on 16 August 2017. The Fund pledges \$30 million worth of cash and in-kind sponsorships over the coming years to serve the community and build an inclusive society.

In partnership with Community Chest, the Fund will allow SMRT to make more substantial contributions to assist those with mobility needs in our society, and extend its reach particularly to the elderly and persons with disabilities.

Intergenerational Playground for All

Encouraged by the success of the two SMRT sponsored playgrounds located at Bishan-Ang Mo Kio Park and Ghim Moh, SMRT sponsored an intergenerational playground at St Joseph's Home on 28 August 2017. The playground is the first of its kind built within a nursing home in Singapore. It provides a common space for the home's residents and children from its infant and childcare centre to interact and play together, improving their overall well-being.

Our Community

Some of the unique features of the playground include a see-saw with ramp as well as a merry-go-round with wheel-locks for wheelchairs and custom-built seats for toddlers.

This is the first donation from the SMRT Gift of Mobility Fund.

“The intergenerational playground allows me to interact with the children – watching them play puts a smile on my face. When my children and grandchildren visit me, they will bring me for a walk in the garden and have a go at the playground.”

Mdm Chiew Joke Jong
Resident of St Joseph’s Home



The intergenerational playground at St Joseph’s Home is the first of its kind built within a nursing home in Singapore.

Empowering Through the Arts & Education

Arts

SMRT actively supports the local arts scene. Since 2011, we have been working with Art Outreach, a non-profit organisation that promotes art education in Singapore, to conduct Art in Transit tours in Circle Line stations. To date, close to 480 tours have been conducted for more than 8,600 students and members of the public.

Our collaboration with Singapore Wind Symphony produced two dedicated local compositions, aptly titled ‘Train to Bishan’ and ‘MOVE!’. The latter, which was written by local composer Jin Jun Lee, premiered at the School of the Arts (SOTA) Concert Hall on 16 December 2017. The composition was commissioned to commemorate SMRT’s 30 years of operations.



Students participating in the Art in Transit tour.



Arts for All

SMRT piloted a special edition of the Art in Transit tour for persons with disabilities on 15 November 2017. Eight beneficiaries in wheelchairs from the Muscular Dystrophy Association (Singapore) participated and were given a tour of the art installations along the Circle Line stations.



Beneficiaries from Muscular Dystrophy Association (Singapore) attending a special edition of the Art in Transit tour.

“The Art in Transit tour was definitely a fresh take from the usual art tours out there. It also provided insights into the history of Singapore. The novelty of taking the train and savouring art at the same time is very refreshing. It has sparked my interest so that in the future, whenever I travel on the train, I will take a second look at my surroundings to spot interesting art installations like the ones I have seen.”

William Eng
Muscular Dystrophy Association (Singapore) beneficiary

Our Community

Education

Learning Journey

The SMRT Learning Journey educates students and the community at large on what goes on behind the scenes, and how they can play a part in ensuring the safety, security and comfort of everyone travelling in the transport network. More than 2,600 participants have joined us on this programme, which comprises a customised train ride and an introduction to the fully automated Operations Control Centre at Kim Chuan Depot.

Adopt-a-Station

Adopt-a-Station is a community outreach initiative, where students can serve the community while learning to be gracious commuters themselves. Students perform station duties, such as assisting



commuters with directions, helping at the ticketing machines, or by putting on an arts performance or exhibition in the station. Since its inception in September 2014, over 1,700 students from 31 schools have been made Station Ambassadors.

Encouraging Environmental Sustainability

To support our green initiatives, SMRT established four sub-committees dedicated to the environmental sustainability pillars of Energy Reduction, Water Conservation, Waste Management and Green Advocacy.

Energy Reduction

Every year, we submit energy consumption and production as well as greenhouse gas emission reports to the authorities.

Apart from Bishan Depot, we also utilise solar technology at Tuas Depot. With the two solar photovoltaic systems, we reduce our carbon footprint by 1,100 tonnes annually.

Highly energy-efficient LED lighting systems have been installed at Toa Payoh, Novena and Clementi MRT stations, lowering energy consumption by 50%. District cooling systems, which uses chilled water to cool air to achieve more than 40% in energy savings, can also be found at Bayfront and Raffles Place MRT stations.



On 1 November 2017, participants from the 2nd Executive Leadership Programme organised by the Civil Service College attended the SMRT Learning Journey.

Water Conservation

Our train wash plants feature dual-cycle recycling where water from the second rinse of the train is collected in recycling tanks for pre-washing the next train, saving 1,000 litres of fresh water per wash.



A collaboration between SMRT, NETS and PUB to produce limited edition farecards.

In conjunction with Singapore World Water Day 2018, SMRT collaborated with NETS and PUB to raise awareness on the importance of water conservation, where 20,000 limited edition farecards were produced and sold exclusively at our Passenger Service Centres.

Water conservation posters and mirror decals are also displayed at our public and staff washrooms.

Waste Management

We place great emphasis on prevention, reusing and recycling.

We have water treatment systems to treat waste water produced from our cleaning processes. Oil and particles are filtered out, the pH level of the water is neutralised, and harmful metal-based pollutants are removed.

With the implementation of an electronic approval system, EchoSign, to minimise the need for physical documents and a smart printing function that allows us to select documents for print, while deleting those no longer required, paper waste has been reduced.

Green Advocacy

At SMRT's Safety, Security and Quality Day 2017, the committee shared on the organisation's waste management efforts. Employees were also taught how to recognise and safely dispose of toxic waste.



DO YOU KNOW

In the past year, SMRT provided close to

\$2.1m

worth of cash and in-kind sponsorship to charities and social service organisations.



> \$90,000

was raised from the sale of 30th Anniversary Charity Draw raffle tickets to our employees. Funds collected were disbursed to our adopted charities.



Our train wash plants recycle

160,000 litres

of water per month.



Awards and Accolades



Service Excellence

- **Transport Gold (TGA) – 12 outstanding, 162 commendation**
National Kindness Award 2017, Singapore Kindness Movement
- **Excellent Service Award (EXSA) – 59 Star, 446 Gold, 780 Silver**
EXSA 2017, SPRING Singapore
- **Customer Experience Mystery Shopper Awards (Email) – Gold**
17th Annual International Contact Centre Awards 2017, Contact Centre Association of Singapore
- **Best In-House Contact Centre (Under 20 seats) – Silver**
17th Annual International Contact Centre Awards 2017, Contact Centre Association of Singapore
- **Best Customer Experience Delivered – Bronze**
17th Annual International Contact Centre Awards 2017, Contact Centre Association of Singapore
- **Best Contact Centre Team Leader of the Year (Under 20 Seats): Andrew Kasavan – Silver**
17th Annual International Contact Centre Awards 2017, Contact Centre Association of Singapore
- **Best Customer Service Professional of the Year (Under 20 Seats): Sandy Goh – Silver**
17th Annual International Contact Centre Awards 2017, Contact Centre Association of Singapore

- **Best Customer Service Professional of the Year (Under 20 Seats): Erica Quintos – Bronze**
17th Annual International Contact Centre Awards 2017, Contact Centre Association of Singapore

- **Outstanding Service Individual: Katijah Binte Sarbu – SMRT Trains**
Land Transport Excellence Awards (LTEA) 2016, LTA



Public Relations and Communications

- **Online Platform (Winner) – SMRTConnect 2.0**
Asia-Pacific Communications Awards 2017, Asia-Pacific Association of Communication Directors
- **Best Transport Planner App**
8th CMO Asia Awards for Excellence in Branding and Marketing, CMO ASIA



Human Resources

- **Leading HR Practices in Compensation & Rewards Management**
Singapore HR Awards 2017, Singapore Human Resources Institute
- **Leading HR Practices in Employee Engagement & Alignment**
Singapore HR Awards 2017, Singapore Human Resources Institute

- **Leading HR Practices in Talent Management, Retention and Succession Planning**

Singapore HR Awards 2017, Singapore Human Resources Institute

- **Leading HR Practices (Special Mention) in Manpower Resourcing & Planning**

Singapore HR Awards 2017, Singapore Human Resources Institute

- **Leading HR Practices (Special Mention) in Learning & Development**

Singapore HR Awards 2017, Singapore Human Resources Institute

- **Certificate of Recognition**
Singapore Health Award 2017, Health Promotion Board

- **Excellence in Talent Management (Gold Winner)**

HR Excellence Awards 2017, Human Resources Magazine (HRM) Asia

- **Excellence in Compensation Benefits Strategy (Silver Winner)**

HR Excellence Awards 2017, Human Resources Magazine (HRM) Asia

- **Excellence in HR Change Management (Bronze Winner)**






HR Excellence Awards 2017, Human Resources Magazine (HRM) Asia



Corporate Social Responsibility

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

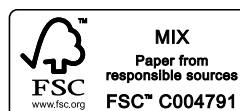
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SMRT takes corporate citizenship seriously and we endeavour to do our part to protect the environment.