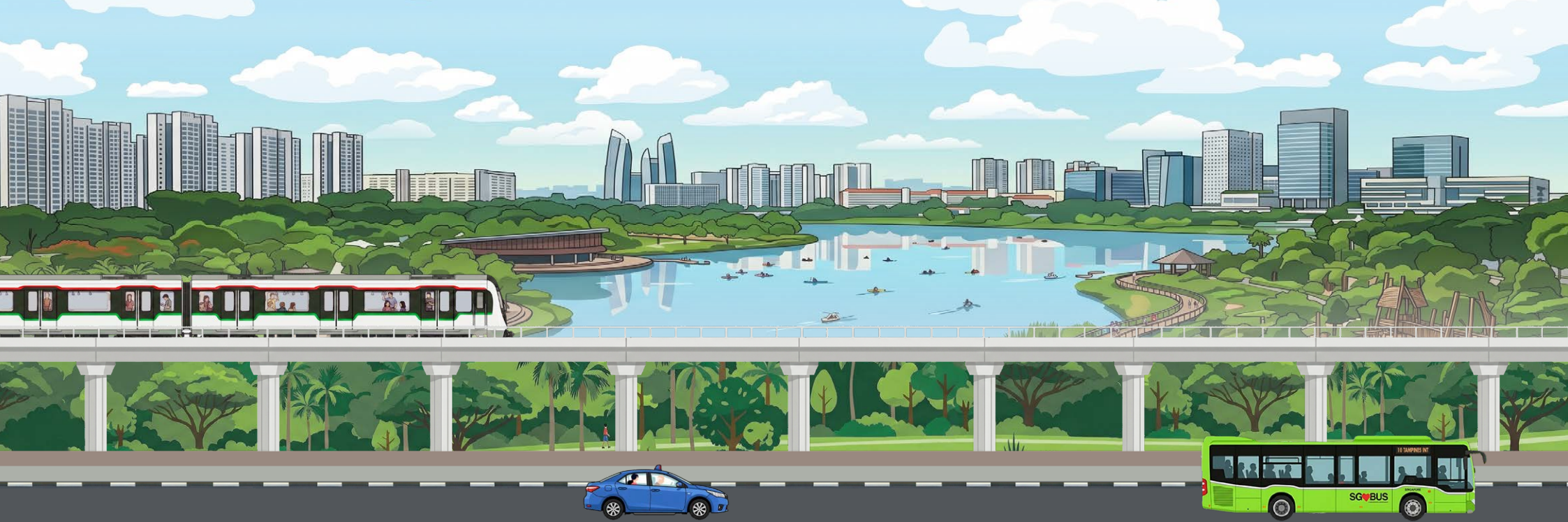


Together ON TRACK

Annual Report 2025/2026





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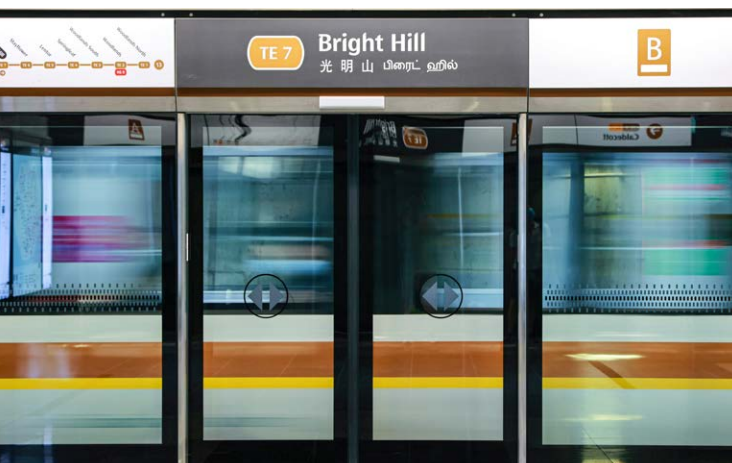
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About PUBLIC TRANSPORT COUNCIL

The Public Transport Council (PTC), established in 1987 under the Public Transport Council Act (Chapter 259B), 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 deliver a quality and affordable public transport system for the people of Singapore.

The Council includes representation from academia, labour unions, grassroots organisations, media, business sectors and other government agencies. The multiplicity of representation and experience among the Council members allows PTC to objectively and holistically weigh views and concerns from commuters, public agencies and public transport operators to improve the public transport system.



KEY STATUTORY POWERS OF PTC

- Regulating, setting and approving bus and train fares and the fare structure of point-to-point (P2P) transport services

- Promoting and facilitating the integration of bus and train fares for efficient travel between different modes of public transport

- 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 and studies e.g., focus group discussions on public transport and P2P transport services

- 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

INTEGRITY

Uphold high standards of moral and ethical principles

OBJECTIVITY

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

INNOVATION

Seek new ways to improve public transport

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 Vice-Chairperson of
People's Association Residents'
Network Council



Mr Anwar Abdullah
Chief Executive Officer,
Polytron.AI



Ms Bharathi Kumaran
Director, Integrated Operations
& Technology and
2 Transformation Lead (Service),
Service Transformation Taskforce,
Land Transport Authority



Mr Cham Dao Song
Deputy Secretary of
Planning Division,
Ministry of National Development



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



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



**Dr Vincent Chua
Cheng Huat**
Former Professor at Singapore
University of Social Sciences



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

Council MEMBERS



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

Advisor,
Singapore Kadayanallur
Muslim League



Mr D S Sakthivel

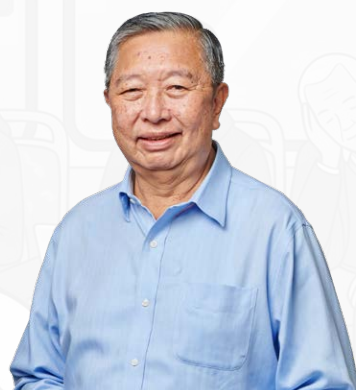
Deputy Director,
Community Partnership
(North East),
Land Transport Authority



Mr Sazali Bin Zainal*

General Secretary,
ST Engineering Staff Union and
Member, NTUC Central Committee

**From 1 September 2026*



Mr Tan Soo Nan

Non-Executive and
Non-Independent Director,
Raffles Medical Group &
Raffles Health Insurance Pte Ltd



Dr Timothy Wong

Associate Professor (Education),
Department of Economics,
National University of Singapore



Mr Leow Yew Chin

Chief Executive,
Public Transport Council

*The Council expresses
appreciation to Mr Daniel Loh
for his contributions prior to him
stepping down on 25 June 2026.*

Organisational STRUCTURE

Ms Janet Ang

Chairperson

Mr Leow Yew Chin

Chief Executive

Ms Han Liang Yuan

Senior Director,
Corporate
Communications

Ms Goh Hui Boon

Director,
Corporate Planning
& Development

Ms Lee Yueh Chern

Director,
Insights & Advisory

Mr Toh Eu Jin

Director,
Policy & Regulation

Mr Zhang Wenbo

Director,
Special Projects

Ms Patricia Tan

Director,
Technology, Innovation
& Research

Message from **CHAIRPERSON**

In 2025, Singapore's public transport network recorded an average ridership of 7.54 million bus and train rides every day. This reflects the trust that millions of commuters place in our public transport system, and the dedication of the many people who work tirelessly to keep Singapore moving.

Looking ahead, ongoing bus and rail developments across Singapore will continue to strengthen connectivity and support a more accessible and well-connected public transport system for our commuters.

BALANCING AFFORDABILITY AND SUSTAINABILITY

At PTC, we remain guided by a delicate but important responsibility: ensuring that public transport remains both financially sustainable and affordable for the millions of commuters who rely on it daily. The 2025 Fare Review Exercise underscored the careful balancing act required in fare regulation. Amid broader economic pressures and rising operating costs, we continue to consider not just the sustainability of the public transport system but also the lived realities of commuters from different walks of life.

Last year, we reduced the prices of selected monthly passes to better support different groups

of commuters who rely heavily on public transport. The prices of hybrid monthly passes for adults and seniors were reduced by \$6 and \$3 respectively. Hybrid monthly passes for Workfare Transport Concession Scheme and persons with disabilities were also reduced by \$4 and \$3 respectively.

These decisions behind every fare adjustment were guided by careful deliberation, with fairness, transparency and the needs of commuters at the centre.

KEEPING COMMUTERS AT THE HEART OF OUR WORK

Indeed, at PTC, commuters remain at the heart of what we do. I was heartened by the continued support from many organisations and individuals who stepped forward to champion the Caring SG Commuters Movement alongside us.

We recognised Dementia Singapore, Singapore Polytechnic and St. Patrick's School with the Caring SG Commuters Partners Award for their meaningful efforts to promote a gracious and caring commuter culture. Their contributions remind us that building a more inclusive commuting culture is truly a shared endeavour.



Ms Janet Ang

Chairperson, Public Transport Council

I was also encouraged by the creativity and thoughtfulness shown by tertiary students who participated in the Heart Zone Reinvention Challenge, organised in partnership with public transport operators and SG Enable. Their ideas to make Heart Zones in MRT stations more inclusive and welcoming reflected both innovation and compassion. It is heartwarming to know that many young Singaporeans care deeply about shaping a more inclusive society.

This year, we continued to undertake commuter surveys to better understand the experiences, concerns, and expectations of the people who use public transport every day. The insights gathered helped to guide both regulatory decisions and how we engage the public.

We also took steps to make fare-related information more accessible to commuters from different backgrounds, including multilingual outreach and clearer public communications to raise awareness of the Fare Review Exercise and to highlight fare support measures available to commuters. Accessibility is not only about infrastructure, but also about ensuring commuters feel informed, understood and included.

One of the more meaningful moments for me this year was our visit to the National Transport Workers' Union. It served as an important reminder that behind every commute are countless public transport workers working tirelessly, often behind the scenes,

to keep our system running smoothly and safely every day. PTC has always recognised and appreciated the contributions of our public transport workers.

STRENGTHENING PTC FOR THE FUTURE

Over the past year, PTC also continued to learn from local and international partners through engagements on commuter experience, fares and inclusive public transport. These exchanges have been valuable in helping us strengthen our work and remain responsive to the evolving needs of commuters.

Within PTC, we refreshed our corporate video and revamped our website to make it more intuitive and user-friendly. We were also proud to celebrate innovation through deserving projects that were recognised for Innovation Awards within PTC and those conferred by the Minister for Transport.

APPRECIATION TO COUNCIL MEMBERS

I would like to express my sincere appreciation to our five outgoing Council Members, Mr Abdullah Shafie Bin Mohamed Sidik, Ms Lee Huay Leng, Ms Nadia Ahmad Samdin, Associate Professor Patricia Tan and Mr Thuvinder Singh s/o Bachan Singh, for their invaluable contributions and dedicated service to PTC over the years. I would also like to extend my

appreciation to Mr Daniel Loh, who stepped down on 25 June 2026. Their perspectives and commitment have been deeply appreciated.

At the same time, I warmly welcome the newly appointed Council Members, Mdm Amatul Jameel Suhani Binte Sujari, Mr Anwar Abdullah, Ms Bharathi Kumaran, Mr Cheng Yong Tai, Ms Beatrice Chong, Mr D S Sakthivel, Mr Sazali Bin Zainal and Dr Timothy Wong.

TOGETHER ON TRACK

The strength of Singapore's public transport system lies not in any one agency or operator alone, but in the collective effort of many, such as regulators, operators, community partners, public transport workers, and commuters themselves.

I am deeply grateful to all our stakeholders, partners, and the PTC team for their dedication and unwavering commitment to serving commuters.

As Singapore's public transport network continues to grow, so too does our shared responsibility to ensure that our public transport system remains inclusive, affordable and future-ready. Every decision we make, every partnership we build, and every improvement we pursue must ultimately serve the people who rely on public transport every day. That shared purpose is what keeps all of us together, on track.

Milestones

FOR FY 2025/26



**MAY
2025**

Public Service
Transformation (PST)
Ideasfest & Ideathon

*Co-creating ideas to improve
commuters' travel experience.*

**JUL
2025**

Caring SG Commuters
Promotional Video Publicity
Campaign

*Promoting a gracious, caring
and inclusive commuting
culture on Singapore's
public transport.*

**OCT
2025**

Conclusion of Fare Review
Exercise 2025

Overall fares adjusted by 5.0%.

*Adult card fares increased by
9-10 cents, while concession card
fares for journeys up to 3.2km
remained unchanged. For longer
concession journeys, card fares
increased by 3-4 cents.*

*Monthly passes for adults,
Workfare Transport Concession
cardholders, seniors, and persons
with disabilities reduced by
up to 5%.*

**NOV
2025**

Launch of Caring
Commuter Week

*Recognising seven caring
commuters and three partner
organisations through the
Caring Commuter Award 2025
and Caring SG Commuters
Partners Award respectively.*

**DEC
2025**

Heart Zone Reinvention
Challenge

*Engaged students to reimagine
Heart Zones through a design
thinking challenge, developing
innovative concepts to
enhance commuter inclusivity
and accessibility.*

At PTC, commuters are at the heart of everything we do. Through regular engagements, we gather insights that help shape a public transport system that is responsive, inclusive, and attuned to evolving needs.

COMMUTERS FIRST

Surveys and COMMUTER FEEDBACK

PTC conducts regular surveys and analyses commuter feedback to understand expectations, needs and satisfaction with public transport and P2P transport services.

In 2025, PTC conducted a comprehensive review of the surveys to ensure they remain relevant and measure what matters to commuters.

The review resulted in enhancements to the survey design and methodology, including refinements to the question formats and service attributes.



The revamped Public Transport Customer Satisfaction Survey (PTCSS) and Point-to-point Transport Services Survey (PCSS) were launched in August 2025.

The 2025 PTCSS and other sources of commuter feedback identified three key areas where commuters would like to see improvements: crowding and bus waiting times, courtesy and consideration among



commuters, and the temperature of air conditioning on trains. PTC engaged the LTA, the public transport operators as well as commuter focus groups to discuss ongoing initiatives and further improvements.

Delivering a better public transport experience is a shared endeavour. PTC will continue to facilitate discussions and bring together stakeholders, including commuters, to shape Singapore's public transport system. The 2025 PTCSS findings show that overall, 87% of commuters expressed satisfaction with Singapore's public transport system.

96% of commuters surveyed in the 2025 PCSS were satisfied with Singapore's P2P transport services. PTC has also shared the PCSS findings with the P2P transport operators and encouraged them to take steps to improve the commuter experience.

The media release, which presents the recommendations for improvements alongside the survey results, can be found here: go.gov.sg/ptcfocusareas

Caring Commuter

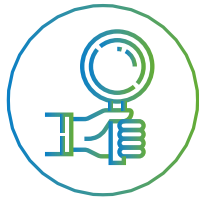
ENGAGEMENTS

In 2025/26, PTC engaged a total of 2,194 participants through Focus Group Discussions (FGD) sessions and other public engagement methods, including a survey, ethnographic studies, design thinking workshops and a public showcase. Our ethnographic studies highlighted how a gracious and caring commuting culture can support more

inclusive journeys across diverse commuter profiles. The FGDs provided valuable insights into the considerations of parents when deciding whether their children should use public transport to and from school. Crucially, public transport was seen as a key confidence-builder by parents in developing children's independence.



14 FGDs



1 survey



8 ethnographic studies



4 design thinking workshops



1 public showcase



2,194
participants

Ethnographic **STUDIES**

PTC conducted ethnographic studies which provided an in-depth understanding of the commuter journeys of 11 participants with diverse disabilities, mobility needs, and travel purposes.

Through ethnographic studies, we gained insights on how commuters with disabilities experience public transport in their daily lives. The studies highlighted three key factors that shape their ability to travel independently: how confident they feel navigating the network, how familiar they are with their regular journeys, and how fellow commuters behave around them.

These insights are useful in guiding efforts to better support commuters with disabilities from improving accessibility and travel assistance to encouraging more gracious and considerate behaviour among all commuters with the goal of making public transport a more inclusive experience for everyone.



ETHNOGRAPHIC STUDIES ON PERSONS WITH DISABILITIES

Persons with disabilities across diverse disability types, mobility needs, and travel purposes

8 ethnographic studies

11 participants
(including caregivers)

Shadowing selected end-to-end commuter journeys to understand travel needs and challenges at each touchpoint across different travel segments



Focus Group Discussions AND OTHER WORKSHOPS

As part of ongoing engagement efforts with stakeholders, PTC conducted FGDs, design thinking workshops and a survey. The FGDs were conducted with parents of upper primary school students and sought to understand their considerations for their children's school commutes, after which a survey was conducted to validate these findings. Design thinking workshops were conducted for transport staff, Caring Commuter Champions, Persons with Disabilities and student participants of the Heart Zone Reinvention Challenge to explore innovative possibilities for the reinvention of Heart Zones.

FGDS WITH PARENTS OF PRIMARY SCHOOL CHILDREN



TARGET AUDIENCE

Parents of Upper Primary
(Primary 4 to Primary 6)
School students

FGD NUMBERS

14 FGDs

112 FGD
participants

SURVEY NUMBERS

Survey with
2,000 parents

OBJECTIVE/PURPOSE

To understand parents' concerns and considerations in choosing transport for their children's school journeys, with the aim of creating a more caring and pleasant public transport experience for students.



HEART ZONE DESIGN THINKING WORKSHOP AND CHALLENGE

TARGET AUDIENCE

PTC and LTA staff

Persons with disabilities

Caring Commuter Champions

WORKSHOP DETAILS

3 design thinking workshops

32 participants

OBJECTIVE/PURPOSE

Design thinking workshops were conducted to explore how Heart Zones (designated spaces at public transport nodes where commuters can seek and offer assistance) can be reimagined to improve visibility and inclusivity.



HEART ZONE DESIGN THINKING WORKSHOP AND CHALLENGE

TARGET AUDIENCE

Students from Institutes of Higher Learning

CHALLENGE DETAILS

4 Design Thinking Workshops
Culminated in the Heart Zone Reinvention Challenge

39 students from **4** Institutes of Higher Learning

OBJECTIVE/PURPOSE

PTC engaged nine teams of students from four Institutes of Higher Learning through a series of design thinking workshops, culminating in a public showcase where teams presented human-centred concepts to an expert judging panel to reimagine the Heart Zone experience for commuters.

PTC, in partnership with the four public transport operators and SG Enable, organised the Heart Zone Reinvention Challenge, harnessing the creativity of students from Nanyang Technological University, Ngee Ann Polytechnic, Republic Polytechnic, and Singapore Polytechnic. The students embarked on an immersive design thinking journey to rethink how Heart Zones can better serve commuters across Singapore. This initiative aimed to develop innovative and human-centred solutions to address barriers related to awareness, usability, and receptiveness of the Heart Zone.



Participants and guests from MOT, PTC and LTA, public transport operators and SG Enable at the Heart Zone Reinvention Challenge Showcase.

FARE REGULATION

An illustration of the interior of a public transport vehicle, likely a bus or tram, at night. Several passengers are seated on pink and grey seats. In the foreground, a man in a white shirt and tie is looking at a tablet. Next to him, a man in an orange sweater is looking at a smartphone. To the left, a man in a yellow shirt is also looking at a smartphone. Further back, a man in a light blue shirt is visible. Two fare collection devices are mounted on poles, displaying 'EXIT ONLY' and 'FARE' information. The background shows a city street with blurred lights and buildings.

PTC remains committed to keeping public transport fares affordable. We aim to balance fare affordability with the long-term financial sustainability of the public transport system, while continuing to support vulnerable commuter groups.

Fare Review

EXERCISE 2025

To cushion commuters from the full fare increase, the overall fare increase for the 2025 Fare Review Exercise was 5.0%, below the maximum allowable adjustment quantum of 14.4%.

To cover the deferred fare quantum, the Government provided an additional subsidy of more than \$200 million in 2026.

This is on top of the annual operating subsidies of \$2 billion for public transport and additional government funding of close to \$1 billion over 8 years (from 2024 to 2032) for the Bus Connectivity Enhancement Programme.



With this adjustment, adult card fares increased by 9 to 10 cents per journey, lower than last year's increase of 10 cents per journey. Concession card fares for journeys on basic bus and train services up to 3.2km remained unchanged to benefit concession cardholders who are dependent on public transport for short trips to schools, work or nearby amenities. For longer journeys, concession card fares increased by 3-4 cents, which is also lower than last year's increase of 4 cents per journey.

Monthly pass prices for adults, Workfare Transport Concession cardholders, seniors, and persons with

disabilities were reduced by up to 5%, while prices for other monthly passes remained unchanged.

The card fare differential for express bus services increased by 40 cents for adults and 20 cents for concession cardholders.

The difference in fares between express and basic bus services has not been adjusted since distance-based fares were introduced in 2010. This adjustment reflects the higher cost of providing such services, improves financial sustainability, and helps to ensure that commuters continue to have access to these travel options.

BASIC BUS & TRAIN FARES



ADULT CARD FARES

⬆️ **9¢ to 10¢** per journey



CONCESSION CARD FARES

No change for journeys up to **3.2 km**

⬆️ **3¢ to 4¢** for journeys above **3.2 km**



MONTHLY PASSES

Up to ⬇️ **5% LOWER**

Reduced prices for:

- Adults
- Workfare Transport Concession cardholders
- Seniors
- Persons with disabilities



SUPPORT FOR LOWER-INCOME HOUSEHOLDS



\$60 Public Transport Vouchers for resident households with monthly household income per person of not more than **\$1,800**

GOVERNMENT SUPPORT



Over **\$200M** additional subsidy in **2026** to cover deferred fare quantum

EXPRESS BUS SERVICES



ADULT CARD FARES

⬆️ **49-50¢**



CONCESSION CARD FARES

⬆️ **20-24¢**

Regulating TICKET PAYMENT SERVICES

Commuters can use a range of contactless payment options: from Card-Based Ticketing cards such as EZ-Link and NETS FlashPay cards, to Account-Based Ticketing options such as credit and debit cards and mobile wallets.



To protect commuters' interests in ticket payment service availability and charges, PTC regulates and licenses ticket payment service providers in public transport. Ticket payment services include:

- clearing of ticket transactions; and
- sale, top-up, replacement, refund, or management of ticket payment modes, such as EZ-Link and NETS FlashPay cards.



Fare Regulation for **NON-PUBLIC BUS SERVICES**



Besides public bus services, commuters may also choose to use non-public bus services provided by private operators on a commercial basis.

To safeguard commuters' interests, PTC requires operators of non-public bus services to submit proposed fares for approval before they can implement the fares for their services. PTC will assess proposed fares against its fare pricing policies which lay out the principles and conditions under which a non-public bus operator charges fares for the services it offers, such as requiring the operator to give commuters advance notice of any fare changes prior to its implementation.



Fare Regulation for **P2P TRANSPORT SERVICES**



P2P transport services complement the public transport network by offering commuters alternative options for more direct commutes. They also help to meet the need for car-like journeys, without requiring commuters to own a car. P2P operators with 800 or more vehicles on their platforms are licensed according to the services they provide, i.e. street-hail or ride-hail services, under the P2P regulatory framework.

P2P fare levels are determined by operators based on market forces, while PTC's regulatory focus is on ensuring that fares are transparent and clearly communicated to commuters upfront.

Under the P2P regulatory framework:

- PTC sets a standardised fare structure for street-hail and metered ride-hail services;
- Fare levels are determined by market forces;
- Ride-hail operators are required to state flat fare clearly to commuters at the point of booking; and
- Ride-hail operators are also required to publish any additional fees and charges that may be levied.



ENFORCEMENT AGAINST *Fare Evasion*

Fare evasion can undermine the financial sustainability of Singapore's public transport system. Offences include:

- non-payment of fare e.g. travelling without a valid ticket, non-tapping in/out of a card
- misuse of a concession or non-transferable ticket e.g. an adult using a child concession card
- under-payment of fare e.g. early tapping out on buses
- non-payment of street-hail/ride-hail fare

Since 2008, PTC has worked with LTA, SimplyGo, public transport operators and P2P operators to administer a penalty fee regime for fare evasion on the public transport network. This deters fare evasion and ensures fairness for other commuters who pay the correct fare.

945 bus and train fare evasion cases were detected in FY25/26, a 6% reduction from the previous financial year and 71 P2P transport services fare evasion cases referred for investigation in FY25/26, a 13% reduction from the previous financial year.



FARE EVASION CASES DETECTED FOR BUSES AND TRAINS

FY23/24:

1442

FY24/25:

1003

FY25/26:

945

APPEALS PROCESSED

FY25/26:

148

TYPES OF BUS AND TRAIN FARE EVASION FY25/26

Non-payment

80.2%

**Misuse of
concession**

19.7%

Underpayment

0.1%

FARE EVASION CASES FOR P2P TRANSPORT SERVICES REFERRED FOR INVESTIGATION

FY23/24

148

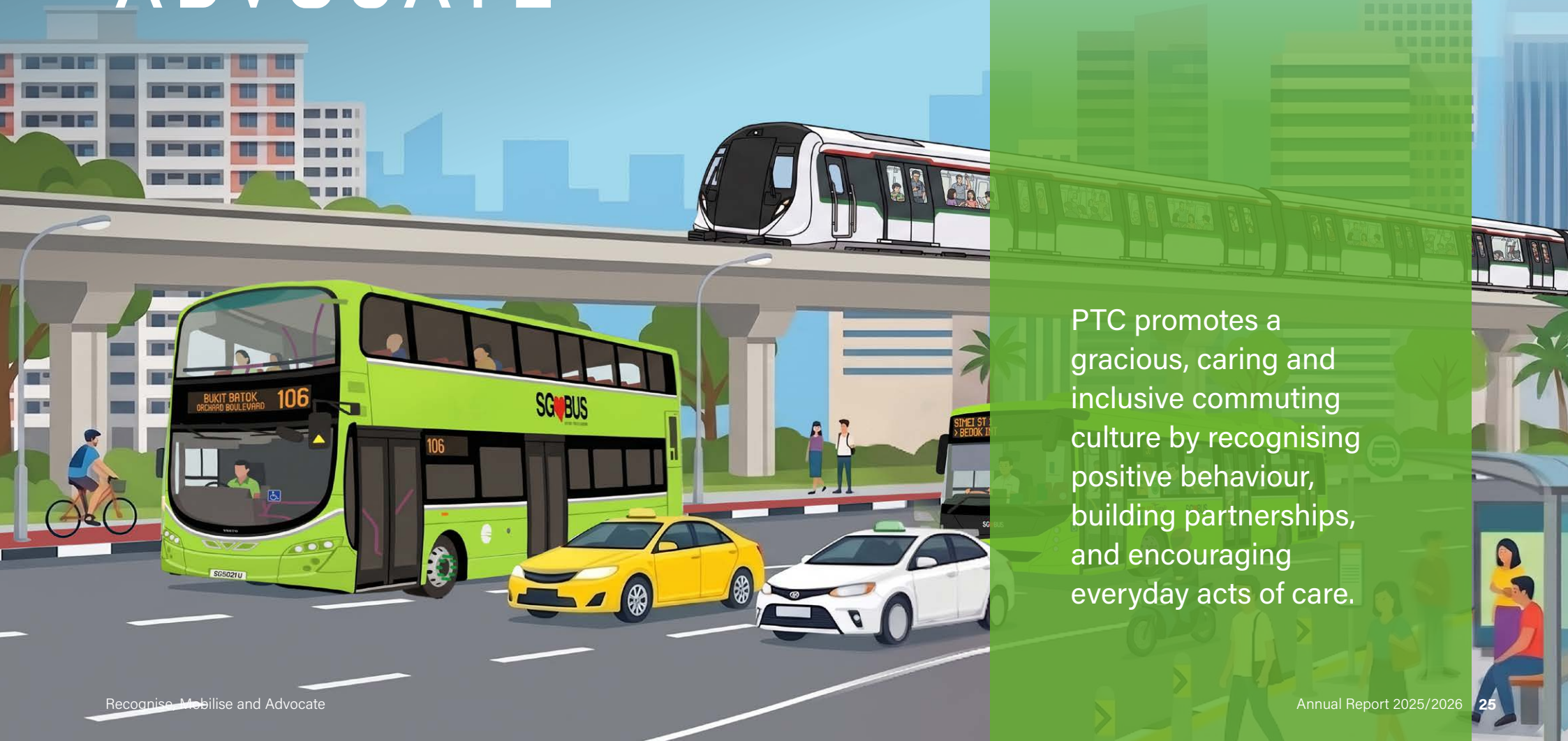
FY24/25

82

FY25/26

71

RECOGNISE, MOBILISE AND ADVOCATE



PTC promotes a gracious, caring and inclusive commuting culture by recognising positive behaviour, building partnerships, and encouraging everyday acts of care.

Promoting **A GRACIOUS AND CARING COMMUTING CULTURE**

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

The committee has partnered various educational institutions, social service agencies, corporates and community groups on various initiatives and outreach efforts to advance the movement. Through co-creation projects, awareness-building activations and training programmes, these partnerships raise awareness of the needs and challenges faced by everyday commuters, including more vulnerable commuters and/or commuters with disabilities, while equipping participants with the knowledge and confidence to help contribute towards a more gracious and caring commute.



Caring SG Commuters

PROMOTIONAL VIDEO



Building on insights from focus groups, PTC developed a promotional video to encourage a more caring and inclusive commuting culture.

The video adopts an emotive storytelling approach designed to resonate with audiences and inspire small but meaningful acts of care in everyday journeys. It centres on a simple yet powerful narrative in which commuters, initially strangers to one another, come together in a moment of need to assist a vulnerable mother and help reunite her with her son.

Produced in partnership with SBS Transit and Dementia Singapore, the video was shared online and across transport nodes, reaching a wide audience and reinforcing that everyone can play a part.

Launch of **YOUNG CHANGEMAKERS (YCM) - CARING SG COMMUTERS GRANT**

PTC has partnered with the National Youth Council (NYC) to launch the YCM - Caring SG Commuters Grant.

This grant provides seed funding of up to \$7,000 for youths to implement projects promoting more caring and inclusive public transport commutes and empowers youths to take an active role in fostering a more gracious, caring and inclusive commuting culture in Singapore's public transport system.

Find out more about the grant at:
<https://www.caringcommuters.gov.sg/grant>



Caring Commuter Award 2025

The Caring Commuter Award recognises commuters who go out of their way to make public transport journeys safer and more inclusive.

RICHARD MAGNUS AWARD FOR THE OUTSTANDING CARING COMMUTER

Greendale Secondary School students Yash Raj and Chen Zugen received the Richard Magnus Award for the Outstanding Caring Commuter after helping Ms Tan Siew Hua, who fell on the steps at Meridian LRT Station in early 2025.

Their prompt action ensured she received timely medical attention. This award is the highest honour under the Caring Commuter Award scheme.



Winners of Caring Commuter Award 2025.

COMMENDATION AWARD

Ms Huang Zhimin and Ms Wong Jia Yi helped a lost boy at Kangkar LRT Station. Ms Huang sought help from the station staff while Ms Wong comforted him with a drink. The boy was safely reunited with his father.

Ms Pan Peiwen Priscilla helped an elderly man who fell on an escalator at Punggol MRT Station. She accompanied him home in a taxi when he declined hospital treatment and checked on his condition again the following day.

Mr Melvin Sim Wei Siang helped Ms Belinda Lee after she slipped at Canberra MRT Station. He picked up her belongings, booked and paid for a private-hire ride to her workplace. He stayed with her until she boarded the vehicle.

Mdm Nordalina Binte Jumahat assisted a toddler who was travelling alone on the bus. She spoke to the child, ensured his safety, and coordinated with the Bus Captain to bring him to the Passenger Service Centre, where she remained until his parents arrived.

Caring SG Commuters Partners **AWARD**



The Caring SG Commuters Partners Award recognises the efforts of partner organisations that have been active supporters of the Caring SG Commuters Movement and made significant contributions in promoting the movement to a wider audience.



Winners of Caring SG Commuters Partners Award 2025.

DEMENTIA SINGAPORE

Dementia Singapore is a strong supporter and partner of the Caring SG Commuters Movement, co-creating initiatives to support inclusivity for persons living with dementia on public transport. Its efforts include equipping Caring Commuter Champions with practical skills through learning journeys, co-designing wayfinding trials with public transport operators, and supporting the development of educational materials, including video content.

SINGAPORE POLYTECHNIC

Singapore Polytechnic engaged students to co-design Young Caring SG Commuters booklets and web games for younger audiences, and co-created 44 student-led projects, which include volunteering at Chinatown MRT Station and organising a funfair in the Chin Swee-Hong Lim precinct, reaching over 750 residents. The school remains committed to ongoing partnerships and the integration of caring commuting into future curriculum modules.

ST. PATRICK'S SCHOOL

St. Patrick's School was one of the first partners to introduce the Caring Commuter Champion initiative as part of its Values-in-Action programme. Since January 2022, every Secondary One cohort has participated in caring commuting assembly talks and "Love in Action Day", where students distribute handmade collaterals and share caring messages with fellow commuters at public transport nodes, fostering a more gracious and caring commuting culture.

Caring Commuter Champions (INSPIRERS)



Winners of Caring Commuter Champion (Inspirer) Award 2025.

The Caring Commuter Champion (Inspirer) Award recognises Caring Commuter Champions who have actively championed the Caring SG Commuters Movement within their communities and workplaces.

Nine Caring Commuter Champions (Inspirers) were recognised for their dedication towards creating a smoother and safer commuting experience for everyone, through acts such as volunteering their time to assist and guide fellow commuters during service disruptions.



Caring Commuter Week 2025



The fifth Caring Commuter Week (CCW), jointly organised by LTA and PTC, in support of the Caring SG Commuters Movement, was held from 15 to 30 November 2025.



CCW 2025's Roving Exhibition.

Minister for Transport and Senior Minister of State for Finance, Mr Jeffrey Siow, officiated the launch at Our Tampines Hub, alongside Minister of State for Transport and Culture, Community and Youth Mr Baey Yam Keng.

At the launch, Minister introduced the inaugural YCM - Caring SG Commuters Grant, an initiative by PTC and the NYC.

The first Caring SG Commuters theme song, "A Brand New Way to Ride", composed and performed by Singaporean singer-songwriter Tay Kewei, was also launched. The song encourages commuters to embrace caring behaviours and is available on the Caring SG Commuters Portal and YouTube channel.

Throughout CCW, a range of activities was organised to raise awareness of diverse commuter needs and encourage everyday acts of care. A key highlight was a roving exhibition at Our Tampines Hub, Yishun Town Square, and Toa Payoh HDB Hub.

Through an immersive escape room experience, participants explored public transport from the perspective of commuters with diverse needs, including those with autism, hearing loss and visual impairment.

The exhibition also featured a Learn and Pledge activity, encouraging participants to step forward as Caring Commuter Champions, as well as an online contest to engage the public and reinforce key messages of the movement.

Co-creation AND PARTNERSHIP



CARE CARNIVAL WITH PASIR RIS CREST SECONDARY SCHOOL

PTC collaborated with Pasir Ris Crest Secondary School and Go-Ahead Singapore to organise a one-day Care Carnival at Pasir Ris Integrated Transport Hub. Eight Secondary One classes set up booths showcasing their solutions, ideated through the Design Thinking approach. Members of the public were able to learn how to better support vulnerable commuters, including persons with disabilities, and participate in experiential activities and quizzes conducted by the students.



CARING SG COMMUTERS COMMITTEE'S PARTICIPATION IN THE PURPLE PARADE

More than 300 participants across five contingents took part in The Purple Parade 2025 as part of the One Transport Family, led by Caring SG Commuters Committee Chairperson Ms Janet Ang to show support for inclusivity in public transport. The contingents consisted of Caring SG Commuters Committee members, and staff from PTC, MOT, LTA, and the public transport operators, as well as Caring Commuter Champions.

Participants demonstrated how commuters can care for one another through displays featuring the Four Caring Norms: Give Care, Give Time, Give a Hand and Give Thanks.



LEARNING JOURNEY TO GEYLANG SERAI HERITAGE GALLERY VIA PUBLIC TRANSPORT

PTC and LTA partnered Dementia Singapore to enable Caring Commuter Champions to accompany persons living with dementia on a Learning Journey to the Geylang Serai Heritage Gallery via public transport. During the commute, the Champions practised the Caring Norms of Give Time, Give Care and Give a Hand in supporting the persons living with dementia, and guided them around the Gallery in appreciation of local cultural heritage.



CORPORATE SOCIAL RESPONSIBILITY (CSR) CARE RIDE WITH LOCK+STORE AND CARE CORNER SINGAPORE LTD

PTC organised the Caring SG Commuters Movement's inaugural Caring Commuting CSR programme. During the programme's first run, Corporate Volunteers from Lock+Store learnt about the challenges faced by vulnerable commuters, including persons with disabilities, through a sharing session and experiential activities, before guiding the seniors from Care Corner Singapore Ltd to take the public transport from Woodlands to Toa Payoh. Throughout their commute, the seniors and the Corporate Volunteers worked together to complete various caring commuting tasks. The programme concluded with a tour of inclusive transport features and local heritage elements in the Toa Payoh neighbourhood. In the programme's second run, held in conjunction with the Caring Commuter Week's Roving Exhibition, Lock+Store's Corporate Volunteers guided seniors from Care Corner Singapore Ltd to take the public transport from Woodlands to Yishun, where they jointly toured the Roving Exhibition at Yishun Town Square.

CARING SG COMMUTERS COLLABORATION WITH WEST GROVE PRIMARY SCHOOL

PTC partnered SMRT to conduct an experiential assembly talk with over 100 Primary Five students from West Grove Primary School and organised a visit to Boon Lay Bus Interchange for the school's Cub Scouts. The students learnt about inclusive initiatives such as wayfinding murals and presented handwritten notes of appreciation to Bus Captains. Drawing on knowledge gained from the assembly talk and a Design Thinking workshop, the students developed several innovative prototypes for potential further implementation. Their efforts were showcased in a schoolwide exhibition, which featured interactive games promoting gracious and caring commuting, a pledge booth and playthroughs of four Young Caring SG Commuters Web-Games.



SINGAPORE POLYTECHNIC'S SUSTAINABLE INNOVATION PROJECT MODULE

PTC partnered SP on a Sustainable Innovation Project module as part of the Caring SG Commuters Movement. Year Two students from various disciplines applied Design Thinking to foster a more gracious, caring, and inclusive commuting culture. The projects focused on awareness, engagement, outreach, and accessibility, and culminated in a Gallery Walk showcasing thoughtfully designed proposals.





CARING SG COMMUTERS VOLUNTEERING SESSION AT CHOA CHU KANG MRT STATION AND BUS INTERCHANGE WITH KRANJI SECONDARY SCHOOL

PTC and SMRT collaborated to organise a Caring SG Commuters Assembly Sharing for Kranji Secondary School's Secondary Two cohort, during which the students learnt how to support vulnerable commuters, including persons with disabilities, and wrote messages on heart-shaped cards to encourage more gracious and caring commuting behaviour.

More than 20 Secondary Two students subsequently volunteered for a one-day session at Choa Chu Kang MRT Station and Bus Interchange, where they looked out for commuters in need of assistance and engaged fellow commuters using the handwritten heart-shaped message cards.



CARING SG COMMUTERS ASSEMBLY SHARING & EXPERIENTIAL WORKSHOP AT BLANGAH RISE PRIMARY SCHOOL

PTC and SBS Transit collaborated to organise a Caring SG Commuters Assembly Sharing and Experiential Workshop for Blangah Rise Primary School students, during which they gained meaningful insights into how to be more gracious and caring commuters through hands-on activities simulating the challenges faced by different commuters, including wheelchair users, visually impaired commuters, and commuters with dementia.



PUBLIC SERVICE TRANSFORMATION (PST) IDEASFEST & IDEATHON

PTC participated in the 2025 PST Ideasfest & Ideathon with the challenge statement: 'How might we encourage and normalise caring behaviour on public transport, making it feel natural, appealing, and even 'cool' for youth?' The team showcased Care Express – an interactive train concept that transforms commuting into a playful and engaging experience through games and activities, in the hopes of raising awareness of the Four Caring Norms and providing youths with the opportunity to actively practise and embody the norms.



The PTC team with former Head of Civil Service, Mr Leo Yip, at PTC's PST Ideasfest & Ideathon booth.

An illustration of a modern office meeting. Four people are seated around a long wooden table. On the left, a woman with short dark hair and glasses, wearing a blue top, is gesturing with her right hand while speaking. Next to her is a woman wearing a green top and a patterned hijab, looking towards the speaker. In the center is a man with a beard and glasses, wearing a dark blue shirt, with his hands clasped. On the right is a man with short dark hair, wearing a white shirt, looking towards the group. The table has several items on it: a laptop showing a bar chart, a tablet, two mugs, and some papers. The background shows a glass-walled office with a potted plant and track lighting.

ORGANISATIONAL INNOVATION AND EXCELLENCE

PTC drives organisational excellence through global engagement, digitalisation, and staff development to keep policies and services responsive and commuter-centric.

Learning from **OTHER CITIES**



UITP SUMMIT – HAMBURG

At the UITP Global Public Transport Summit 2025 in Hamburg, PTC and Caring SG Commuters Committee Chairperson Ms Janet Ang shared with the international audience about Singapore's commitment towards fostering a caring commuting culture. She highlighted collaborations with public transport operators under the Caring SG Commuters Movement, including the Helping Hand Cards, Sign Language Virtual Assistant, WeCare Rooms and CARE Bus, which provide practical support for commuters with diverse needs.

Our delegates also exchanged insights with counterparts from Amsterdam, Dallas, Guangzhou, Hong Kong and Paris, exploring global practices for fare structure, concession schemes, and fostering a caring commuting culture. These conversations highlighted our commitment to learning from others to better serve our local commuters.



PTC and Caring SG Commuters Committee Chairperson Ms Janet Ang with fellow delegates at the UITP Global Public Transport Summit 2025 in Hamburg.

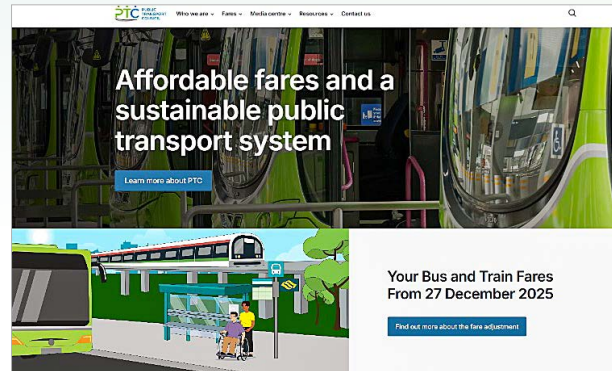


WEBSITE *Management*



PTC CORPORATE VIDEO

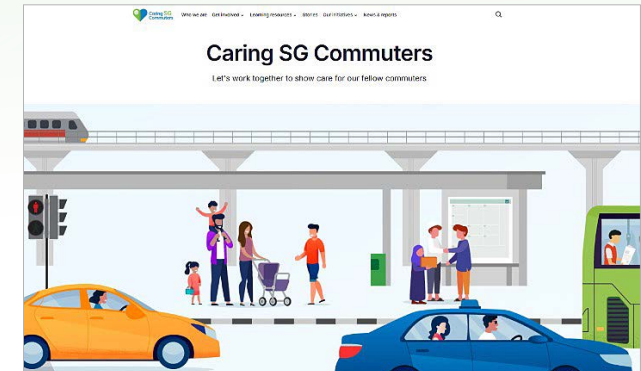
PTC refreshed our corporate video to incorporate human-centric animated visuals inspired by everyday commutes. The video shows how we balance fare affordability with high-quality service using data-driven insights. It also features the Caring SG Commuters Movement, highlighting how our collective efforts create a more gracious and inclusive public transport system. Produced in English, Chinese, Malay and Tamil, it serves as a key tool for engaging stakeholders and the public.



PTC CORPORATE WEBSITE REVAMP

FY2025/2026 marked a key milestone with a comprehensive revamp of our corporate website. In partnership with GovTech, the website was migrated to Isomer, the Government's standard website platform, in alignment with national digital initiatives.

The revamp streamlined content, reorganised the site structure, and enhanced navigation, making information more accessible and easier to find. These improvements strengthen usability and public engagement, reflecting our commitment to delivering accessible, user-centric digital services.

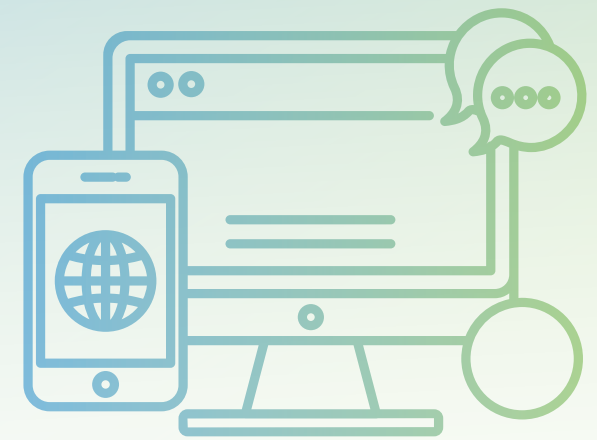


CARING SG COMMUTERS WEBSITE REVAMP

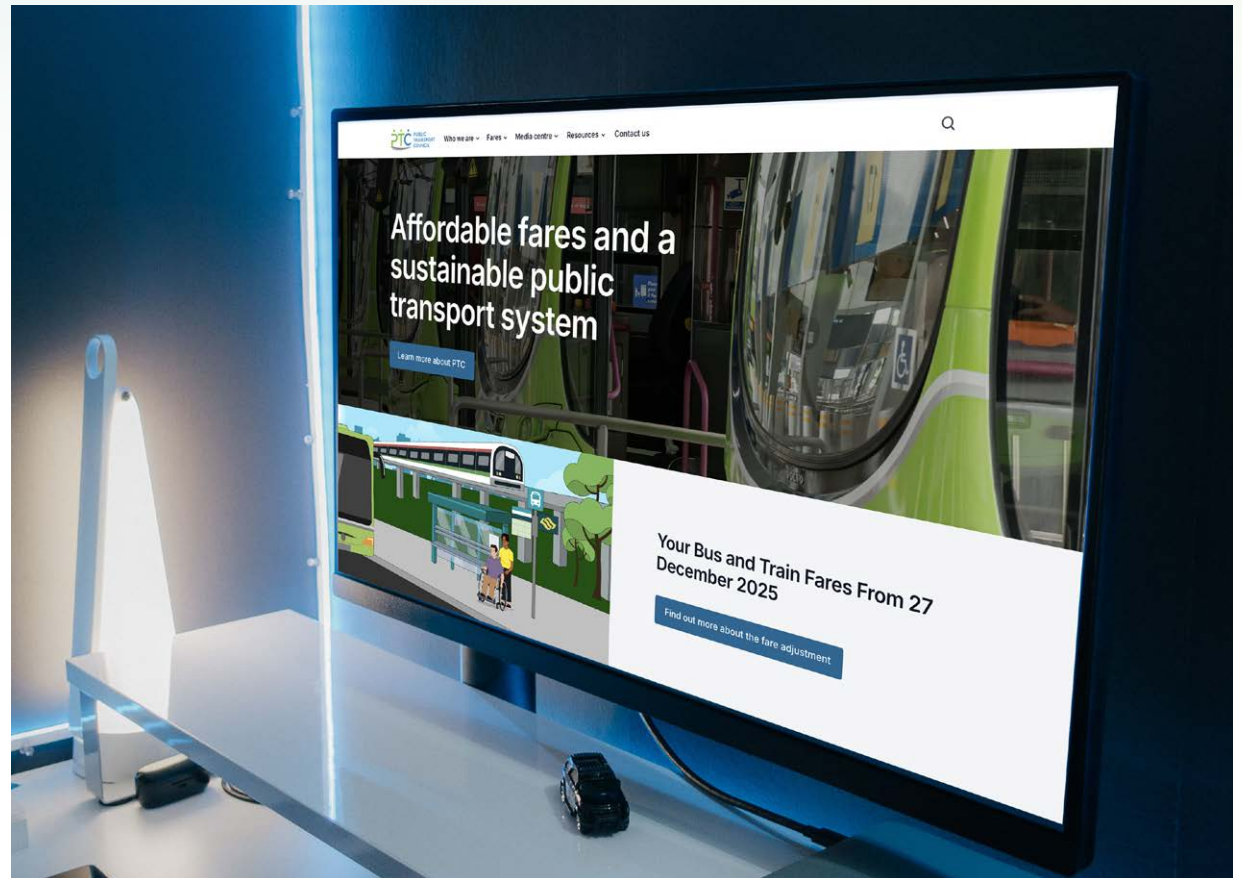
Our Caring SG Commuters website was enhanced following its migration to Isomer, with a redesigned structure to better engage the public in fostering a more gracious commuting culture.

Educational materials were consolidated under "Learning Resources," and a new initiatives page provides a comprehensive overview of Caring SG Commuters programmes and efforts. These enhancements make it easier for the public to access information, participate, and contribute to a more caring transport community.

Digitalisation **EFFORTS**



PTC continued to strengthen its digital capabilities by leveraging data, digital tools and artificial intelligence to improve citizen experience, enhance insights generation, improve operational efficiency, and support evidence-based decision-making. These efforts focused on improving the user interfaces for citizen-facing applications, streamlining internal processes, enabling more timely analysis of public feedback and processing of penalty fee appeals, and building a stronger foundation for a data-driven organisation.

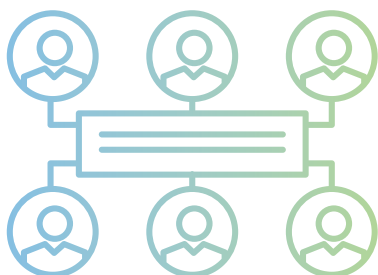


Our PEOPLE

Over the past year, we strengthened organisational capability, enhanced staff experience, and fostered a more connected and inclusive workplace. PTC's total staff strength as at 30 September 2025 is 38.

We updated our policies and strengthened staff awareness of corporate practices, while introducing measures such as mandatory block leave. We also improved the workplace environment and staff support to enable better collaboration and more flexible ways of working.

We continued to nurture an inclusive and caring culture through staff and community initiatives, deepening connections both within the organisation and with the wider community.



SUSTAINABILITY DISCLOSURE



SUPPORTING OUR *Sustainability Efforts*

PTC continues to champion environmental sustainability by promoting a commuter-centric, inclusive and affordable public transport system. By encouraging commuters to choose public transport over private cars, we contribute to Singapore's broader efforts to reduce carbon emissions and support low-carbon mobility.

A key part of this effort lies in making public transport a more attractive and accessible option for all commuters. Through close collaboration with commuters, community partners and industry stakeholders, PTC gathers insights that help inform policies and initiatives to enhance the public transport experience and meet the diverse needs of different commuter groups.

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



Sustainability IN NUMBERS

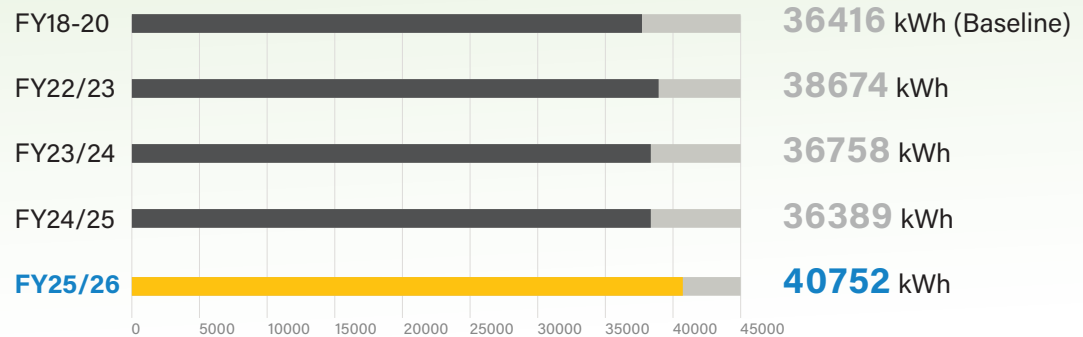
PTC's targets are aligned with the Whole-of-Government GreenGov.SG targets.

TARGETS:

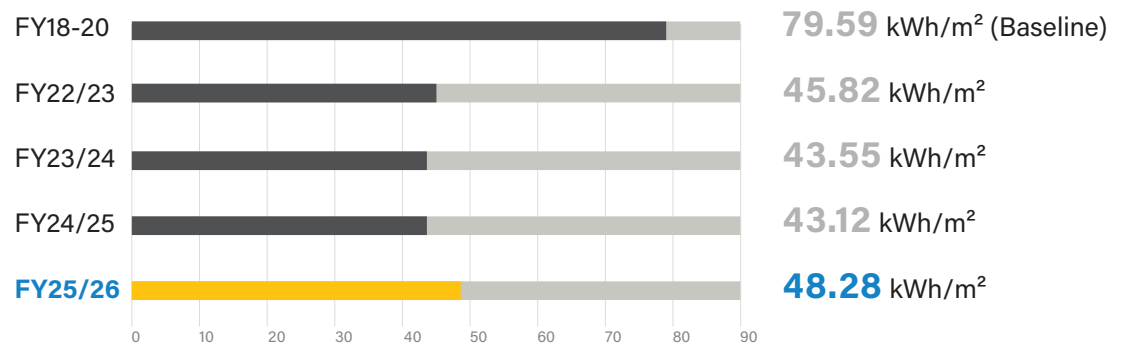
- Peak emissions by 2025
- Achieve a **10%** reduction in the Energy Utilisation Index (EUI) by 2030, compared with the average EUI levels from 2018 to 2020
- Achieve a **10%** reduction in the Water Efficiency Index (WEI) by 2030, compared with 2022 levels
- Achieve a **30%** reduction in the Waste Disposal Index (WDI) by 2030, compared with 2022 levels

ELECTRICITY

ELECTRICAL CONSUMPTION



ENERGY UTILISATION INDEX (EUI)

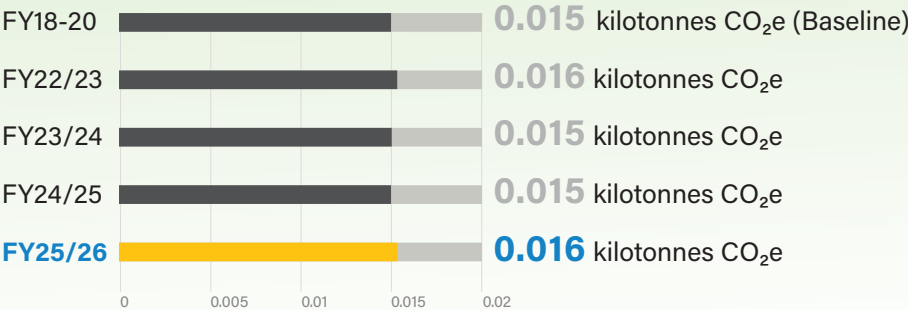


EUI is defined as the total electricity consumed by a facility in one year divided by its total gross floor area.

PTC has made significant progress in reducing its EUI. In FY2025, PTC's EUI recorded a 39% reduction from baseline levels, surpassing our 2030 goal of a 10% reduction since FY2021.



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) published by the Energy Market Authority (EMA).

Emissions for FY2025 were calculated using the 2024 GEF, as 2025 figures were not available at the time of our disclosure.

PTC's emissions for FY2025 increased slightly to 0.016 kilotonnes CO₂e, comparable to FY2022 emission levels, as we work towards our goal of peaking emissions by 2025.

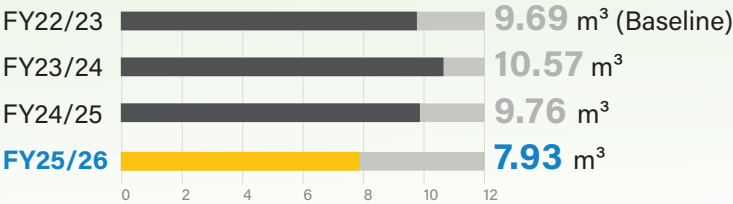
As PTC's operations do not involve direct emissions from owned or controlled sources (Scope 1), no Scope 1 emissions were reported. Indirect emissions arising from the consumption of purchased electricity in office premises (Scope 2) are reported.

POLICIES AND PRACTICES:

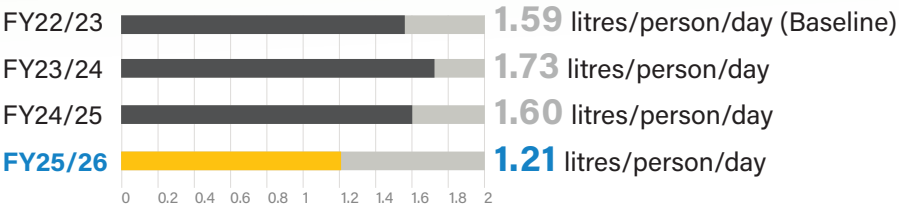
We have adopted energy-saving measures such as using energy-efficient LED lights in the office and displaying reminder notices near light switches to encourage staff and visitors to switch off lights when leaving the premises.

WATER

WATER CONSUMPTION



WATER EFFICIENCY INDEX (WEI)



WEI is defined as water consumption divided by the number of headcounts/occupants. The WEI methodology covers only water consumption within our office premises and is based on GreenGov.SG metrics.

PTC has made significant progress in reducing our WEI. PTC's WEI recorded a 24% reduction from baseline levels, surpassing our goal of a 10% reduction by 2030.

The baseline year for WEI differs from the other indicators and is based in FY2022 figures, as water taps were only introduced at our office premises in February 2021. This adjustment provides a more accurate reflection of our operational norms, particularly as more employees returned to the office after the COVID-19 pandemic.

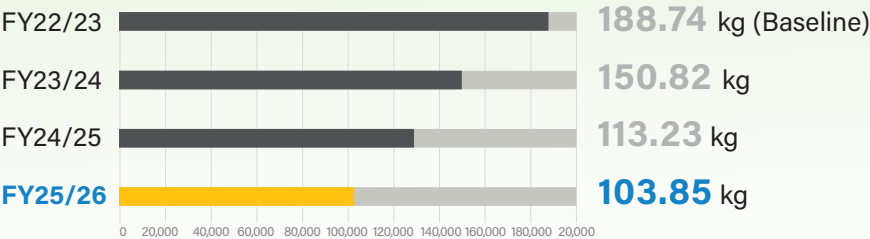
POLICIES AND PRACTICES:

PTC monitors water usage and encourages staff to reduce washing time. Water aerators have also been installed to reduce water consumption.

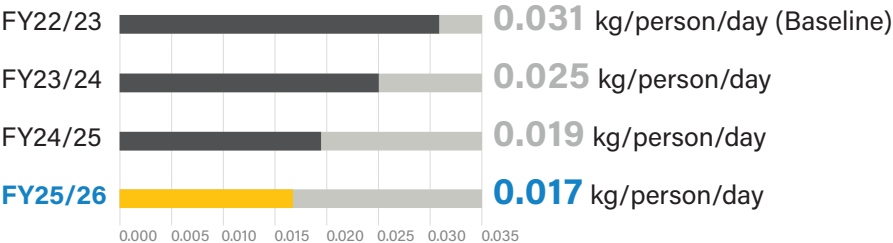


WASTE

WASTE CONSUMPTION (PAPER ONLY):



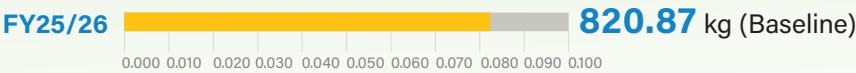
WASTE DISPOSAL INDEX (WDI) (PAPER ONLY):



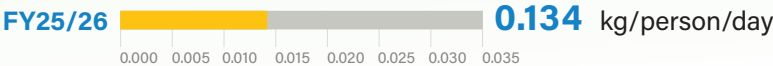
WDI is defined as the total waste disposed of per day divided by the total number of public officer headcounts, including visitors to the premises. As PTC’s waste disposal is managed centrally, the WDI methodology previously included only paper consumption at our offices.

PTC has made significant progress in reducing our WDI. PTC’s WDI recorded a 45% reduction from baseline levels, surpassing our 2030 goal of a 30% reduction.

WASTE CONSUMPTION (ALL WASTE)



WASTE DISPOSAL INDEX (WDI):



Building on our previous approach, PTC has strengthened our waste measurement practices to improve the accuracy of our sustainability reporting. Since April 2025, a daily manual weighing process has been introduced to systematically collect and tabulate waste data, enhancing the reliability of our WDI. This dataset will serve as a more robust baseline for future reporting and enable clearer tracking of our progress over time.

These improvements reflect PTC’s commitment to continuously strengthening our sustainability practices through more precise, data-driven insights and to identifying further opportunities to reduce waste.

POLICIES AND PRACTICES:

PTC encourages paperless operations, with officers printing only when necessary or recycling unwanted printouts. Office printer settings are also configured to default to double-sided printing to minimise paper consumption.

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



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