

BETTER RIDES, CARING COMMUNITIES



**ANNUAL
REPORT
2024/25**

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ABOUT PUBLIC TRANSPORT COUNCIL

The **Public Transport Council (PTC)**, established in 1987 under the Public Transport Council Act 1987, regulates public transport fares and ticket payment services. We also work closely with the public transport industry players and public agencies like the Land Transport Authority (LTA) to bring about a quality and affordable public transport system for the people of Singapore.

The Council includes representatives from academia, labour unions, industry and the people sector. The multiplicity of representation and experience of the Council members allow PTC to weigh views and concerns from commuters, public agencies and public transport operators objectively and holistically to improve the public transport system.



Key Statutory Powers of PTC

- Regulating, setting and approving bus and train fares and fare pricing policies;
- Regulating, setting and approving fare structure and pricing policies for street hail and ride hail services;
- Exercising licensing and regulatory functions in respect of the provision of ticket payment services for buses and trains in Singapore;
- Regulating penalty fees to deter fare evasion;
- Undertaking surveys or other arrangements e.g focus group discussions on public transport and P2P transport services; and
- Evaluating and recommending improvements related to public transport matters to the Government.

MISSION, VISION AND VALUES

Mission

To work in collaboration with commuters, transport operators and government agencies to improve our public transport system by:

- Keeping public transport fares affordable while ensuring the sustainability of the public transport system; and
- Providing objective, evidence-based advice to the Government to improve the service quality of public transport and commuters' travel experiences.

Vision

A sustainable public transport system, the preferred choice for all.

Values

Professionalism

Strive for service excellence in what we do and how we do it

Objectivity

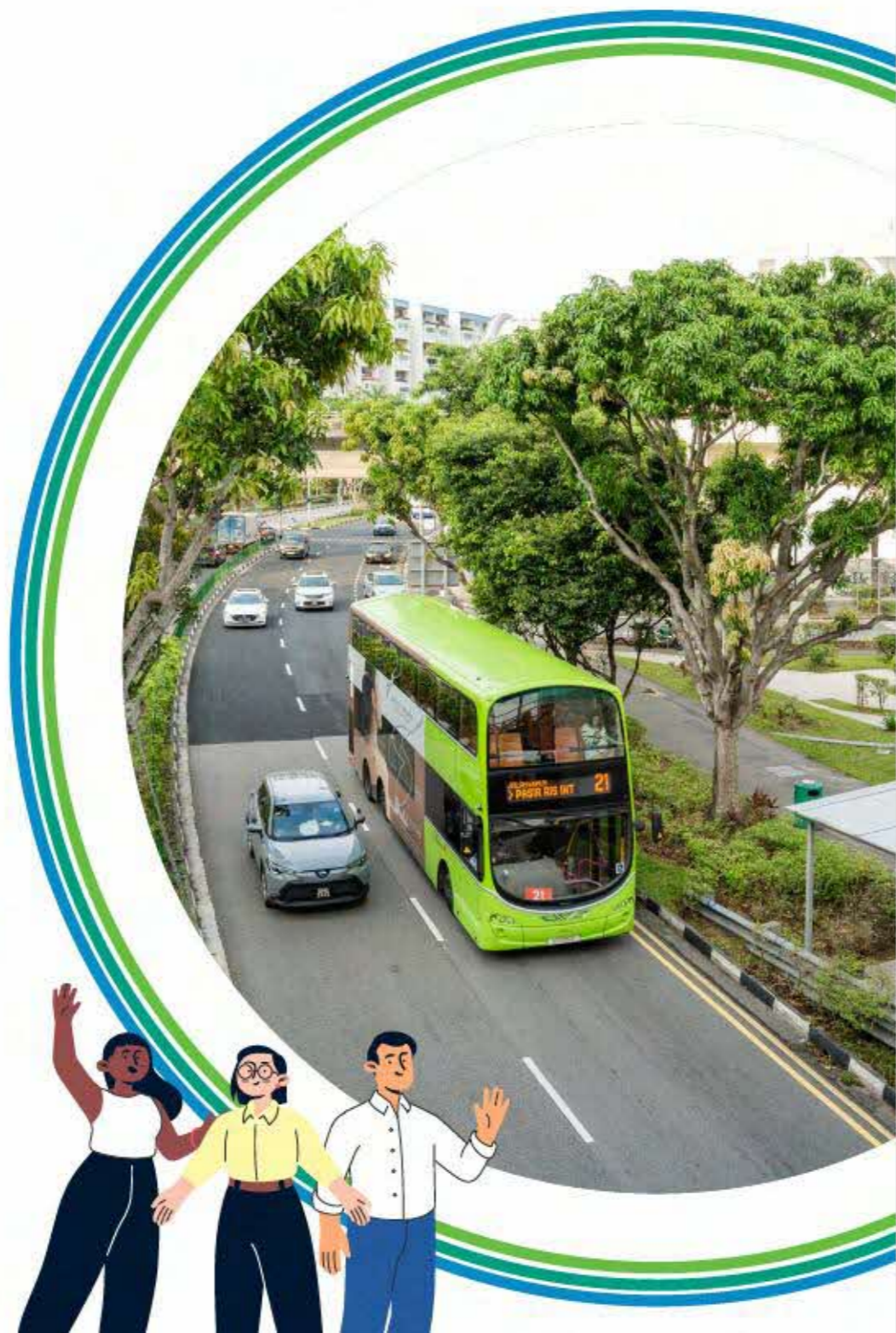
Be fair and open to differing views with the aim of achieving an optimal balance

Integrity

Uphold high standards of moral and ethical principles

Innovation

Seek new ways to improve public transport



ORGANISATIONAL STRUCTURE



COUNCIL MEMBERS



Ms Janet Ang
Chairperson,
Public Transport Council



Mdm Amatul Jameel Suhani Binte Sujari*
Chairperson of People's Association Malay Activity Executive Committees Council and the Malay Activity Executive Committee at Mountbatten Community Club



Mr Anwar Abdullah*
Chief Executive Officer,
Polytron.AI



Ms Beatrice Chong*
Deputy Director-General of Education (Professional Development),
Ministry of Education



Ms Bharathi Kumaran*
Deputy Director,
Point-to-Point Transport Division,
Land Transport Authority



Mr Cham Dao Song
Senior Director of Strategic Planning Division,
Ministry of National Development



Mr Cheng Yong Tai*
Chief Editor,
Chinese News,
MediaCorp Pte Ltd



Mr Daniel Loh*
NTUC Central Committee Member and President, Air Transport Executive Staff Union



Mr D S Sakhivel*
Deputy Director,
Community Partnership (North East),
Land Transport Authority



Ms Ku Geok Boon
Chief Executive Officer,
Early Childhood Development Agency



Mr Lim Bok Ngam
Board Director,
Hock Liang Holdings Limited



Mr Lim Boon Wee
Senior Vice President (Administration),
Singapore Management University



Mr Mak Mun Whai
General Secretary,
National Transport Workers' Union



Mr Naseer Bin Ghani
Chairman,
West Coast Community Centre's Indian Activity Executive Committee



Mr Tan Soo Nan
Executive and Non-Independent Director,
Raffles Medical Group Ltd & Raffles Health Insurance Pte Ltd



Dr Timothy Wong*
Senior Lecturer,
Department of Economics,
National University of Singapore



Dr Vincent Chua Cheng Huat
Retired, formerly Associate Professor,
Singapore University of Social Sciences



Mr Leow Yew Chin
Chief Executive,
Public Transport Council

*From 1 May 2025

*From 1 May 2025

MESSAGE FROM CHAIRPERSON



Ms. Janet Ang

Chairperson

Over the past 2 years, our public transport network has seen significant developments with the opening of Thomson-East Coast Line (TEL) Stage 4, integrated transport hubs like Woodleigh and Pasir Ris Bus Interchanges, the new Hume station along the Downtown Line and enhanced bus services under the Bus Connectivity Enhancement Programme.

The new connections and improved services have made public transport more accessible and brought greater convenience for commuters. Average daily ridership has grown to 7.46 million bus and train rides in 2024, up from 7.19 million in 2023. More enhancements are to be expected in the next few years with the opening of TEL Stage 5, Jurong Region Line and more, which will make our public transport system even more inter-connected.

At the heart of Singapore's public transport system is more than 2.4 million commuters who rely on it for their daily commute. Commuters' experiences, expectations and challenges drive ongoing improvements to the public transport system, making commuters not just passengers, but essential partners in the evolution of Singapore's public transport landscape.

Balancing Fare Affordability and Sustainability

Supporting commuter needs while ensuring financial sustainability of the public transport system remains the key priority for PTC. The 2024 Fare Review Exercise demonstrated PTC's commitment to maintaining a balance between our twin mandates – fare affordability and financial sustainability. The Council decided to grant an overall fare increase of 6.0% for 2024, which was less than a third of the 18.9% maximum allowable quantum. The Council's decision reflected careful consideration of rising operational costs while safeguarding public transport affordability for commuters.

Notably, we extended the student concession validity period for graduating cohorts to four months after completion of their course of study. This is our way to show support to students and their families as they manage the transition out of or between concession schemes. We also maintained our monthly pass prices to continue supporting heavy users of public transport. At the same time, the Government made public transport vouchers available to more eligible households.

Fostering an Inclusive Public Transport System

What truly warms my heart this past year is seeing how our vision of a caring commuting culture continues to grow. Meaningful partnerships with our community, including commuters, is key in making a real difference in commuters' daily journeys.

One such initiative was our collaboration with the Photographic Society of Singapore for the Photography for Good Exhibition. The exhibition captured the essence of what we are striving to achieve – care, inclusion, and community spirit by telling stories of how our public agencies collaborate with social service agencies including Dementia Singapore and MINDS, transport operators, and also importantly, our commuters, to make Singapore's public transport system more welcoming for everyone.

We have also partnered Singapore Polytechnic to co-create four Young Caring SG Commuters Web-Games where players learn how to identify and help vulnerable commuters through meaningful interactions and engaging mini games. On top of that, we launched new co-creation projects like the "Why Should I Care" workshop with Kranji Secondary School, and set a Caring Commuting Booth with Deyi Secondary School and many others, all aimed at fostering a transport system where every commuter feels cared for and supported. These initiatives remind us that building an inclusive public transport system is not just about infrastructure – it is about bringing people together and nurturing a culture of care.

Voices of Commuters

Listening to our commuters and gathering views remain fundamental. In the past year, our Focus Group Discussions have given us rich insights into commuters' real experiences and the needs of daily public transport users. The discussions also ensure that our initiatives remain relevant, inclusive and responsive to the evolving needs of the community.

We have also taken steps to strengthen how we gather commuters' feedback. As society evolves, so too must our approach to understanding the needs and expectations of commuters. Reviewing our customer satisfaction survey framework is thus timely to ensure it remains capable of capturing emerging trends, shifting demographics and evolving commuter behaviours. These improvements help ensure that our initiatives and improvements are truly reflective of current sentiments and better aligned with the future of public transport.

Global Leadership and Innovation

I am also pleased to share that we have strengthened our partnerships and knowledge exchange globally. Our participation in the UITP Global Public Transport Summit and our discussions with several international transport authorities have provided valuable opportunities to share Singapore's experiences while learning best practices, exchanging ideas and staying abreast of emerging trends in the transport sector.

Another significant milestone this past year was the PTC Roundtable that was held on the sidelines of the Singapore International Transport Congress and Exhibition, which brought together industry leaders and experts for meaningful dialogue about the future of inclusive public transport. These conversations guide us in strengthening our public transport system to better serve our commuters' evolving needs.

Appreciation to Council Members

The role of our Council Members is pivotal when it comes to the decisions made on issues such as the Fare Review Exercise and our work in fostering a more caring commuting culture. On this note, I would like to register my sincere appreciation to our former members – Mr Abdullah Shafie Bin Mohamed Sidik, Ms Lee Huay Leng, Ms Nadia Ahmad Samdin, Associate Professor Patricia Tan, Mr Thuvinder Singh s/o Bachan Singh and Mr Yeo Teck Guan – for their dedicated service and invaluable contributions. I wish them continued success in all their future endeavours.

I would also like to welcome eight new Council Members who have joined us in May 2025 – Mdm Amatul Jameel Suhani Binte Sujari, Mr Anwar Abdullah, Ms Bharathi Kumaran, Mr Cheng Yong Tai, Ms Beatrice Chong, Mr D S Sakthivel, Mr Daniel Loh and Dr Timothy Wong. I am confident that their background and expertise will enrich our team.

Shaping Tomorrow's Public Transport

As we look to the future, we remain steadfast in our dual mission – ensuring better rides and affordable fares. I am confident that with the unwavering dedication of our staff, the strong support of our stakeholders, and most importantly, the trust of our commuters, our public transport system will serve today's commuters well, and the generations to come.

MILESTONES FOR FY 2024/25



June 2024
Photography For Good Exhibition



July 2024
Launch of Heart Zone at Woodlands South MRT Station



September 2024
Conclusion of the 2024 Fare Review Exercise with a fare increase of 6.0% - 10 cents increase for adult card fares and 4 cents increase to concession card fares.

Extended the concession validity period for students upon completion of their studies



November 2024
Caring Commuter Week 2024 and Recognition of Award Winners



November 2024
SITCE 2024 Speaking Engagement Congress on Access for All: Closing Inclusivity Gaps in Public Transport
Roundtable event on "Fostering an Inclusive Commuting Culture in our PT System"



March 2025
Ministry of Transport, Minister's Innovation Award – Distinguished
[Empowering Youths to Inform, Involve & Inspire Other Commuters]

Ministry of Transport, Minister's Innovation Award (Social Media) – Merit
[Co-Creating Meaningful Short Videos to Inform, Involve & Inspire]



VOICE OF COMMUTERS



PTC is committed to working hand in hand with commuters to enhance Singapore's public and point-to-point transport services. Listening to the voices of commuters is at the heart of this effort. Through regular surveys, focus group discussions (FGDs), and other engagement platforms, PTC actively seeks insights into commuter experiences, expectations, and concerns.

This feedback plays a vital role in informing policies and service improvements, ensuring that our transport system evolves in a way that truly meets the needs of those who use it.

SURVEYS

As part of PTC's mission to work in collaboration with commuters to improve our public transport services and point-to-point transport services, we are dedicated to understanding commuters' expectations, needs and their satisfaction with the transport system.

Over the past year, we have been reviewing our customer satisfaction surveys to ensure they remain effective and relevant in gathering feedback to better serve our commuters. The review outcomes and survey results will be shared in due course.



FOCUS GROUP DISCUSSIONS (FGDs)

Focus Group Discussions (FGDs) are another avenue in which PTC engages with commuters. The series of FGDs with able-bodied commuters provided insights into the perception and progress of the Caring SG Commuters Movement, and also gathered solutions and ideas from the participants on how we can better 'Inform', 'Involve' and 'Inspire' commuters to foster a caring commuting culture.

Caring SG Commuters Committee Public Engagement with Able-Bodied Commuters

- Adults
- Seniors
- Youths
- Full-Time National Servicemen

24
Sessions

202
Participants



KEY TAKEAWAYS FROM THE FGDs

Through FGDs, the participants shared about their views on a caring commuting culture in Singapore, and provided insights into how those of different age groups choose to show care on public transport. For example, younger participants said they preferred showing consideration through small gestures (such as quietly moving aside to make way for other commuters) to avoid drawing unwanted attention. On the other hand, older participants chose to proactively show care and empathy towards their fellow commuters through direct gestures (such as calling out to parents with young children to take their seats).

The FGDs also highlighted that participants' understanding of acts of care ranged from simple gracious behaviours (e.g., making way for other commuters) to more engaged forms of assistance (e.g., going the extra mile to shelter other commuters during a rainy day when boarding a bus). Participants noted that observing others' positive actions often inspired similar behaviour, creating a ripple effect of care within the community. Despite some personal considerations, such as uncertainty or a fear of rejection, many expressed a willingness to show care when opportunities arose.

Affirming Survey

To affirm the findings from the focus group discussions, we commissioned a Caring Commuter Survey for PwDs, SPED and SSAs. The survey findings highlighted encouraging developments in public transport accessibility for PwDs, with respondents noting improvements in their travel experiences from 2023 to 2024. These improvements reflect the collaborative efforts of PTC, transport operators, SPED schools, SSAs and other stakeholders in enhancing public transport inclusivity.

While the system broadly supports PwDs' needs, participants shared about their experiences during peak periods and expressed concerns about potential disruptions. The research also revealed that PwDs value their independence in navigation, especially for those with invisible disabilities. These perspectives offered useful insights for continuing efforts to enhance inclusivity and make every public transport journey a joyful one for all.

Quantitative Survey to Validate Findings from FGDs

- Persons with Disabilities (PwDs)
- Their caregivers
- Staff from special education (SPED) schools and social service agencies (SSAs)

1,029
Respondents



FARE REGULATION



Since 1998, PTC has been using a fare adjustment formula to determine the maximum amount of fare changes that can be granted each year during the annual fare review exercise.

The formula considers key cost drivers in providing public transport services, such as national wages, energy prices and core inflation.

Through the formula, PTC puts a cap on the amount of fare changes that can be granted each year, ensuring that fare adjustments – if any – are reasonable and protect the interests of commuters and keep pace with cost changes in the industry.

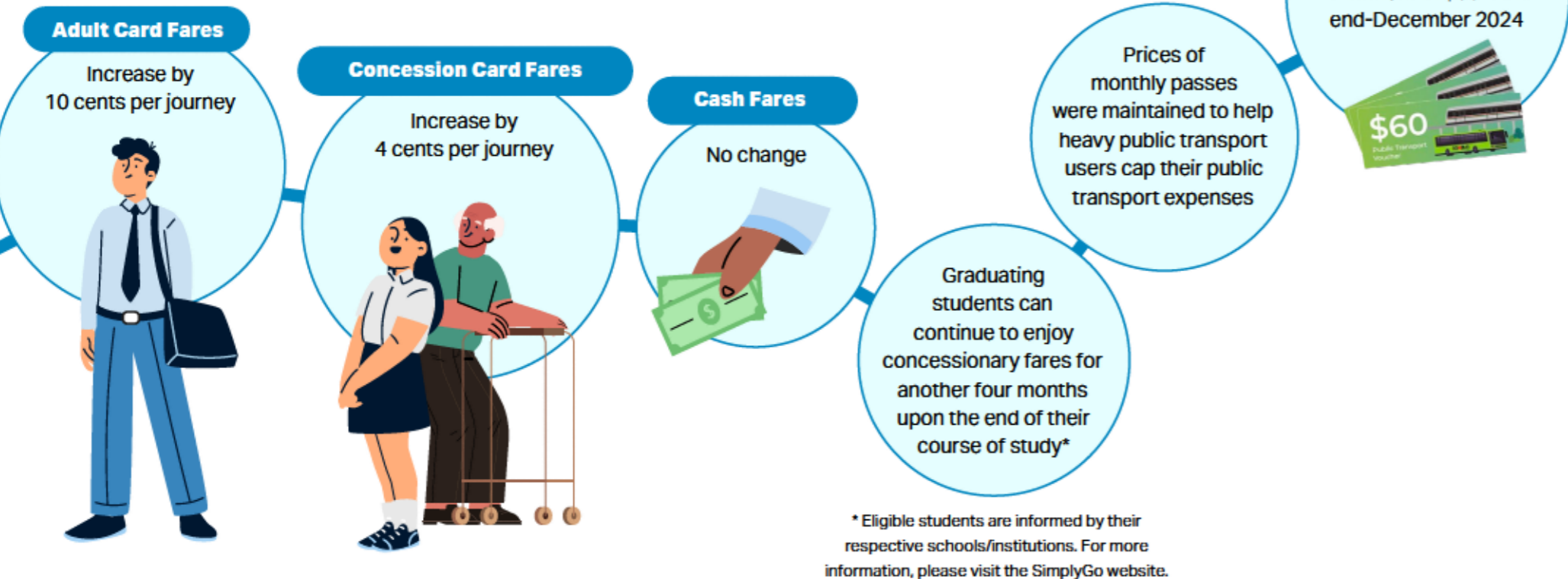
PTC also reviews the fare adjustment formula, typically once every five years, to ensure that it remains relevant as the public transport landscape evolves.

FARE REVIEW EXERCISE 2024

The 2024 Fare Review Exercise yielded a formula output of 3.3%, mainly due to core inflation and wage growth in 2023 and partially moderated by lower energy prices from a peak in 2022. Factoring 15.6% in deferred fare adjustments from previous years, the maximum allowable increase was 18.9%.

To ease cost pressures and cushion commuters from the full fare increase, PTC approved a smaller 6.0% increase. To cover the deferred quantum of 12.9%, the Government provided \$250 million in subsidies to defray the operating cost increases of the public transport system. This is on top of existing public transport funding of an annual \$2 billion in operating subsidies provided for public transport, and the additional funding of close to \$1 billion over 8 years for the Bus Connectivity Enhancement Programme.

With this adjustment, adult card fares increased by 10 cents per journey, and concession card fares saw a lower increase of 4 cents per journey, benefiting around two million concession card holders. Monthly pass prices remained unchanged to help frequent public transport users manage costs. PTC encourages commuters, especially those who are heavy users of the public transport, to consider monthly passes to better manage their public transport expenses.



Monthly Pass Prices Remain Unchanged

Hybrid Monthly Concession Passes

- \$39.00**
Primary School Students
- \$49.00**
Secondary School, ITE, Junior College and Polytechnic students
- \$81.00**
University Students and Full-Time National Servicemen

Seniors and Persons with Disabilities
\$58.00

Workfare Transport Concession Scheme
\$96.00

Adult Monthly Travel Pass
\$128.00

PROTECTING COMMUTERS AND PUBLIC TRANSPORT OPERATORS



Regulating Ticket Payment Services

Public transport journeys in Singapore are paid using contactless CEPAS cards like EZ-Link and NETS FlashPay. Commuters also have the option to pay their public transport fares with Mastercard, VISA, AMEX, NETS Prepaid Cards and mobile wallets.

To protect commuters' interests, PTC regulates the provision of ticket payment services, including sale and top-up of cards or refund of public transport fares.

Fare Regulation for Non-Public Bus Services

Besides public bus services, commuters can choose to travel on bus services provided by private operators.

To protect commuters' interest, PTC requires non-public bus operators to obtain approval for their fare pricing policies before service implementation. Operators can submit a single application via the GoBusiness Licensing portal for the approval of fare pricing policies and licence issuance by PTC and LTA respectively.

Fare Regulation for Point-to-Point Transport Services

Point-to-point (P2P) transport services enhance our public transport network by offering more direct travel options for commuters. P2P operators with 800 or more vehicles are licensed under the P2P regulatory framework based on the type of service they provide, namely street-hail or ride-hail.

P2P fares are determined by P2P operators in response to market supply and demand. PTC ensures that these fares are transparent and clearly communicated to commuters, so passengers are able to make an informed decision when choosing their P2P transport modes.

Under the framework, street-hail and ride-hail metered fares must adhere to a standardised fare structure, while ride-hail flat fares must be provided upfront before a booking is confirmed. P2P operators are also required to publish any additional charges that may be levied.

Key Statistics on Fare Evasions FY 2024/2025

Fare evasion is an offence and can have significant impact on the financial sustainability of our public transport system in the long term.

Acts of fare evasion include:



Non-payment of fare
(e.g. travelling without a valid ticket, non-tapping in/out)



Under-payment
(e.g. early tapping out on buses)



Misuse of concession and non-transferable ticket
(e.g. an adult using a child concession card)



To mitigate the negative effects of fare evasion, as well as protect the interest of commuters who pay the correct fares, PTC has implemented a penalty fee regime since 2008, in collaboration with LTA, SimplyGo Pte Ltd and the public transport operators. Under the regime, penalty fees are imposed on commuters found guilty of fare evasion.



1,033 bus and train fare evasion cases detected in FY2024/2025, a **28%** reduction from the previous financial year

173 Appeals processed in FY 2024/2025

Breakdown of Bus and Train Fare Evasion



Fare Evasion Cases for Point-to-Point Transport Services Referred for Investigation



82 Point-to-Point Transport Services fare evasion cases referred for investigation in FY2024/2025, a **45%** reduction from the previous financial year

PROMOTING A CARING COMMUTING CULTURE



PTC spearheads the Caring SG Commuters Movement to build and foster a more caring, inclusive, and welcoming culture on public transport. Together with partners comprising key industry players, as well as representatives from relevant ministries and agencies, the Caring SG Commuters Committee was set up with the mandate to work with commuters and the community.

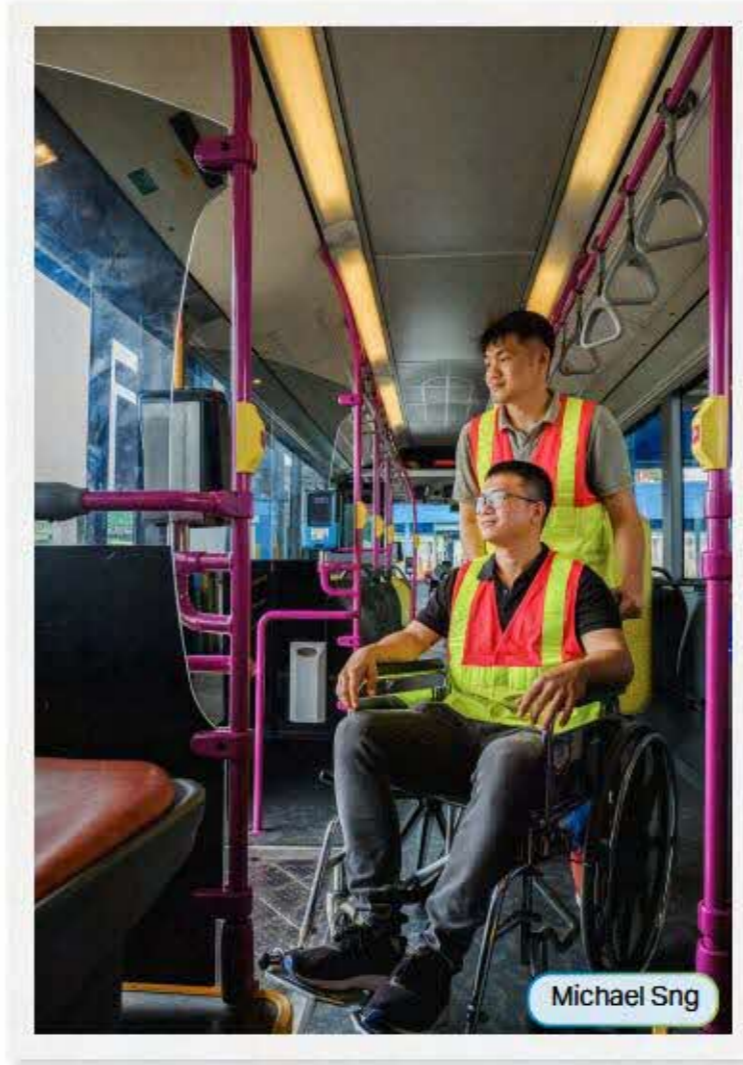
The committee partnered various educational institutions and organisations to advance the movement by raising awareness of the needs and challenges of different commuters through training, and equipping the students and staff with the knowledge and confidence to help other commuters.

"PHOTOGRAPHY FOR GOOD" EXHIBITION

In June 2024, PTC partnered the Photographic Society of Singapore (PSS) to present a compelling exhibition titled "A Caring Commuting Culture, An Inclusive Public Transport for All". The exhibition showcased 71 photographs captured by lead photographer Mr William Chua and 11 PSS photographers, documenting Singapore's journey towards creating a more inclusive public transport system.

The images highlighted various ground-up initiatives, co-creation projects, and community involvement events that demonstrate how public agencies, transport operators, and commuters work together to build a more caring commuting environment.

Then Senior Parliamentary Secretary for Transport and Sustainability And Environment Mr Baey Yam Keng, who officiated the opening, emphasised that commuting goes beyond reaching destinations—it's about sharing spaces as a community. The exhibition, supported by Fujifilm, served as a powerful reminder that creating an inclusive public transport system requires the collective effort of all stakeholders, from policy makers to everyday commuters.



Click the link below or scan the QR code to view the photos!

<https://go.gov.sg/photographyforgoodexhibitionphotos>



CARING COMMUTER AWARD 2024

Ten commuters were recognised with the Caring Commuter Award 2024 at an award ceremony held at Bedok Town Square on 9 November 2024.



Richard Magnus Award for the Outstanding Caring Commuter

Ms Siti Rabi'ah Bte Mohamad Yazid was waiting for her bus at Bukit Merah Bus Interchange on 5 January 2024 when she witnessed an elderly woman fall. She attended to the elderly woman, who was in pain, and comforted her. Siti even boarded the ambulance to accompany the elderly woman to the hospital. Despite missing several buses and changing her own travel plans, Siti's priority was to ensure the well-being of the elderly woman throughout the incident.

Ms Siti Rabi'ah Bte Mohamad Yazid



In July 2024, six Pasir Ris Crest Secondary School students approached the Passenger Service Centre (PSC) at Pasir Ris Bus Interchange to inform the interchange staff that they had spotted an elderly man, who appeared to be injured.

The students then helped the elderly man, who was mute and partially blind, to a seat near the PSC at the request of the interchange staff. Both the students and the interchange staff attempted to contact the elderly man's next-of-kin. The interchange staff also called for the paramedics and informed TransCom to attend to the elderly man's injuries. While waiting for the paramedics to arrive, one of the students chatted with the elderly man and the other students filled up the elderly man's empty bottle with water. The students only left when the paramedics arrived to bring the elderly man to the hospital.

Mr Aiden Koo Zheng Tze, Mr Choy Hong Wei Jarren, Ms Clara Lee Xuan Le, Mr Lai Siu Pak, Ms Suhela Kaur Bhasin and Mr Quek ZiJun, Elrick



Commendation Award Winners

On 26 March 2024, Ms Nurasyikin Binte Jamaludin saw an elderly man, who was travelling with his young grandson, trip and fall outside Sengkang Bus Interchange. Nurasyikin noticed that the elderly man was bleeding on his eyebrow and shouted for help. She used the grandson's blanket to apply pressure on the injured man's head to stop the bleeding. The bus interchange staff called for an ambulance and helped to converse in Mandarin with the elderly man. Nurasyikin left when the paramedics arrived and brought the elderly man to the hospital.

Ms Nurasyikin Binte Jamaludin

On 8 April 2024, Mr Tan Chee Keong (Calvin) was on the train when he encountered a lady who was feeling unwell. Calvin took the initiative and asked fellow commuters to make space for the lady to sit down. Calvin then pressed the Emergency Communications Button nearby to notify the staff on duty.

When the train stopped at Holland Village MRT Station and commuters were asked to disembark the train, some commuters helped the lady out of the train cabin and left her on the platform floor. Seeing that no other commuter remained with the lady, Calvin went forward to reassure her that help was on the way and gave her water to drink. Ms See Li Ling had alighted the train at Holland Village MRT Station and was walking past Calvin and the lady commuter. Li Ling, who is a nurse, stepped forward to help, took the lady's pulse, and observed that the lady was still conscious. Li Ling then took out her medicated ointment and helped to apply it onto the lady's forehead and neck, before massaging her limbs to improve her blood flow. Li Ling left only after paramedics arrived.

Mr Tan Chee Keong (Calvin) and Ms See Li Ling



CARING COMMUTER WEEK 2024 AND "RIDE WITH ME" EXHIBITION



The Caring Commuter Week 2024 (CCW) organised by the Caring SG Commuters Committee, Land Transport Authority (LTA), and PTC, marked the culmination of a series of activities and events aimed at fostering a caring commuter culture on public transport. It was in its fourth year and CCW also honoured commuters who have demonstrated exceptional acts of care to others during their public transport journeys.

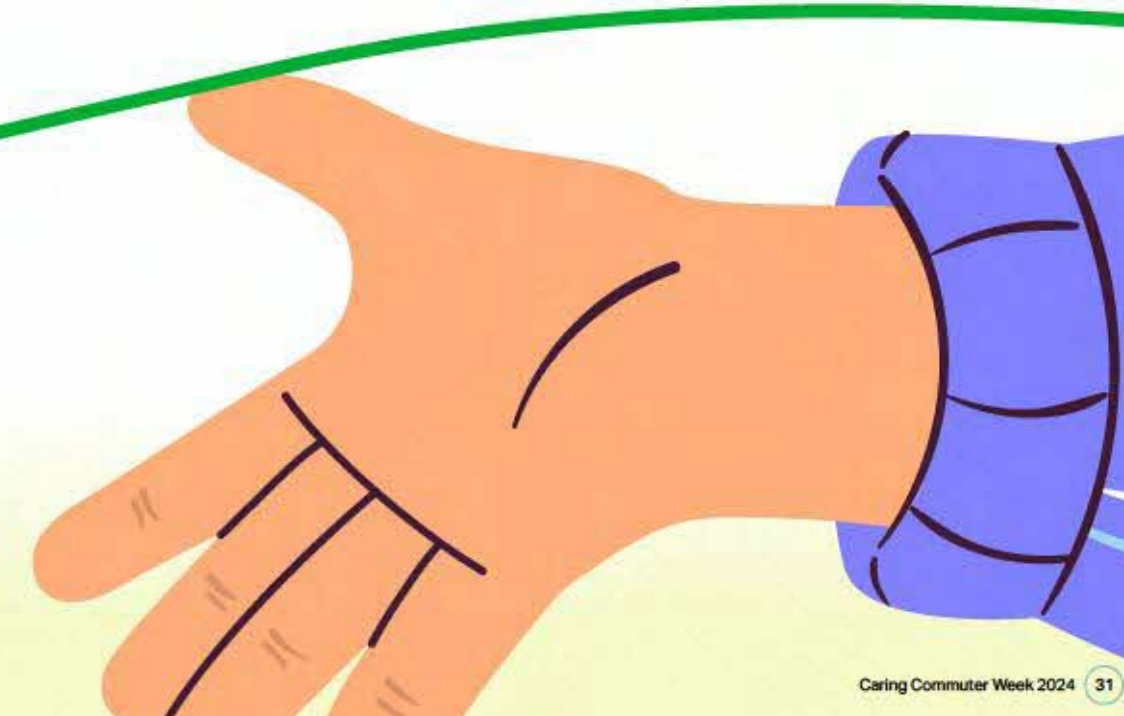
Mr Chee Hong Tat, then Minister for Transport and Second Minister for Finance, launched the CCW at Bedok Town Square, with a "Ride with Me" experiential exhibition that ran from 9 to 24 November 2024. Members of the public experienced public transport from the perspective of persons with disabilities like autism, hearing loss and visual impairment, and learned how to lend them a helping hand.



YOUNG CARING SG COMMUTERS WEB-GAMES

The Young Caring SG Commuters Web-games are a collection of four different games with unique game modes that make learning about caring commuting fun and interactive for students. Designed by students from Singapore Polytechnic's Media, Arts and Design School with guidance from PTC, LTA, and SG Enable, the games were launched at Caring Commuter Week in November 2024.

The Web-games are featured in MOE's National Education Resource Guide as a resource for both teaching and learning and also on the Caring SG Commuters Portal.



CARING INITIATIVES AND CO-CREATION PROJECTS

CARE RIDE

CARE Ride @ South West is a joint initiative by the Caring SG Commuters Committee and South West Community Development Council. In its fourth edition, the CARE Ride took place via a public bus ride to the newly opened Tengah Bus Interchange.

During the bus ride, students from Lianhua Primary School and youth volunteers from the Rotaract Club of Bukit Gombak interacted and bonded with seniors residing in the Bukit Gombak Hillgrove precinct, as the youth put into practice the Four Caring Norms of Give Time, Give Hand, Give Care and Give Thanks which they have learnt from the Caring Commuter Champions e-learning course and empathy workshop.

CARE BUS

In collaboration with Tower Transit Singapore (TTS), MINDS, and Rainbow Centre, the second edition of the CARE Bus Project aimed to raise awareness of the needs and challenges faced by those with intellectual disabilities and autism during their public transport commutes.

The CARE Bus initiative creates awareness through specially designed bus wraps, drawn by students from MINDS Towner Gardens School and Rainbow Centre Admiral Hill. The two CARE buses were operated on bus services 173 and 859 which serve the YMCA-MINDS Hub at Bukit Batok and Rainbow Centre Admiral Hill respectively. Caring Commuter Champions from Sembawang Secondary School who participated in the Tower Transit Singapore's Public Bus Inclusivity Course (PBIC) also pledged to look out for vulnerable commuters during their daily commutes to and from school.

With heightened awareness, caring commuters would be better equipped to render assistance to vulnerable commuters. Persons with Disabilities will also be able to commute on public transport more confidently knowing that there are caring commuters around to assist.

HEART ZONE @ WOODLANDS SOUTH

A Heart Zone was installed at the Woodlands South MRT Station with artworks featuring interpretations of the Four Caring Norms and the promotion of an inclusive and caring public transport culture by students from Christ Church Secondary School after a site visit to Woodlands Health in February 2024.

Woodlands Health also contributed wheelchairs to the Heart Zone, which can be used by those who need extra help to move between the train station and the hospital, can also be found at the Heart Zone to facilitate movement between the train station and the hospital for those who need extra help.

SBF COMMUNITY MARKETPLACE

PTC participated in the Singapore Business Federation (SBF) Foundation's Community Marketplace to promote the Caring SG Commuters Movement together with our public transport partners, facilitating connections between corporate entities and social impact enablers.

It was an honour to have President Tharman Shanmugaratnam visit our PTC booth where we showcased our Caring initiatives and how PTC collaborates with our partners and stakeholders to foster a caring commuter culture.



COLLABORATION WITH SINGAPORE POLYTECHNIC'S POLYTECHNIC FOUNDATION PROGRAMME STUDENTS

More than 100 Caring Commuter Champions from Singapore Polytechnic's Polytechnic Foundation Programme led by the School of Mathematics and Science took part in a series of outreach activities to promote a more caring and inclusive commuting culture. This event took place across four Saturdays. In preparation for the outreach activities, the students participated in an empathy workshop to better understand the needs and challenges faced by vulnerable commuters.

Students also participated in SBS Transit's 'Find Your Way' Experiential Programme, where they experienced a Virtual Reality simulation by Dementia Singapore to understand the challenges faced by persons living with dementia. They also engaged directly with dementia self-advocates and learned about SBS Transit's wayfinding initiative, which uses nostalgic icons and directional floor stickers to help vulnerable commuters navigate MRT stations.

The students then put their learning into action through outreach activities at Chin Swee-Hong Lim precinct, engaging over 750 residents through advocacy booths and interactive activities to raise awareness of the Caring SG Commuters Movement. At Chinatown MRT station, they assisted commuters and offered support to those in need. Now in its second year, this collaboration — supported by the Caring SG Commuters Committee, SBS Transit, and the Chin Swee-Hong Lim Residents' Network — is part of the Active and Effective Citizenry module offered by the School of Life Skills and Communication.

Service-Learning Gallery Walk

Singapore Polytechnic's School of Life Skills and Communication hosted a Service-Learning Gallery Walk, showcasing their student Caring Commuter Champions and their projects on 5 February 2025. Twenty meaningful projects, demonstrating how these young leaders advanced the Caring SG Commuters Movement, were presented at the event, developed in partnership with PTC. As part of their Active and Effective Citizenry module, these young Caring Commuter Champions engaged commuters at Chinatown to raise awareness on the needs of other commuters and assist commuters to get to their destination.



MINDS TRAVEL MAKERS PROGRAMME

The Travel Makers Programme, a partnership with MINDS and Youth Corps Singapore, supports students with intellectual disabilities to commute independently on public transport with the support of volunteers, thereby integrating the students into the wider commuting community. In July 2023, a pilot of the Travel Makers Programme was launched with MINDS Lee Kong Chian Gardens School and MINDS Towner Gardens School, Youth Corps Singapore and SMRT.

In 2024, the programme scaled up to involve all four MINDS schools (MINDS Fernvale Gardens School and MINDS Woodlands Gardens School, MINDS Lee Kong Chian Gardens School and MINDS Towner Gardens School), with the volunteer recruitment support by four SG Cares Volunteer Centres in Woodlands, Queenstown, Bedok and Sengkang.



CARING COMMUTERS AT THE PURPLE PARADE

The Caring SG Commuters Committee took pride in being a part of The Purple Parade. We joined thousands to celebrate the abilities of Persons with Disabilities (PWDs) and reaffirm our commitment to inclusivity. The Committee's Marching Contingent was co-led by then Senior Parliamentary Secretary, Mr Baey Yam Keng and Caring SG Commuters Committee's Chairperson, Ms Janet Ang.

The Committee also set up our own booth at the The Purple Parade Carnival whereby members of the public could take part in games which promoted caring commuting and inclusivity.



YEAR OF CELEBRATING VOLUNTEERS ROVING FESTIVAL BY MSF

The Caring SG Commuters Committee collaborated with the Ministry of Social and Family Development at the 'Year of Celebrating Volunteers Roving Festival' to share with members of public more about being a caring commuter, and encouraged them to join us as Caring Commuter Champions. PTC Chief Executive Leow Yew Chin shared with 987 FM DJ, Gerald, in a Vox Pop session about the Caring SG Commuters Movement on how Champions support our work to drive the Movement forward, and how all of us can sign up to be Champions.



"WHY SHOULD I CARE" WORKSHOP WITH KRANJI SECONDARY SCHOOL

PTC collaborated with Republic Polytechnic (RP)'s Project CompassioNATION's team to conduct an experiential workshop for Kranji Secondary School's Secondary Two cohort.

During the workshop, the students participated in experiential activities that enabled them to gain a first-hand understanding of the commuting challenges faced by different commuters (e.g., wheelchair users and pregnant commuters and/or commuters with young children etc).



CARING COMMUTING & FIRST AID ON PUBLIC TRANSPORT BOOTH WITH DEYI SECONDARY SCHOOL'S ST JOHN BRIGADE

Cadets from Deyi Secondary School's St John Brigade put up their cadet-initiated Caring Commuting & First Aid on Public Transport Booth at Ang Mo Kio Bus Interchange, with the support of Caring SG Commuters Committee and SBS Transit Ltd. Members of the public participated and learnt more about being caring commuters through the Caring Commuting Question & Answer and experiential activities which helped to raise awareness of the symptoms of dementia.



AWARENESS-BUILDING CO-CREATION PROJECT WITH CHIJ ST. THERESA'S CONVENT

To raise awareness on the Caring SG Commuters Movement, 143 students from CHIJ St. Theresa's Convent led a series of outreach and engagement activities across four Tower Transit-operated bus interchanges.

This initiative was developed by the students following their participation in a design thinking workshop, where they explored ways to promote a caring and inclusive commuting culture. The activities included hands-on simulations of visual impairment, interactive quizzes on challenges faced by vulnerable commuters and a mobile education 'booth' to share tips on how commuters can show care in their daily interactions.



APSN KATONG STUDENTS TRAINED AS CARING COMMUTER AMBASSADORS

In support of the Caring SG Commuters Movement, SMRT partnered APSN Katong School to train 14 students as Student Ambassadors under the 'Ambassador Training and Experiential Duty Programme'. As part of the training, these students toured Tanah Merah MRT Station to familiarise themselves with key commuter touchpoints such as Top-Up Kiosk, lift, escalators and learnt about wayfinding via the system and locality maps.

This programme aims to build the students' confidence while travelling on the public transport system, and equip them with skills to interact with commuters meaningfully.



COLLABORATION WITH KEAT HONG HARMONY CIRCLE AND SINGAPORE POLYTECHNIC FOR AMAZING RACES 2024

The Caring SG Commuters Committee partnered Keat Hong Harmony Circle for the first time for the Amazing Races 2024. The event helped to deepen participants' understanding of the challenges faced by vulnerable commuters through a series of experiential hands-on empathy simulations facilitated by Singapore Polytechnic's Polytechnic Foundation Programme students.

These activities were also memorable and effective in allowing participants to understand and empathise with the needs of various commuters while on their public transport journey.



CARE BY NORTH VISTA

In collaboration with the Caring SG Commuters Committee and SBS Transit, North Vista Primary School launched the "CARE By North Vista" project, empowering 40 Primary Five students to take on the role of caring commuters at Buangkok MRT Station.

These students engaged fellow commuters by sharing initiatives that promote inclusivity within our public transport network. They also distributed stickers featuring their own artwork, each depicting meaningful acts of care to inspire other commuters.

As part of the experience, the students led a simple yet impactful simulation exercise, helping commuters step into the shoes of visually impaired individuals. Through this activity, participants gained a deeper understanding of some of the challenges visually impaired commuters may face when navigating public transport.

Overall, the project was a heartwarming demonstration of how everyone can play a part in fostering a more caring and inclusive commuting environment.



CO-CREATION CLIPS WITH SINGAPORE KINDNESS MOVEMENT (SKM)

PTC collaborated with SKM to produce short videos of the caring acts by Caring Commuter Award 2023 winners, whereby the caring commuters went the extra mile to help their fellow commuters in need. The videos were subsequently shared on Caring SG Commuters' and SKM's social media platforms to inspire more commuters to step forward and help fellow commuters on public transport.



ORGANISATIONAL EXCELLENCE



PTC strives for excellence by learning from global partners, leading discussions on making public transport more inclusive, and improving digital systems.

PTC staff also actively take part in workplace activities and green initiatives, showing dedication to being better in all we do.

GLOBAL EXCHANGES AND LEARNINGS

PTC fostered active dialogue with public transport authorities and operators around the world through a range of platforms in 2024. Through these engagements, PTC shared insights on public transport policies, fare regulation and inclusive commuting initiatives with cities including Seoul, Tokyo, Hong Kong, London, Melbourne, Paris, Gothenburg and Taipei. These meaningful exchanges not only allowed PTC to glean insights from international best practices but also provided an opportunity to share Singapore's public transport experience with the global community.



Paris - UITP Exchange

PTC participated in the UITP (International Association of Public Transport) Transport Economics & Finance Committee (TEC) meeting held in Paris, France. Then-Director of Policy and Regulation, Ms Angela Khoo, and Director of Transformation, Innovation & Research, Patricia Tan, took part in discussions on key topics such as affordable public transport, sustainable financing, and the economic, social, and environmental impacts of public transport across various cities.

As part of the programme, delegates visited the Montrouge bus depot, gaining insights into how urban and financial engineering were employed to transform a former industrial site into a multifunctional space—integrating housing, public amenities, and a partially underground bus depot.

Ms Angela Khoo also co-chaired the UITP Fare Affordability Working Group, where she shared practical approaches to fare affordability and strategies for delivering inclusive public transport while ensuring long-term financial viability.

PTC had meaningful exchanges with international counterparts and appreciated the well-organised meetings and visits arranged by the UITP team, Transdev Group, and RATP Group.



Roundtable event on "Fostering and inclusive Commuting Culture in our PT System"

Delegates from seven global cities—Gothenburg, London, Melbourne, Paris, Seoul, Taipei, and Singapore—shared best practices and policies aimed at fostering a more inclusive commuter culture within public transport systems. The session was chaired by Ms Janet Ang, Chairperson of PTC and the Caring SG Commuters Committee, who spoke about Singapore's efforts to nurture a community of Caring Commuter Champions, trained to assist and support fellow commuters with diverse needs.

Delegates also exchanged insights on leveraging technology to enhance wayfinding and inclusivity, as well as their experiences in collaborating with various partners and stakeholders.

Discussions at the Roundtable highlighted that cultivating an inclusive commuter culture requires a holistic, multi-stakeholder approach—addressing physical accessibility challenges, encouraging empathetic behaviour, integrating innovative technologies, and promoting collaborative policy development.

Chairperson's SITCE-UITP Congress Speaking Session: Access for All: Closing Inclusivity Gaps in Public Transport

At the SITCE 2024 Speaking Engagement Congress on Access for All: Closing Inclusivity Gaps in Public Transport, Ms Janet Ang, Chairperson of PTC and the Caring SG Commuters Committee, shared Singapore's journey in fostering an inclusive and caring commuting culture—emphasising the importance of going beyond infrastructure to build the heartware of the transport system.

The session featured valuable insights from international speakers on advancing inclusivity in public transport. It was a meaningful opportunity to exchange ideas and experiences with global partners and stakeholders, as we collectively strive towards a more inclusive and empathetic public transport system for all.



AWARDS

At the Ministry of Transport (MOT) Awards Ceremony 2025 held on 14 March 2025, PTC was awarded the following two Minister's Innovation Awards which aim to recognise and promote innovation, inspire a culture of creativity and encourage continuous improvements within the MOT family.



Distinguished Award for Co-creation Project with Singapore Polytechnic – 'Empowering Youths to Inform, Involve & Inspire Other Commuters'

PTC partnered Singapore Polytechnic to co-create 24 projects aimed at fostering a caring commuting culture. Students engaged over 1,200 commuters through empathy simulations, awareness-building on the needs of vulnerable commuters, and podcasts. This youth-driven initiative inspired commuters to become Caring Commuter Champions, amplifying the Caring SG Commuters Movement.

Merit Award (Social Media) for Co-creation Project with St. Andrew's Junior College – 'Co-Creating Meaningful Short Videos to Inform, Involve & Inspire'

PTC and Saint Andrew's Junior College co-created a five-part video series on assisting vulnerable commuters. Developed with insights from empathy workshops, students took ownership of conceptualisation, content creation, and production. With over 7,400 Instagram views, the videos raised awareness and inspired caring acts, fostering a caring commuting culture.



STAFF ENGAGEMENT ACTIVITIES

We believe that empowering our employees enables us to better serve commuters and fulfil our public mission with excellence. To that end, we provide ongoing opportunities for learning and development, and create an environment where our employees feel supported, engaged, and valued.

We recognise that well-being is a key pillar of performance, and our efforts include providing access to mental health and wellness support, professional coaching, and skills-building initiatives. Employees can benefit from one-to-one virtual or in-person counselling, behavioural and holistic coaching sessions, and round-the-clock support. These services are delivered through Well-being@Gov by PSD, a comprehensive digital platform offering additional resources and tools to support our staff in their wellness journey.



PTC actively fosters a sense of connection, purpose, and engagement through meaningful staff activities. In our Corporate Social Responsibility (CSR) initiative, our team partnered with the YWCA of Singapore in support of their Sustenance for Families Programme. This programme provides essential food and daily necessities to low-income families across Singapore.

As part of our contribution, we made a financial donation to support the programme's ongoing operations and joined hands to pack and deliver food rations directly to beneficiaries. This event allowed our employees to engage in purposeful volunteering while strengthening our collective commitment to community upliftment.



We also value the importance of recognising and celebrating our employees. Our staff appreciation event brought employees together for a fun-filled day of team bonding and interactive games. These moments of shared enjoyment foster camaraderie, boost morale, and reinforce our culture of appreciation and inclusivity.

In the same spirit of camaraderie, we held a durian and fruits party - a light-hearted gathering that brought staff together to enjoy seasonal treats and unwind as a team.



Through these efforts, we aim to build a workplace where employees feel a strong sense of belonging, purpose, and pride in the work they do - individually and collectively.

SUSTAINABILITY DISCLOSURE



PTC's Opportunities in Addressing Climate Change

PTC champions environmental sustainability through shaping a commuter-centric, inclusive and affordable public transport system. By encouraging the use of public transport over private car usage, we support Singapore's broader efforts to reduce carbon emissions and promote low-carbon mobility options.



PTC's social media efforts to promote the use of public transport. Source: PTC Instagram

Reduces your Carbon footprint
Making the choice to take public transport today helps with a sustainable future tomorrow.

Highly connected island-wide
Get to your destinations easily with the many MRT lines and bus routes.

Making the most of your commute
Enjoy the time to read, listen to a podcast or even catch up on sleep with a short nap!

PTC's role in fare regulation helps encourage more people to switch to public transport—an inherently more sustainable mode of travel. Our collaboration with the Land Transport Authority (LTA), industry stakeholders and commuters ensure that policies are aligned to promote efficient and eco-friendly commuting.

By promoting a system that is affordable, accessible and reliable, we help steer commuter choices toward more sustainable modes of transport—reducing the reliance on private vehicles and supporting a lower-emission transport network.

Quote from FGD Participant: Actually Singapore's public transport (is) really very accessible. I think wherever you want to go you can just take a bus, take a train, you know. And it's clean.
Adult aged 18 to 30

To ensure that the public transport system remains inclusive, responsive and commuter-centric, PTC conducts regular focus group discussions, commuter surveys and review feedback received via various channels. These engagements allow us to gather valuable insights on commuter experiences, expectations, service gaps and emerging mobility needs. The findings help shape recommendations and policies that enhance not just affordability and accessibility, but also the overall quality and sustainability of the commuting experience.

Quote from FGD Participant: I feel Singapore('s) bus and MRT infrastructure is very good. For people with disabilities, (they) have PwD concession cards. There are ramps and lifts. Can take the lift down to the platform, very wheelchair accessible.
Person with Muscular Dystrophy

Co-creating ground up projects through the public transport operators, social service agencies, corporates and the communities, to cultivate a caring and gracious commuting culture within the public transport network gives our vulnerable commuters such as seniors and people with disabilities, the confidence to travel independently. As more commuters with different needs experience care from fellow commuters and gain confidence in the use of the PT network, they will be encouraged to increase their travel through this mode.

At its core, our mission aligns with the national vision of a cleaner, greener Singapore—where every public transport journey is a step toward a more sustainable future.

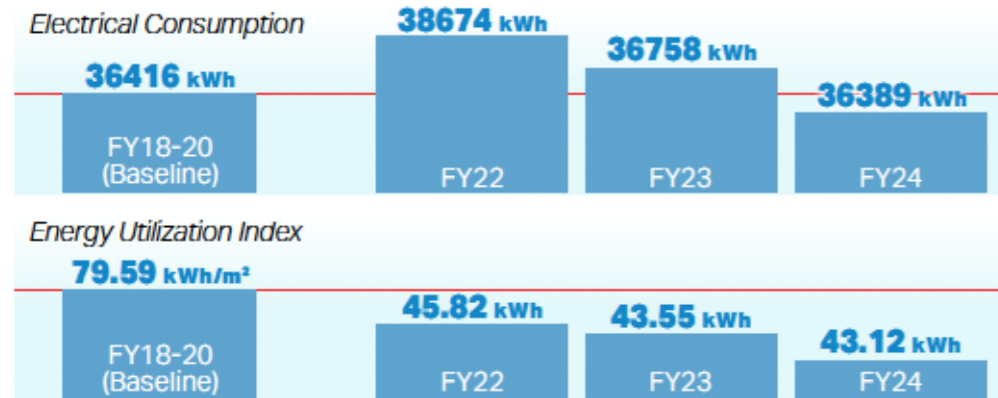


Sustainability in Numbers



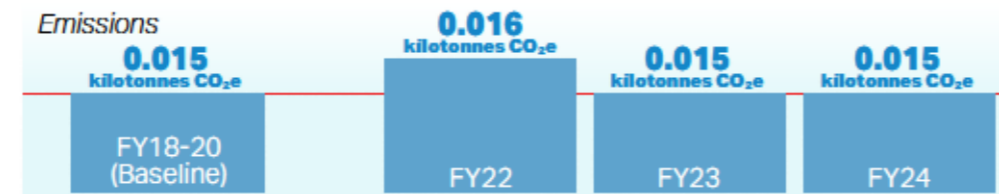
- ← Peak emissions by 2025.
- ← 10% reduction in Energy Utilisation Index (EUI) by 2030, compared to average of 2018-2020 levels.
- ← 10% reduction in Water Efficiency Index (WEI) by 2030, compared to 2022 levels.
- ← 30% reduction in Waste Disposal Index (WDI) by 2030, compared to 2022 levels.

Electricity



EUI is defined as the total electricity consumed by a facility in one year divided by its total gross floor area. PTC has made significant progress in reducing its EUI. PTC's EUI shows a reduction of 46% from baseline levels, having surpassed our 2030 goal of 10% reduction in FY21.

Emissions



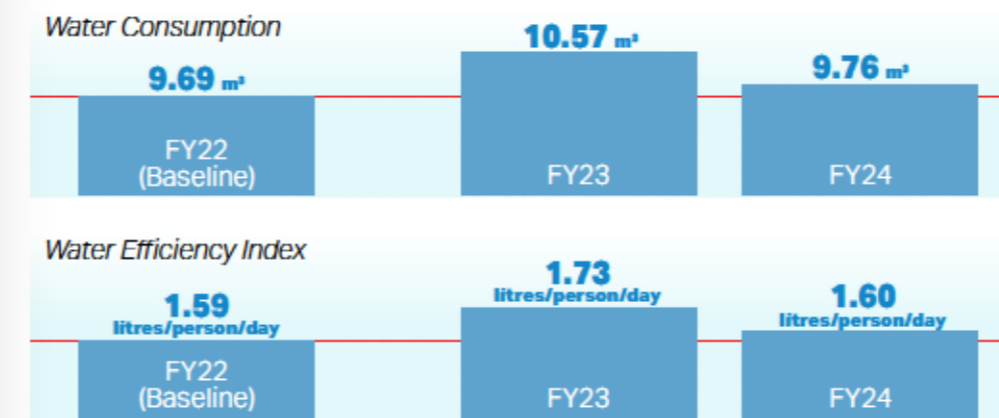
PTC has adopted the Greenhouse Gas (GHG) Protocol Corporate Standard to disclose our carbon emissions. Electricity consumption was converted into carbon dioxide equivalent (CO₂e) units using the Grid Emission Factor (GEF) provided by EMA.

Emissions for 2024 were calculated using the GEF from 2023 as 2024 figures were not available at this time of our disclosure. PTC's emissions for FY24 remain unchanged at 0.015 kilotonnes CO₂e, maintaining our goal of peak emissions by 2025.

As PTC's operations do not involve any direct emissions occurring from owned or controlled sources (Scope 1), there are no Scope 1 emissions reported. The indirect emissions from the use of purchased electricity in standard buildings (Scope 2) are reported.

Policies and Practices:
We have adopted energy saving measures such as using energy efficient LED lights in the office, and display reminder notices near light switches to prompt staff and guests to turn off the lights upon leaving.

Water

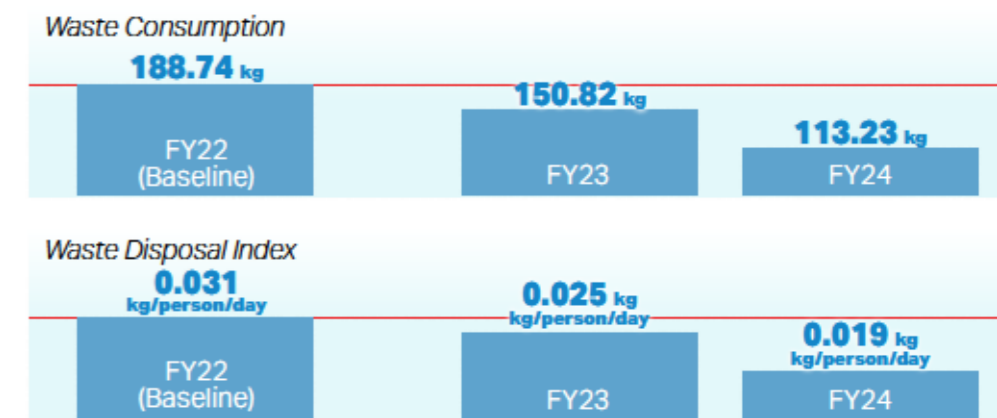


WEI is defined as the water consumption divided by the number of headcount / occupants. WEI methodology only includes water consumption at our offices and is based on GreenGov.SG metrics.

PTC's Water Efficiency Index (WEI) decreased to 1.60 litres/person/day in FY2024, a 7.6% reduction from FY2023, moving us closer to our 2030 target of 10% decrease. This improvement was achieved through better water management practices and increased staff awareness. The baseline WEI year remains FY22, when water taps were first introduced to our office premises in February 2021.

Policies and Practices:
PTC monitors water usage and encourages staff to reduce washing time and have installed water aerators to reduce water consumption.

Waste



WDI is defined as the total waste disposed of per day divided by the total number of public officer headcount including visitors to the premises. As PTC's waste disposal is collected centrally, WDI methodology currently only includes paper consumption at our offices.

PTC has made significant progress in reducing its WDI. PTC's WDI shows a reduction of 40% from baseline levels, having surpassed our 2030 goal of 30% reduction 6 years ahead.

We have implemented measures in April 2025 to calculate waste disposal metrics for our office premises, and this data will be available in PTC's sustainability report for FY25 onwards.


Policies and Practices:
PTC encourages paperless operations and officers print only when necessary or recycle unwanted printouts. Office printer settings are also set to default double-sided printing to minimise paper consumption.


PTC actively promotes e-waste recycling by regularly organizing and announcing collection drives through staff emails, encouraging colleagues to responsibly dispose of old electronics and support environmental sustainability.



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