



CORPORATE SOCIAL RESPONSIBILITY

For ComfortDelGro, corporate social responsibility means respecting people and the world around us.

We continue to be guided by the conviction that value creation and social and environmental performance do not happen in isolation. They are inextricably linked. Working on first principles, we strive to make corporate social responsibility an integral part of daily business operations for each and every business division and employee, and in doing so we hope to earn the trust of all our stakeholders and the business community.

The following are just some of the ways in which we have reached out to others.

THE UNDERPRIVILEGED

In 2006, the Group gave out more than S\$2.6 million to the poor, the needy, the sick, the aged and the community in general.

The bulk of the funds went to the elderly and the poor – our traditional charities of choice. One of the biggest beneficiaries was NTUC Eldercare in Singapore which received S\$120,000 for the second year running. As a result, hundreds of senior citizens will be able to continue receiving quality day care services. Other organisations like our adopted charity, the Home Nursing Foundation, also received warm support – in cash and in-kind.

The physically handicapped also receive special attention. In Singapore, our taxi drivers have been providing a special taxi service to handicapped passengers since 1999. In London, Computer Cab is accredited under the “Positive About Disabled People” programme which supports the employment of the handicapped.

Around the world, natural disasters continued to wreck havoc in 2006. ComfortDelGro and its subsidiaries gave generously to many aid organisations in a bid to help rebuild lives. In July 2006, Hurricane Belis hit the Guangdong Province, resulting in death and destruction. Guangzhou Xin Tian Wei donated RMB 283,000 (S\$56,000) to help in the rebuilding of the affected areas. Over in Vietnam, assistance was also rendered to the victims of the Chan Chou and SangXane storms which resulted in 245 deaths.

SAFETY

The safety of our passengers, our staff and all road users is of paramount importance to us. Wherever we operate, whatever the conditions, we always try to implement the best of industry standards to ensure that safety is never compromised.

All across the world, our taxi and bus drivers are taught safety driving skills and go for regular training updates. Those who flout safety rules are dealt with severely. The Group uses penalty and reward schemes to deter and incentivise drivers and staff to maintain the highest in standards.

We also strive to ensure the safety of the environment in which we operate. In London, for example, Metroline has been working with the Metropolitan Police in the “Bus Beat” project where staff are allowed to stand down from their usual duties to become Special Constables – dedicating eight hours of their time every fortnight patrolling buses and transport routes. Along the same vein, Computer Cab is working hard to promote safety on the streets of London. Its “City CabWatch” programme with the City of London Police is part of a scheme where text messages are sent to drivers so that they can look out for missing children.

STAFF WELFARE

The key to our continued success lies in our people. As we work towards realising our Vision of becoming the undisputed global leader in land transport, we invest in our human capital to generate organisational excellence, increased profitability and stakeholders’ value.

Our approach towards human capital management is holistic, integrated, long-term and continuous. Attention is given to creating a work environment that identifies, motivates and retains the best and brightest employees who can make a difference to the performance of the Group. Our core values are reinforced to ensure

our long-term success.

Our leadership development programme includes job rotations, overseas postings and the assignment of challenging projects to keep those with strong potential motivated while, at the same time, providing them with the opportunity to hone their leadership skills.

With the current focus on expanding our businesses overseas, we have cultivated a ready pool of top talent who can be fielded whenever a business need arises. Career development initiatives have also been put in place to develop general management, finance and operations staff so that key staff can effectively take on assignments in our overseas units. These staff are rotated amongst our various business units to gain the necessary skills and knowledge to help our overseas units grow the business. At the same time, some of our staff from the overseas business units also travel to Singapore to learn from their counterparts about the relevant best practices which they can leverage on to enhance their own operations.

We are ardent supporters of the Yellow Ribbon Project in Singapore as we believe in giving ex-offenders who are keen to start afresh and have the requisite skills for the jobs a second chance. Our hiring policy is non-discriminatory, fair and equitable.

Other than strengthening our processes for identifying, selecting and developing our people, we reward our employees according to their performance and contributions to motivate and retain them.

Sustaining a learning environment that drives continuous improvement in performance is also vital for our Group's progress and development. Training and re-training is emphasised to strengthen functional skills. Soft skills are also enhanced in key areas such as customer service excellence, team building and problem solving.

To strengthen teamwork and build camaraderie amongst staff, programmes such as team sports, recreational and health promotion activities are organised for all staff to participate as one family.

ENVIRONMENT

Environmental stewardship is a core part of our business. As a land transport provider, we are aware that our operations may have an impact on the environment. With this in mind, we have committed to:

1. Work closely with the regulators and comply with industry standards
2. Control the emission of pollutants from our fleets of vehicles
3. Reduce, wherever possible, energy consumption in our offices, depots and trains
4. Identify re-cyclable products like papers and batteries for re-use

In 2006, many of our operations also started equipping themselves with Euro IV emission vehicles. These include our taxi and bus operations in Singapore, London and Shenyang.

Taking the lead in Singapore, we have been looking at environmentally-friendly options since 2003. We rolled out the country's first Euro IV Mercedes taxis in 2005, more than a year ahead of the mandated deadline by the Government. Currently, close to 80% of some 600 Mercedes taxis are Euro IV.

In 2006, we also put to trial two other Euro IV vehicle models – the Hyundai Sonata and Volkswagen Touran. After a six-month long trial, we signed an agreement with Komoco Motors to purchase 1,400 Hyundai Sonatas, with the option for 1,000 more units for S\$40 million. The first Hyundai Sonata taxi hit the roads in January 2007.

Our bus depots in Singapore have also phased out all harmful Halon 1211 (BCF) fire extinguishers and replaced them with powder type extinguishers. Halon BCF has been found to be extremely damaging to the earth's ozone layer while dry powder extinguishers are considered more environmentally-friendly. Other energy saving features include the dimming of lights at our train stations as well as the auto-slowness of escalators.

In our workshops, sawdust is used to absorb diesel oil that has spilled onto the ground, making clean-ups easier. Diesel oil that runs into the drainage is also filtered through an interceptor which has several filters set apart at intervals to sift through the waste water. The oil sludge residue is then removed from the drains to prevent water pollution.

Our taxi subsidiary, ComCab in London has also been accredited with ISO 14001 – Environmental Management Systems – resulting in the following benefits:

- Improved perception of the key environmental issues by our employees and an improved public image.
- A reduction in wastage in the use of energy and raw materials.
- Improved ability to comply with environmental regulations.
- Dependence on a system rather than the individual to manage the environmental function of the organisation.