As Singapore's premier multi-modal land transport provider, we offer a range of transport options designed to suit the diverse needs of commuters. From modes of public transport such as MRT trains, buses and taxis, to private car services and premium bus transportation services, we connect people to the places they want to go.
Service Ambassador Wee Kwee Wan serves a commuter at the open concept passenger services counter at Bukit Panjang Integrated Transport Hub (BPITH). SMRT Buses’ first integrated transport hub, BPITH incorporates an air-conditioned bus interchange with the Bukit Panjang MRT and LRT stations for seamless connectivity.

- **137.3 km** total route length of the North-South and East-West Lines and Circle Line
- **365 m** passenger journeys on our buses annually
- **>3,000** taxis in the SMRT Taxis fleet, including the largest number of environmentally-friendly hybrid taxis in Singapore
Our efforts to improve the journey for train commuters by enhancing rail operations, maintenance and engineering are seeing steady results. We strive to be a safe, reliable and responsible operator, committed to building trust and bringing on smiles every day in all who journey with us.

Lee Ling Wee
Chief Executive Officer, SMRT Trains

SMRT Trains
As Singapore’s first mass rapid transit operator, SMRT Trains runs the North-South and East-West Lines (NSEWL), Circle Line (CCL) and the Bukit Panjang Light Rail Transit (BPLRT). Driven by our strategic priorities, we align our activities towards building on our strengths and capabilities to enable growth and sustainable value.

Improving Reliability
Our efforts in renewing the NSEWL – Singapore’s oldest, longest and most heavily-used MRT lines – alongside the push to raise reliability on the CCL and BPLRT – are well on track. Our goal is an updated and renewed railway system that will allow us to run more trains, carry more passengers and offer faster connections. Commuters can look forward to better rail reliability, smoother and faster rides and a quieter environment.

To reduce waiting time, we deployed more trains during pre-peak and peak periods. New trains are being added progressively to the NSEWL, CCL and BPLRT, allowing older trains to undergo critical maintenance.

On the NSEWL, we completed the replacement of about 200km of the power rail, which powers the trains, to better cope with more trains and the new systems on which they run.

Our first and second generation train fleets, which have been in service for more than 20 years, have been progressively upgraded, for safer, more reliable journeys.

Our renewed system, with a comprehensive preventive and predictive maintenance regime in place, will mean higher system resilience, and even better train reliability and availability.

Increasing Capacity
Keppel, Cantonment and Prince Edward Stations will close the loop for the CCL when completed in 2025. This will enhance CCL’s role as an orbital line, with a total of 33 stations, including 12 interchange stations, while strengthening the train network’s resilience.

Kim Chuan Depot will be expanded and integrated to house 133 trains, up from 70, and 550 buses by 2024. It is the first in the world to integrate three train depots and one bus depot.

Significant Moments
We began operating the Tuas West Extension from June 2017. The 7.5km extension improves MRT connectivity in the Tuas area.

We were awarded the Thomson-East Coast Line (TEL) contract to operate and maintain the line in stages from 2019 for an initial nine-year period. The TEL will add 43km and 31 new stations to the existing rail network, with seven interchange stations linking the TEL to all five existing MRT lines.

SMRT Corporation Ltd and Prasarana Malaysia Bhd, Malaysia’s leading public transportation provider, signed a Memorandum of Understanding to form the Johor Bahru-Singapore Rapid Transit System Link (RTS Link) operating company, to design, build, finance, operate, maintain and renew the RTS Link operating assets. The RTS Link will help to meet growing transportation needs and improve productivity between Singapore and Johor Bahru.

Looking Ahead
In 2018, we will continue to enhance reliability with our multi-project efforts to renew and upgrade the NSEWL. We will also further enhance safety through a comprehensive review of work safety processes and procedures.
We aspire to be the best bus operator in Singapore and an international transport solutions provider in smart cities.

Tan Kian Heong
Managing Director, SMRT Buses & Roads Services

SMRT Buses
SMRT Buses serves more than 1 million passenger journeys daily. We have a fleet size of more than 1,450 buses and 3,300 employees. We operate three bus packages under the Bus Contracting Model, consisting of 99 bus services, three bus depots and five bus interchanges.

A Culture of Service Excellence
SMRT Buses successfully completed our first year under the Bus Contracting Model, achieving good results in operational performance, as assessed by the Land Transport Authority's Bus Service Reliability Framework.

The customer is at the heart of what we do. We go to great lengths to build a culture of service excellence that focuses on understanding our customers and offering best-in-class service across all customer touchpoints.

We value our commuters and constantly seek ways to enhance the travel experience. In the Customer Satisfaction Index of Singapore published in 2017, we achieved progressive improvements yearly and consistently outperformed our competitor in the last four years. Our first integrated transport hub at Bukit Panjang opened with thoughtful features and technological innovations for commuters and our workforce.

Our People
Our people are our key differentiator. We value our employees and invest heavily to develop them throughout their careers with us, so as to build a competent, committed and professional workforce.

We also place emphasis on our employees' health and welfare. In recognition of our contributions to the labour movement and furthering the interests of our workforce, we were presented with two awards at the May Day Awards 2017.

Leveraging Technology
Technology and Innovation are our key enablers to achieve service excellence. We proactively leverage technologies that enable and drive strategic, industry-leading innovations in training, customer service and bus operations. A mobile application was introduced for our Bus Captains to keep track of their work schedules, monitor driving performance and carry out administrative tasks.

Our Singapore Bus Training and Evaluation Centre provides training to our bus professionals. We have also achieved full operational capability for PROLEARN, which employs big data analytics and evidence-based training customised to individual driver needs. We were awarded the Certification of Recognition in the Operational and Technological Excellence for our PROLEARN innovation at the UITP Awards 2017.

Our Priorities
We strive to deliver the best bus service to our commuters and achieve the highest standards of safety and reliability for our operations. We are fully committed to develop our workforce by enabling their skills mastery and upgrading their technical competency. We are continuously embracing technology and building new competencies to stay relevant and remain competitive. We aspire to grow our local market share and establish a global footprint as an international transport solutions provider.
In a time of rapid changes, technology advances and disruptive innovation for the industry, SMRT Taxis pushes on for transformative growth and improvements. We will continue to invest in technologies to better our service offerings for both partners and passengers. We remain committed to forming strategic business partnerships to ensure long-term sustainability.

Tony Heng
Managing Director, SMRT Taxis & Private Hire Services

SMRT Taxis
SMRT Taxis continues to enhance passengers’ travel experience, raise customer service standards, and innovate with technology in order to adapt to the highly dynamic market conditions.

Building Strong Partnerships
Supporting Singapore’s push towards a cashless society, SMRT Taxis collaborated with MasterCard to lower cashless transaction costs. Our taxis are now equipped with contactless payment terminals.

We strengthened our collaboration with Grab to build the largest and most advanced taxi and private-hire car fleet in Singapore. The partnership enables all SMRT Taxis’ drivers to use Grab for taxi bookings and dynamic fixed fares.

At SMRT Taxis, we refer to drivers who work with us as “taxi partners”, reflecting their value to our organisation.

To suit the different needs of our taxi partners, we introduced a flexible hourly rental scheme, Taxi Share. We have more than 600 taxis at over 250 carparks, providing 24-hour access. This scheme has seen an increase in taxi availability on the road to keep up with demand.

We opened our first Driver Career Centre, providing a one-stop service to help potential drivers identify their best career path with SMRT Taxis, through driver profiling and in-house consultations.

As part of our drive to offer stellar customer experience and environmentally sustainable options, passengers enjoy newer and greener vehicles like the fourth generation Toyota Prius Hybrid, which boosts fuel efficiency and has a smaller carbon footprint. In 2017, we further strengthened our position as the largest hybrid taxi operator in Singapore.

Our taxi partners take pride in delivering high-quality rides. 109 taxi partners received Excellent Service Awards for 2017 and another eight were winners at the National Kindness Award – Transport Gold 2016.

Customer satisfaction increased for our taxi services compared to the year before. We scored 71.8 points, an increase of 2.4% over the previous year, in the 2017 Customer Satisfaction Index of Singapore.

Working with the Community
We support meaningful community initiatives with Temasek Foundation Cares, such as the Automated External Defibrillator (AED) on Wheels Programme. With 100 taxis installed with AEDs, in 2017, our drivers successfully responded to 47 activations.

In March 2017, we sponsored taxi rides for one of our adopted charities, Home Nursing Foundation, bringing patients to and from their homes and a Patients’ Outing Event.

The Road Ahead
We constantly review our business structure and processes to optimise our resources to cope with market shifts, and closely monitor for new regulations.

We continue to build close relationships with our partners, encouraging and rewarding quality services and continuous improvement. We will invest in technologies to further improve service offerings for our taxi partners and passengers.

As our fleet is expected to grow, we will further develop our fleet managing capabilities and system enhancements to achieve efficient, cost-effective ways to manage a larger fleet. We will also continue to reach out to potential business partners to form strategic alliances.
Strides Transportation

With the merger of Bus-Plus, Strides Transportation offers our customers a whole fleet ranging from luxury limousine and spacious private car services to premium bus transportation, at their call. Our customers have more options to plan their travel in Singapore in comfort and style.

Satisfying Journeys

Strides Transportation meets the desires of those who prefer point-to-point transportation service on demand. Our round-the-clock operations staff offer customisation and expert advice to ensure our clients have a seamless and satisfying journey. Whether it is providing airport transportation, corporate limousine service rides or point-to-point transfers, Strides always ensures journeys are safe, reliable and comfortable.

To provide new and innovative transport solutions for passengers and support Singapore’s Smart Nation vision, we became one of the key partners behind Beeline, operating over 20 bus routes on the mobile application.

Service reliability is our top priority. Our limousines and sedans are leased and maintained regularly by reputable business partners to ensure that each vehicle is in optimum driving condition at all times.

Our bus fleet optimisation is achieved by leveraging on a mixed-fleet strategy of leased and owned buses. We work closely with suppliers to ensure service level requirements are maintained.

We have established channels of communication between clients and our operations team so that feedback can be promptly investigated and addressed.

Venturing Abroad

The joint venture (JV) in Yangon, SMRT Strides Toyotsu Alliance, is Strides’ first overseas establishment. The JV seeks to offer limousine and car rental services in Myanmar after its successful incorporation. The limousine service will serve the need for premium transit opportunities such as pickups at airports and hotels as well as alternate transport options for business or high-end travellers. With our SMRT Strides branding, Yangon’s travellers can look forward to safe and reliable transport service.

The Road Ahead

We offer end-to-end services from consultancy to service delivery with a view to helping reduce transportation cost. We will keep improving business profitability through cost reduction, by developing our core competency of driver and vehicle management with the use of technology and data analytics.

Our Strides bus services will continue to uphold our leadership position in the healthcare segment, leveraging on innovative technology. We will continue to grow by exploring other viable markets such as condominiums and shopping malls transportation routes.

Strides Transportation will continue to reach out to potential business partners to form strategic alliances as well as evolve more technology-driven processes. Keeping up-to-date with the changing needs of our customers is the key to the customer-service driven future.

Tony Heng
Managing Director, SMRT Taxis & Private Hire Services

SMRT’s Strides Transportation gives our customers an entire fleet of luxury and spacious private cars. In addition to filling the rising demand for on-demand point-to-point transport services, Strides will support our taxi partners with greater flexibility in managing their time, with more driving career options.
Commuter Touchpoints

We constantly strive to achieve higher standards of service excellence. We have rolled out new customer service initiatives for SMRT Trains and SMRT Buses in 2017, offering a better commuter experience to those travelling with us.

At Your Fingertips

SMRTConnect 3.0, our multi-modal journey planning app offering real-time information, has been enhanced with an improved user interface, more accurate train arrival timings, crowd indicator at stations, and bus arrival timings for all bus operators – providing ‘mobility at your service’ to our commuters. Further enhancements will be rolled out in two phases in 2018.

In our MRT Stations

Charging kiosks for quick charging of devices on-the-go
Digital signage quickly disseminates information on delays
iStand consolidates and categorises in-station signages so commuters can easily access updated information
QR codes allow easy access to information on alternative travel options

At Bukit Panjang Integrated Transport Hub (BPITH)

WeCare Shop loans umbrellas and portable chargers to commuters
Nursing room affords convenience for commuters with infants
Open-concept Passenger Services Counter fosters more positive interaction between service staff and commuters
Features for the visually impaired such as ground tactile and braille plates at queuing berths and in lifts
Interactive information kiosks allow commuters to plan trips point to point
Wheelchair Accessible Bus services are available
Video walls add vibrancy to BPITH

120 bicycle racks installed at BPITH facilitate first- and last-mile connectivity
We expect to recruit and train 600 more staff before the first TEL stations open, with about 900 more by the time the TEL is fully open in 2024.

On 15 September 2017, SMRT Trains was awarded the Land Transport Authority (LTA) contract to operate and maintain the Thomson-East Coast Line (TEL) from 2019 for an initial nine-year period. When fully operational in 2024, the TEL will grow SMRT’s rail network by a third. We expect to recruit and train 600 more staff before the first TEL stations open, with about 900 more by the time the TEL is fully open.

We will continue to push ahead with our multi-year projects to renew the North-South and East-West Lines. We remain committed to raising and sustaining reliability, availability, maintainability, safety and security (RAMSS) across our MRT network as it expands.
Enhancing the travel experience

We enhance our commuters’ travel experience with lifestyle conveniences on the go. Innovative media and retail concepts create choice, excitement and vibrancy in the SMRT network. With Singapore’s largest and most connected media and retail network, we reach millions of customers and commuters daily with impactful advertisements, spaces and activations islandwide.
>860 retail units within the SMRT network of MRT stations and bus interchanges

2,200 billboards in our network

97% network occupancy rate for transit-oriented rental

At Lakeside MRT station, busy commuters can enjoy hot meals from Chef-in-Box, SMRT’s first vending machine concept shop.
We will pursue opportunities and drive growth in non-fare rental and advertising through innovations, technological developments and strategic partnerships. This fortifies our position as we build upon our achievements while creating value for customers and partners alike.

Dawn Low
Managing Director, SMRT Commercial

**SMRT Commercial: Lifestyle Business**

SMRT Commercial contributes to SMRT Corporation’s non-fare revenue and profit through our businesses in media and marketing, as well as properties and retail management.

**Partnering for Success**

SMRT Commercial actively develops partnerships across our businesses to bring value to our customers and partners.

Our joint venture SMRT Alpha Pte Ltd, leases and operates key commercial areas in the Singapore Sports Hub precinct, including 40,000sqm of retail and food areas at Kallang Wave Mall, Singapore Indoor Stadium and Water Sports Centre.

Our partnerships with The Walt Disney Company (Southeast Asia) and United International Pictures across our transport, retail and digital networks led to promotions for movies like *Beauty and the Beast*, *Transformers: The Last Knight* and *Star Wars: The Last Jedi*, engaging consumers throughout the year.

We continue to partner Citibank Singapore as our presenting bank. SMRT and Citibank launched a new enhanced card value proposition with improved benefits for cardmembers. Citibank SMRT Visa cardmembers can now enjoy promotions and redemptions in new categories – fast food, movies and online – on top of current categories such as groceries, coffee, health and beauty, bill payment and retail. New merchants such as McDonald’s and Golden Village were also brought on board, in addition to existing merchants like FairPrice Xtra, Starbucks and Popular.

**Our Digital Offerings**

WINK+ rewards commuters with redemptions at retailers and merchants when they travel with SMRT. Currently, WINK+ has 57 merchants on-board, including Miniso, House of Seafood, and Paul Bakery as well as our online e-commerce platform iMOB Shop. SMRT Commercial will continue to grow WINK+ and introduce new and exciting retailers and merchants.

For the first time, retailers as well as out-of-home and digital advertisers in the SMRT network can integrate their offline and online campaigns with real-time tracking of eyeballs, conversions, other key metrics and analytics. WINK+ also entered into a two-year partnership with Nielsen Singapore to offer marketers survey packages that measure campaign effectiveness. The WINK+ CRM platform will be used to gather consumer response, while Nielsen Singapore will lend creditability to survey findings through analytics.

Our e-commerce platform, iMOB Shop, provides an online shopping experience for commuters, while integrating digital advertising and merchant listing services.
Shoppers can delight in exclusive deals and seasonal promotions across various product categories. With the Citibank SMRT Visa card as official card partner, special deals and privileges are extended to cardmembers on iMOB Shop.

**Advertising and Marketing Solutions**

The X Collective (XCO), a wholly owned subsidiary of SMRT Commercial, develops impactful platforms, powerful ideas and a social currency that creates authentic connections with its audiences. During the year, XCO was appointed to market advertising spaces at The Sail @ Marina Bay, a waterfront lifestyle condominium located in the heart of Singapore’s Financial District. XCO also manages content creation, editorial and publishing, and marketing services for the National Arts Council’s (NAC) **A List Singapore**, Singapore’s first multi-platform arts and culture guide, which includes comprehensive event listings and must-read articles covering the various arts, culture and lifestyle news and events. In 2017, NAC renewed XCO’s services for another year.

We will continue to focus on growing our inventory of advertising assets to offer multi-channel solutions and add value for our clients.

**Driving Business Growth**

In the year ahead, we will leverage new technological developments to drive growth for our non-fare retail and media businesses, and continue to grow our partnerships and collaborations. We are focused on enhancing brand variety and offerings as we drive growth across our business lines.

*WINK* rewards commuters with redemptions at retailers and merchants when they travel with SMRT.
We are committed to enhancing the commuter experience by offering lifestyle conveniences on the go and creating vibrancy with innovative media and retail concepts in the SMRT network. We will also continue to promote and support public transport and public education initiatives through partnerships and community campaigns.

Samantha Tan
Managing Director, SMRT Commercial

SMRT Commercial: Transit-Oriented Rental and Media

SMRT Commercial manages the retail and advertising spaces within the SMRT network of MRT stations and bus interchanges, as well as our trains, buses and taxis. Our retail spaces provide commuters with a wide range of convenient shopping and dining options as they travel, while our advertising spaces add vibrancy to the network.

Brightening Journeys

SMRT Commercial manages over 860 retail units and achieved 97% occupancy in 2017. We constantly enhance our Xchanges, MRT stations and bus interchanges to cater to consumers in and around our transport network. The Shop & Dine at SMRT programme continues to reward the community and customers with attractive deals.

We introduced JR Group’s Chef-in-Box at Ang Mo Kio and Lakeside stations – our network’s first vending machine concept shops. This novel concept addresses a key manpower challenge in the F&B industry, and we encourage more of such innovative business formats and technology. This was followed closely by two vending machine concept stores at Bukit Panjang Integrated Transport Hub (BPITH), our first integrated transport hub. SMRT’s first Vendshop houses machines that boast a variety of snacks, drinks and desserts. We also project-managed the interior design of BPITH, with a nature-inspired theme.

Project: Eco-Shop is a green initiative by SMRT Corporation Ltd and the Singapore Environment Council (SEC). The SEC has now certified more than 100 of our tenants across our network. We continue to promote sustainability by encouraging new tenants to be Project: Eco-Shop certified.

In 2017, we transformed Tanjong Pagar Xchange to enhance commuter experience by adding six new shops, refreshing the directional and tenant signage, and installing energy-saving LED light fittings. In the coming financial year, we will also carry out similar upgrading works at Yishun and Orchard stations, and install interactive directory displays at our Xchanges.

Our Advertising Network

SMRT Commercial manages Singapore’s largest advertising network of out-of-home platforms and digital screens across the public transport network, reaching millions daily through our interactive, multi-channel platforms.

We are continually moving towards more sustainable production practices, using eco-friendly out-of-home advertising papers and ink for our advertising assets. During the year, we worked closely with government agencies and statutory boards to create impactful, multi-platform advertising island-wide campaigns, for key national events such as NS50 and National Day Parade 2017.

We actively supported public transport campaigns, community, environment, sporting and arts events, such as National Council of Social Services’ President’s Challenge and Land Transport Authority’s Graciousness Campaign.

We continued to back the media and advertising industries, and local talents, by sponsoring trade events and awards.

Improving Our Offerings

In the year ahead, we will continue to add vibrancy to our train and bus networks by bringing in more new-to-market lifestyle convenience brands. We will encourage our tenants to adopt innovative business formats and technology. We will continue to support public transport and public education initiatives through partnerships and community campaigns.
Leveraging the wide reach and innovative approach of XCO, new mobile telco Circles.Life launched their brand campaign with a cross-platform media buy. The campaign comprised advertisements in our train stations and buses, as well as the activation of our OptiMax trucks to target millennial consumers at Century Square, Raffles City, Safra Punggol and i12 Katong. The trucks also plied residential and downtown areas around the island, reaching everyone from families to professionals.

XCO’s OptiMax trucks offer brand owners a 3D advertising experience and a travelling activation space, a fresh way to connect with consumers in today’s busy world.

OptiMax Activation for Brand Campaign

Our Strategic Thrusts: See page 14
Expanding our technical capability

SMRT’s engineering capabilities have grown significantly over the years. As Singapore’s rail network expands in size and complexity, we invest in our engineers to deepen our in-house engineering expertise as well as system-wide knowledge of all aspects of rail engineering. With strengthened technical capabilities and our focus on maintenance as a core competency, we are well positioned to expand our contributions to rail reliability locally and overseas.
500 rail engineers in SMRT, with plans to grow by 40% more rail engineers by 2020

>6,400 vehicles maintained in-house

55% market share in fleet maintenance services in the Government-owned, non-military segment
We constantly seek opportunities for growth, taking bold steps in harvesting the latest technology and knowledge to shape the future mobility landscape.

Tan Kian Heong
Managing Director, SMRT Buses & Roads Services

SMRT Automotive Services
SMRT Automotive Services provides comprehensive repair and maintenance services to SMRT Buses and SMRT Taxis as well as external fleet owners. Currently, we maintain a total of more than 6,400 vehicles comprising public buses, taxis, two wheelers, lorries, vans, cars and specialised vehicles. In addition to these services, we provide accident repair, vehicle grooming, vehicle component overhaul, vehicle system upgrading, accident claims management and new vehicle commissioning.

Business Focus
As part of our commitment to be the trusted road partner, we continually support and improve the competitive advantages of our internal and external customers through safe and reliable vehicle maintenance with reduced downtime. We continuously review and introduce more predictive parts replacement to strengthen vehicle reliability. As such, SMRT Buses and SMRT Taxis consistently exceed the Land Transport Authority’s vehicle reliability standards.

For our external business, we focus on fleet maintenance, agency, and one-stop service.

In fleet maintenance, we are the current market leader in the Government-owned, non-military segment with a market share of 55%.

We are an authorised service agent for vehicle air-conditioning system by Denso, the only public transport operator maintenance provider in the world to have obtained this status. We are also the authorised service agent for the Masats door system, which is fitted onto all MAN buses.

We currently operate two one-stop service centres, offering services such as car servicing, repair, spray painting, car grooming, accident reporting and accident claim for private vehicle owners.

Presently, we are the authorised workshop for vehicle accident repair and motor claims for seven insurance companies.

Developing Our Competency
Competency development is our impetus to encourage continuous skills upgrading. We have been working closely with the Institute of Technical Education (ITE) and vehicle manufacturers to keep reviewing and improving our technical training syllabus. SMRT Automotive Services has obtained an Approved Training Centre status from ITE for Automotive Technology (Heavy Vehicles) since 1999. Thus far, we have trained 76 apprentices, who have successfully completed their National Institute of Technical Education Certificate courses. In 2017, one of our apprentices won the Lee Kuan Yew Model Student/Trainee award.

Opportunities for Growth
We continue to grow by seeking opportunities to secure more fleet maintenance contracts as well as agency status for more automotive products. We are also working with more insurance companies to obtain the authorised workshop status and increase the market share in this segment.
Singapore Rail Engineering was set up to grow an indigenous rail engineering capability in Singapore, in order to deepen our knowledge, expertise and contribution to rail reliability. We actively pursue growth opportunities that will add to our portfolio of rail engineering as well as maintenance, repair and overhaul services.

Mario Favaits
Managing Director, Singapore Rail Engineering

Singapore Rail Engineering

Singapore Rail Engineering (SRE) was incorporated in 2014 under SMRT Corporation Ltd to provide rail engineering services and transport solutions to rail operators, maintainers and asset owners. Leveraging on SMRT’s 30 years of expertise and experience, we are growing rail engineering capabilities that will contribute towards improving the reliability and availability of trains. We are committed to developing our portfolio of rail engineering as well as Maintenance, Repair and Overhaul (MRO) services, for the long-term sustainability of our business.

Building on Our Capabilities

As Singapore’s rail transport system expands in size and complexity, we foresee opportunities for SRE to deepen our engineering capabilities. We have identified three business opportunity areas: executing heavy rolling stock upgrade programmes; undertaking rolling stock component MRO; and providing Reliability-Centred Maintenance solutions, including data analytics. These are adjacent capabilities built within SMRT that would be critical in strengthening our Operations and Maintenance processes.

In 2015, we commenced the midlife refurbishment of SMRT Trains’ second-generation Siemens C651 fleet. This project, involving 19 trains, is one of the most complex and extensive rolling stock upgrade projects in the market. It allowed us to set up an organisation, develop new processes and start our Engineering, Procurement and Construction activities. In the past year, we finalised the design, commenced building the first two trains and completed static, dynamic and mainline tests. The last train will be delivered by mid-2019.

Through midlife refurbishment projects, SRE aims to attract passionate engineers by offering design and build opportunities. Over the past two years, we have noticed that an engineer’s passion is unleashed when he or she is allowed to build what they have designed. Through SRE, SMRT will be able to present itself as an employer offering rolling stock projects encompassing the spectrums of design, build, operate and maintain to prospective engineers.

Joint Ventures

Railise Pte. Ltd., a joint venture between SRE and Toshiba Corporation, has exclusive global rights (excluding Japan) to deliver and integrate Toshiba’s Permanent Magnet Synchronous Motor (PMSM) propulsion system. This system is more energy efficient and less costly to maintain. Two KHI C151 trains equipped with this system have demonstrated energy savings of close to 40%.

Faiveley Rail Engineering Singapore Pte. Ltd. (FRES) was established in June 2015 as a joint venture company between SRE and Faiveley Transport SA. FRES markets and supplies MRO services for rolling stock components in South East Asia (excluding Thailand).

Driving Future Growth

SRE will focus on delivering on our commitments to complete the refurbishment of the C651 trains, pursue new rolling stock refurbishment projects and growth opportunities that will add to our portfolio of rail engineering and MRO services.
Drawing on our multi-modal transport experience, SMRT International continues to make in-roads in growing SMRT’s overseas business operations. We will focus on expanding our presence in the Asia Pacific region through our partnerships and consultancy projects.

Goh Eng Kiat
Managing Director, SMRT International

SMRT International
SMRT International was established to expand SMRT’s overseas business operations by drawing on our multi-modal transport experience.

Our Consultancy Services
Continuing to spearhead our expansion of overseas business operations, we were recently appointed Operational Readiness consultant for the Palembang and Jabodebek LRT projects. A 25km, 13-station line located in the city of Palembang in Sumatra, the Palembang LRT is expected to begin operations in June 2018, two months before the Asian Games. Phase I of Jabodebek LRT comprises three lines with 17 stations and covering a total distance of 43.5km. It will connect the greater Jakarta region and is expected to begin operations in 2019.

In 2017, we successfully completed our consultancy contract in Mauritius to advise the Mauritius government in the procurement of their first LRT system. Following that, SMRT International secured a new consultancy contract to assist the Mauritius government in capacity building, such as institutional training, network planning and contract management.

SMRT International was also awarded contracts to provide consultancy services in India.

Expanding Our Reach
In the coming year, the objective of SMRT International is to continue to expand our presence in the Asia Pacific region through our involvement in existing partnerships and consultancy projects to expand our stable of contacts.
SMRT and University of Birmingham Collaborate to Enhance Rail Reliability

At the heart of this effort is the increased use of condition monitoring devices, simulation tools and data analytics.

SMRT Corporation and the University of Birmingham, one of the UK’s top universities for railway science and education, have embarked on four research projects that will enhance the reliability of our train networks.

These research projects, focusing on improving the reliability of rail infrastructure and power systems, complement the effort by SMRT Trains to work towards a reliability-centric maintenance approach. Engineering staff can intervene proactively to fix faults before they occur. At the heart of this effort is the increased use of condition monitoring devices, simulation tools and data analytics. The pairing of academic know-how with the experience gained by heavy rail engineers will lead to better reliability, availability and safety, and ultimately, a better journey for train commuters.

Ng Bor Kiat, SMRT Chief Technology Officer and Senior Vice President, Future Systems, and Andy Schofield, University of Birmingham Head of the College of Engineering and Physical Sciences (seated) sign the research agreement.

Strategic Thrusts

Our Strategic Thrusts: See page 14
The future of urban mobility

Developing our competencies to be a future-ready business is a key priority supporting SMRT Corporation’s alignment to Singapore’s Smart Nation vision. As the transport landscape continues to transform, we hone our technology advantage in electronics and data analysis to drive integrated urban mobility solutions. With our suite of transport options, we will provide our commuters with the benefit of a smart mobility system that will enable and enrich their day-to-day lives.
MomentUM, a Corporate Venture and Incubation platform, was incorporated to support technology adoption and innovation needed to achieve our Urban Mobility vision.

Asia’s first integrated Mobility-as-a-Service (MaaS) platform, Jalan, launched as a testbed in August 2017.

Joint research lab with National Technological University (NTU) and JTC Corporation launched to develop integrated transport solutions.

Using Jalan, an integrated MaaS platform, commuters can hop on e-scooters to ride around the NTU Campus.
We designed, manufactured and implemented the faregates asset replacement work for stations along the North-South and East-West Lines (NSEWL), Bukit Panjang LRT and the North-East Line.

We supplied STARiS 2.0 for 12 new trains on the NSEWL as well as designed, supplied and installed the supervisory control system for Canberra MRT station.

As the maintenance provider of the Sentosa Express since June 2009, SMRT Services has consistently delivered high train service availability beyond the prescribed standards.

We are also a Facility-Based Operator (FBO) licensed by the Infocomm Media Development Authority to provide fibre optics leasing services. Working in partnership with established local telcos to widen SMRT’s fibre network infrastructure, we have extended our dark fibre coverage reach to Singapore’s data centres, commercial buildings and fibre landing sites. Our strong business links with strategic FBO partners and recent contract renewals with existing customers further strengthen our position as an industry partner of choice.

Venturing Forward

We will continue to focus on deepening our knowledge and capability base in order to develop a portfolio of world-class and competitive rail-related O&M capabilities.

We aim to value-add as an integrated transport solutions provider enabled by a digital platform that integrates mobility solutions for clients while continuing to seed AV developments, in line with Singapore’s Smart Nation and ‘car-lite’ vision.

As we continue to provide integrated mobility solutions for our clients, we aim to strengthen our presence regionally as a visionary urban mobility solutions provider.
Together with Nanyang Technological University (NTU) and JTC Corporation (JTC), SMRT Services is developing innovative solutions to improve commuters’ travel experience. The ‘Mobility-as-a-Service Lab’, the first of its kind in the region, taps the strengths of each partner to fulfil Singapore’s vision of a car-lite society: NTU’s capabilities in research and development, evaluating engineering trials and data analytics; JTC’s expertise in master planning of industrial parks and developing innovative infrastructures; and SMRT’s experience as a multi-modal transport operator.

The lab will seamlessly integrate existing modes of transport with next-generation transport modes, including electric automated vehicles, bike-sharing systems and personal mobility devices such as e-scooters.
Our Vision for the Future

Urban mobility is evolving rapidly. In the near future, we will see a huge boost in connectivity across our island, while the advancement of smart technology such as condition monitoring tools and data analytics will improve the service quality of transport options, providing commuters with ever greater convenience and accessibility in their journeys.

Seamless Travel Experiences

The rail network has been growing, most recently with the Tuas Link expansion enhancing connectivity in the far west of Singapore. In the years ahead, the Thomson-East Coast Line (TEL) is set to expand the network even further and will serve about 1 million commuters daily by the time it is completed in 2024. By 2030, eight in 10 households will have an MRT station within a 10-minute walk. The upcoming Johor Bahru-Singapore Rapid Transit System Link (RTS Link), slated to begin passenger service in 2024, will take our rail network across the border.

With trains as a key mode of transport in Singapore, we recognise the need for ever higher standards of reliability, to make trains the transport mode of choice for commuters.

We have equipped our trains with condition monitoring tools to enable us to predict and rectify faults even before they occur. We are working on further improving rail reliability. The SMRT-NTU Smart Urban Rail Corporate Laboratory, launched in 2016, focuses on two research tracks for higher rail reliability: developing advanced monitoring systems to enhance our network’s resiliency and safety, and enhancing the overall integrity and reliability of our rail assets. Key projects in progress include an automated inspection system for train wheel and axle defects, a vibration sensor for the monitoring of the railway structure, and a new tool to detect defects of the railway electrification system.

Filling the demand for Mobility-as-a-Service (MaaS), we have been working to improve commuters’ travel experience, rolling out new commuter touchpoints in our MRT stations and at Bukit Panjang Integrated Transport Hub. Our award-winning multi-modal journey planning application, SMRTConnect 3.0, is undergoing further enhancements and truly provides ‘mobility at your service’ to commuters. Our taxis have been equipped with contactless payment terminals, so commuters can enjoy greater convenience with cashless transactions.

We launched an integrated MaaS platform, Jalan, as a testbed. Jalan seamlessly integrates multiple modes of transportation, including e-scooters and e-bikes, for better first- and last-mile connectivity.

Drivers of Change

SMRT Services has started a new MaaS initiative focused on urban mobility solutions. Through the use of data analytics, the entire transport ecosystem is integrated to enable door-to-door commuting. Our travel planner charts a journey customised to each commuter, including the use of Personal Mobility Devices and emerging technologies such as Autonomous Vehicles, and allows booking and payment on the same platform.

In September 2017, we incorporated MomentUM, a Corporate Venture and Incubation platform, to support technology adoption and innovation needed to achieve our Urban Mobility vision. MomentUM will act as a catalyst for business unit and start-up collaboration across three focus areas: Deep Tech & Engineering, Commuter Experience and Transport Technology. Its established partnerships with global accelerators and investors will broaden the reach and quality of connections to the best in the start-up ecosystem.

Future-Ready Competencies

As we gear up for the opening of the TEL and the RTS Link, we are building up our competencies to be future-ready, by growing our technology bench strength for electronics and data analysis. We are developing our workforce and equipping them with the skills to manage more advanced technology.
People

Taking care of our employees

A professional and proud workforce is vital to achieving our reliability and sustainability goals. We believe in nurturing our people’s competencies to ensure continued relevance in a constantly changing world. Our emphasis on engaging hearts and minds have borne fruit. Our annual voluntary attrition rate is low at 6.2%.

Building Integrity, Discipline and Accountability

SMRT’s 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 producing excellence and quality outcomes. We have stepped up efforts to create a collective ethos of pride in the organisation’s mission and each individual’s contribution toward it.

New employees undergo the SMRT Service Excellence programme. This programme was developed in collaboration with Disney Institute and National Trades Union Congress Learning Hub, and 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.

Efforts are underway to enhance the quality of leadership across levels, particularly among our ground leaders. We have augmented ground leaders with additional deputies and consolidated the work teams and reporting layers for increased accountability, cohesion, engagement and development. To support ground leaders in their leadership roles, we have accelerated training in critical competencies such as EQ, coaching and performance management.

We have strengthened our quality assurance capability with an enlarged inspector force, and a new joint Readiness Inspection (READI) Team, formed in partnership with the Land Transport Authority (LTA). READI will be instrumental in driving discipline and quality standards in Rail Maintenance and Engineering and governing the independent and systematic audit and monitoring of maintenance and asset renewal. We have also established organic quality assurance teams within the business units. We continually review our work processes for clarity, accountability in decision-making and adherence to quality standards, and leverage technology to streamline procedures and facilitate command and control.

Nurturing a Future-ready Workforce

SMRT takes a long-term view to shaping a workforce that fulfils current and future needs. Our Bus and Trains competency-based career roadmaps are key in our efforts to build a competent and future-ready workforce for the public transport industry. We have strengthened ground maintenance leadership with the Engineering Maintenance Manager (EMM) Career Scheme which offers diploma holders the chance to assume key positions in frontline maintenance. These schemes offer an attractive career proposition to employees, with structured career development, progression and job rotation opportunities anchored on competency development, value inculcation and productivity. Coupled with competitive remuneration packages, the schemes have enabled us to better attract, develop and retain a cadre of passionate and proficient talent unwavering in their resolve to drive reliability, service excellence and business growth.
Rail engineers play a key role in SMRT, and we pay close attention to their professional development. To promote the rail engineering industry and professionalise our rail engineers, we drive collaboration with the authorities, industry partners and academic institutions. In 2014, SMRT collaborated with Singapore Institute of Technology (SIT), LTA and SBS Transit to develop the Sustainable Infrastructure Engineering (Land) degree programme, which features a year-long immersive internship. SMRT hosted the first batch of SIT interns this past year, and we look forward to having them join us as full-time employees upon graduation, with a distinct edge over other new hires, equipped with ground experience at SMRT.

In 2015, we launched the SMRT Train Engineer Professionalisation (STEP) programme to develop SMRT Trains and Singapore Rail Engineering’s railway engineers. This was coupled with the Chartered Engineer programme for railway and transportation professionals, a product of our collaboration with the Institution of Engineers, Singapore. This professional accreditation recognises the skills and values attained by our railway engineers as they undergo STEP. To date, more than 250 of our engineers have embarked on their journey toward chartership.

To accelerate progress toward world-best rail excellence, we have set our sights on harnessing digital technologies and data analytics for predictive maintenance. The newly set-up Future Systems Office will look into the development of condition monitoring tools for critical systems, in collaboration with strategic partners such as A*STAR.

SMRT invests heavily in our training capability to facilitate an engaging and effective learning experience. SMRT Institute, our in-house training arm, offers a full spectrum of functional, technical and behavioural competency development programmes, and partners academic institutions to augment our pedagogical capability. Our partnership with the University of Birmingham has seen the launch of the Postgraduate Certificate in Urban Railway Engineering (Singapore), the most advanced qualification that the university has co-developed with any railway operator, and the first programme of its kind in Asia. In support of SkillsFuture, the national effort to deepen skills vital to Singapore’s key industries, SMRT collaborated with the Employment and Employability Institute (e2i) to develop and operate the Singapore Bus Training and Evaluation Centre (SG BTEC). Singapore’s first team-based training centre for bus drivers and service controllers, SG BTEC features state-of-the-art simulators and an integrated service control centre that enables customised team and scenario-based learning to enhance management of bus service safety and reliability.

**Strengthening Employee Engagement and Industrial Relations**

SMRT recognises that it is essential to build an engaged, enabled and energised workforce that contributes to our organisational goals and serves our national public transportation needs. To strengthen employee relations and workplace harmony, we drive regular two-way engagement between employees and different levels of management to enable clear line-of-sight to the organisational direction and goals, alongside providing a platform for ground feedback. Closed-loop feedback structures and processes further ensure that all feedback is actively followed up on. Management walkabouts and townhalls, coupled with our staff newsletter and digital platforms like GENIE, our internal social media portal, provide staff with a range of informational touchpoints and direct communication channels to higher management.

These engagement efforts are undergirded by the close involvement of the National Transport Workers’ Union (NTWU), our critical partner in working toward our vision of a cohesive workforce that says, stays and strives for SMRT. A Collective Agreement is in place to govern the rights of our non-executive employees, and the Union provides a platform for educating members about their rights, as well as a channel for communication with Management and airing of grievances, if any. A dispute resolution process is codified in the Collective Agreement to
ensure that disputes are promptly addressed. SMRT actively encourages employees to exercise their right to join the NTWU through recruitment roadshows and facilitating the payment of membership fees through direct salary deductions and the provision of flexible benefits. As a result, union membership is high at 80%.

SMRT’s relationship with NTWU is anchored on principles of trust and open communication, with frequent dialogue and consultation on policy and change management. We are committed to furthering this strategic partnership with the Union, and have inked two Memoranda of Understanding (MOU) to cement both parties’ commitment to co-building our workforce. The first recognises NTWU as an important strategic partner in labour relations, and formalises our mutual commitment to building a future-ready workforce together through the 4E framework, featuring Employability for Life, Efficiency and Productivity Increase, Enhancement of Safety in our Working Environment, and Employee Engagement. The second signifies our recognition of NTWU as the representative of professionals, managers and executives in the areas of 4P – Protection, Professional Development and Progress, Placement and Privileges.

Building a Sustainable Workforce Profile

As our headcount grows to meet rising capacity and maintenance needs, we continue to shape a lean and productive workforce with a sustainable age and nationality profile. To retain fit and skilled experienced employees, we extended the reemployment age to 67 years old, ahead of the change in the national statutory mandate. To help our workers better sustain their physical well-being, SMRT has partnered Fullerton Health in implementing a series of healthcare initiatives, including flu vaccinations, on-site physiotherapy treatments, and chronic disease management programmes. Complementary Age Management and Workforce Health taskforces have been commissioned to address the needs of our fast-maturing workforce and strengthen employees’ physical and mental health. Recommendations from these taskforces include increased automation, improved ergonomics, flexible work arrangements and enhanced healthcare provisions.

Recognising HR Excellence

We are heartened by the recognition received for our Human Resources (HR) practices. In 2017, our HR team garnered top accolades at the Human Resources Magazine Awards, the Singapore HR Awards and HR Excellence Awards, for our best-in-class practices in a variety of areas including compensation, employee engagement and talent management.
Stepping Into Rail Engineering

The STEP framework drives and sustains the holistic development and professionalisation of SMRT’s engineering workforce. The programme incorporates requirements of Engineering professional certification bodies and industry standards, and anchors our engineers’ professional development on knowledge and skill acquisition in Values, Leadership, and Functional Competencies.

Since its 2015 launch, over 370 rail engineers have undergone STEP. Of these, 59 are now on track to attain the University of Birmingham’s postgraduate certificate in Urban Rail Engineering in 2018, and the postgraduate diploma by 2020.

Mechanical engineer Bryan Tan made a career switch from shipping to railway at 31, joining SMRT Trains as Deputy Engineering Maintenance Manager, Rolling Stock. Starting from scratch as a railway engineer, the SMRT Train Engineer Professionalisation Bridging (STEP-BRIDGE) programme built on his existing knowledge to accelerate the acquisition of critical rail-specific technical knowledge and competencies, and helped him transition smoothly into his new role.
Serving our community

At SMRT, we believe in creating a positive impact on the communities we serve. We are committed to conducting our business in an economically, socially and environmentally responsible way, balancing the interests of our stakeholders from our commuters to our employees and business partners.

Enhancing Lives

SMRT’s corporate social responsibility (CSR) strategy ensures greater alignment between our CSR programmes and our vision of Moving People, Enhancing Lives.

The Enhancing Lives logo portrays a heart and a pair of supporting hands. The heart is synonymous with a caring community, while the hands embody SMRT’s three CSR pillars. The left hand represents our commitment to encouraging environmental sustainability while the right symbolises our efforts in enabling mobility and empowering the community through the arts and education.

The mindful placement of the SMRT roundel reflects SMRT’s place at the heart of our community.

Enabling Mobility

SMRT Gift of Mobility Fund

In August 2017, we achieved a major CSR milestone with the unveiling of the SMRT Gift of Mobility (GoM) Fund. We pledged $30 million in cash and in-kind sponsorships over the next 10 years in aid of those with mobility needs in our community. We invite Social Service Organisations in Singapore to tap on this integrated giving platform to enhance the lives of the elderly and those with special mobility needs.

SMRT’s Gift of Mobility Taxi Vouchers

The GoM programme was launched in 2008. Now known as SMRT’s GoM Taxi Vouchers, it aims to provide financially needy individuals with physical disabilities and mobility impairment with point-to-point transfers so that they can receive their medical treatment, seek employment or go to work until a more permanent transport solution becomes available.

To date, the initiative has disbursed over $1.6 million and helped close to 8,000 beneficiaries through our seven adopted charities – AWWA, Bizlink Centre, Cerebral Palsy Alliance Singapore, Geylang East Home for the Aged, Handicaps Welfare Association, Muscular Dystrophy Association (Singapore) and SPD – and Community Development Councils.

Empowering through the Arts and Education

Art in Transit

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 the Art in Transit tour in the Circle Line stations. To date, we have conducted close to 470 tours and reached out to more than 8,300 students and members of the public.
On 15 November 2017, SMRT piloted a special edition of Art Outreach for Persons with Disabilities. Eight wheelchair-bound beneficiaries from the Muscular Dystrophy Association (Singapore) participated in the outreach. As they enjoyed art installations, participants were also introduced to some of the Commuter Experience Touchpoints in our Circle Line network designed to enhance their commuting experience.

### Learning Journeys

The SMRT Learning Journey is an educational programme that is part of our ongoing efforts to improve safety and service reliability. Specially for students between 12 and 16 years old, the programme includes a customised train ride, an introduction to the fully automated Circle Line’s Operations Control Centre and a bus ride. The journey highlights safety and security features within our train and bus network, and shows students how they can play a role in ensuring safe and enjoyable journeys on our network. In 2017, over 900 participants embarked on our Learning Journey.

### Encouraging Environmental Sustainability

We believe that a sustainable company creates more value in the world over and above the resources it uses. To support our green initiatives, SMRT has established four sub-committees to spearhead our environmental sustainability pillars of Energy, Water, Waste Management and Green Advocacy.

#### Energy Reduction

SMRT’s energy consumption and production data as well as greenhouse gas emission levels are submitted to the authorities yearly. Our ongoing energy-saving practices support our goal to promote environmental sustainability among our business partners, commuters and employees. Our current initiatives include the completion of the Solar Photovoltaic System in Bishan Depot, which aims to reduce 550 tonnes of carbon footprint annually; the switch to energy-efficient LED lighting systems in Toa Payoh, Clementi and Novena MRT stations, which will have 50% lower lighting energy consumption; and district cooling at Raffles Place MRT station, a system of using chilled water to cool air, which aims to achieve more than 40% in energy savings.

#### Water Conservation

Opened in 2017, the new 26-hectare Tuas Depot features a unique and green train wash. The fully automated system is the first of its kind to harvest rainwater as a supplementary water source. Water is also recycled after each wash, and Newater is used in the final rinse.
The system can wash a six-car train in under three minutes.

Our other water conservation initiatives include a dual-cycle recycling feature at the train and bus washing plants. The first cycle uses the recycled water (1,000 litres) while the second uses fresh water. The water from the second rinsing of the vehicles is collected in recycling tanks for pre-washing the next train or bus. This approach saves 1,000 litres of fresh water per wash.

SMRT’s Green Committee continues to raise public awareness of the importance of water conservation by collaborating with the PUB with initiatives such as the placement of water conservation decals at the washrooms in MRT stations along the North-South and East-West Lines. SMRT was also named an esteemed partner of PUB for Singapore World Water Day 2017.

**Waste Management & Green Advocacy**

At SMRT, our aim is to decrease the amount of waste we generate in the course of our day-to-day operations. Our efforts include the collection, transport, processing, recycling and disposal of waste materials, with emphasis on prevention, reuse and recycling. For instance, waste water left over from our train-washing plants are treated. Oil and sand particles are filtered out, the pH level of the water is neutralised, and harmful metal-based pollutants are removed.

In our office environment, we have moved to decrease paper wastage in our daily work by implementing EchoSign and Smart Printing options by Fuji Xerox.

SMRT received its eco-office recertification from the Singapore Environment Council in March 2017. It is valid for the next three years, ending March 2020.

In addition, our Green and Waste Management Committee were present at SMRT’s Safety, Security and Quality (SSQ) Day 2017 to share the Group’s waste management efforts with our employees. Employees were also taught how to recognise and safely dispose of toxic waste.

**Corporate Volunteerism**

As SMRT strengthens its CSR efforts, employee involvement is also essential in supporting and enriching our ongoing community initiatives. In 2017, SMRT employees contributed close to 700 volunteer hours to bring joy and make a difference in people’s lives. Our volunteers supported a number of initiatives including SPD’s Ability Walk, Singapore Red Cross’ Blood Donation Drive and activities organised by one of our adopted charities, Geylang East Home for the Aged.

**Culture of Inclusiveness**

At SMRT, we adopt a holistic approach towards facilitating mobility. On 18 September 2017, we rolled out the first Inclusive Service Delivery Programme. This programme was developed to enhance the training and development of all SMRT frontline service professionals to enable them to better assist priority passengers in their daily commute. Done in collaboration with the NTUC Learning Hub, we took reference from the Ministry of Social and Family Development’s goal of creating a barrier-free transport network for the silver economy and physically challenged, the Land Transport Authority’s agenda of building “an inclusive transport system which is friendly to families with young children and special needs” as well as Support SG Care’s movement of a caring, compassionate and inclusive society. By mid-2018, over 1,400 of our frontline staff would have completed the training.
The SMRT Gift of Mobility (GoM) Fund, unveiled on 16 August 2017 in commemoration of SMRT's “Thirty Years of Giving”, pledges $30 million in cash and in-kind sponsorships over the coming years to serve the community and build a more inclusive society.

In partnership with Community Chest, the GoM Fund helps those with mobility needs in our society. Social Service Organisations can tap on this fund to explore partnership opportunities to improve mobility and inclusivity.

As GoM Fund’s first project, SMRT Corporation Ltd donated $100,000 towards an intergenerational playground in St Joseph’s Home at Jurong West. Unveiled on 28 August 2017 by Senior Minister of State for Health, Ms Amy Khor, 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 the children from its infant and childcare centre to interact, improving their overall well-being.
## Achievements

### Awards & Accolades

#### Service Excellence
- 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 2017, CMO ASIA
- Outstanding Award (12 Winners)
  National Kindness Award Transport Gold 2017, Singapore Kindness Movement
- Commendation Award (162 Winners)
  National Kindness Award Transport Gold 2017, Singapore Kindness Movement
- Star Award (59 Winners)
  Excellent Service Award 2017, SPRING Singapore
- Gold Award (446 Winners)
  Excellent Service Award 2017, SPRING Singapore
- Silver Award (780 Winners)
  Excellent Service Award 2017, SPRING 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
- Customer Experience Mystery Shopper Awards (Email) – Gold
  17th Annual International Contact Centre Awards 2017, Contact Centre Association of Singapore

#### Communications, Public Relations & Marketing
- Best Social Media Marketing Campaign for Excellence and Leadership in Digital Marketing
  Golden Globe Tiger Awards 2017, World CSR Institute
- Best Client in Content Marketing for Excellence and Leadership in Digital Marketing
  Golden Globe Tiger Awards 2017, World CSR Institute
- Best Social or Digital Media Campaign (Excellence)
  PRISM Awards 2017, Institute of Public Relations of Singapore
- Best In-House PR Team of the Year (Merit)
  PRISM Awards 2017, Institute of Public Relations of Singapore
- Best PR-led Integrated Communications (Silver)
  The PR Awards 2017, Marketing Magazine
- Best Acquisition Team – Gold
  Spark Awards 2017, Marketing Magazine

#### 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
- SHARE Corporate Silver Award (SMRT Buses Ltd)
  Community Chest Awards 2017, National Council of Social Service

#### Workforce Health
- 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 Learning & Development
  Singapore HR Awards 2017, Singapore Human Resources Institute
- Best Next-Gen Opportunities & Development (Special Recognition)
  HRM Awards 2017, Human Resources Magazine (HRM) Asia
- Kaplan Professional Award for Best Training, Learning & Development (Special Recognition)
  HRM Awards 2017, Human Resources Magazine (HRM) Asia

#### Investor Relations
- Best IR During a Corporate Transaction
  IR Magazine Awards – South East Asia 2017
- Best Investor Relations Programme (Excellence)
  PRISM Awards 2017, Institute of Public Relations of Singapore
- Best Investor Relations Campaign (Silver)
  The PR Awards 2017, Marketing Magazine

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