

Commuting, together

Annual Report
2022/2023



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Established in 1987 under the Public Transport Council Act (Cap 259B), the Public Transport Council (PTC) regulates fares and ticket payment services for public buses and trains. We also undertake the role of an advisor to the Minister for Transport on all matters related to public transport and work closely with industry players and public agencies to bring about a quality and affordable public transport system for commuters.

The Council includes representatives from academic institutions, labour unions, public transport industry and the people sector. It is of utmost importance to us to ensure the diversity of representation and experience of the Council members, so that PTC can objectively and holistically weigh views and concerns from commuters, public agencies and public transport operators, to improve the public transport system.



- ◀ Regulating ticket payment services for buses and trains
- ◀ Regulating bus and train fares
- ◀ Regulating fare structure for point-to-point transport services
- ◀ Promoting and facilitating the integration of bus and train fares for efficient public commuter transport services and facilities
- ◀ Regulating penalty fees to deter fare evasion
- ◀ Advising the Minister for Transport on public transport matters
- ◀ Gathering public feedback on any matter relating to bus, train, street-hail and ride-hail services in Singapore



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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 Minister for Transport 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 optimal balance

Integrity

Uphold high standards of moral and ethical principles

Innovation

Seek new ways to improve efficiency of public transport





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* From 1 June 2023



Milestones for FY 2022/2023

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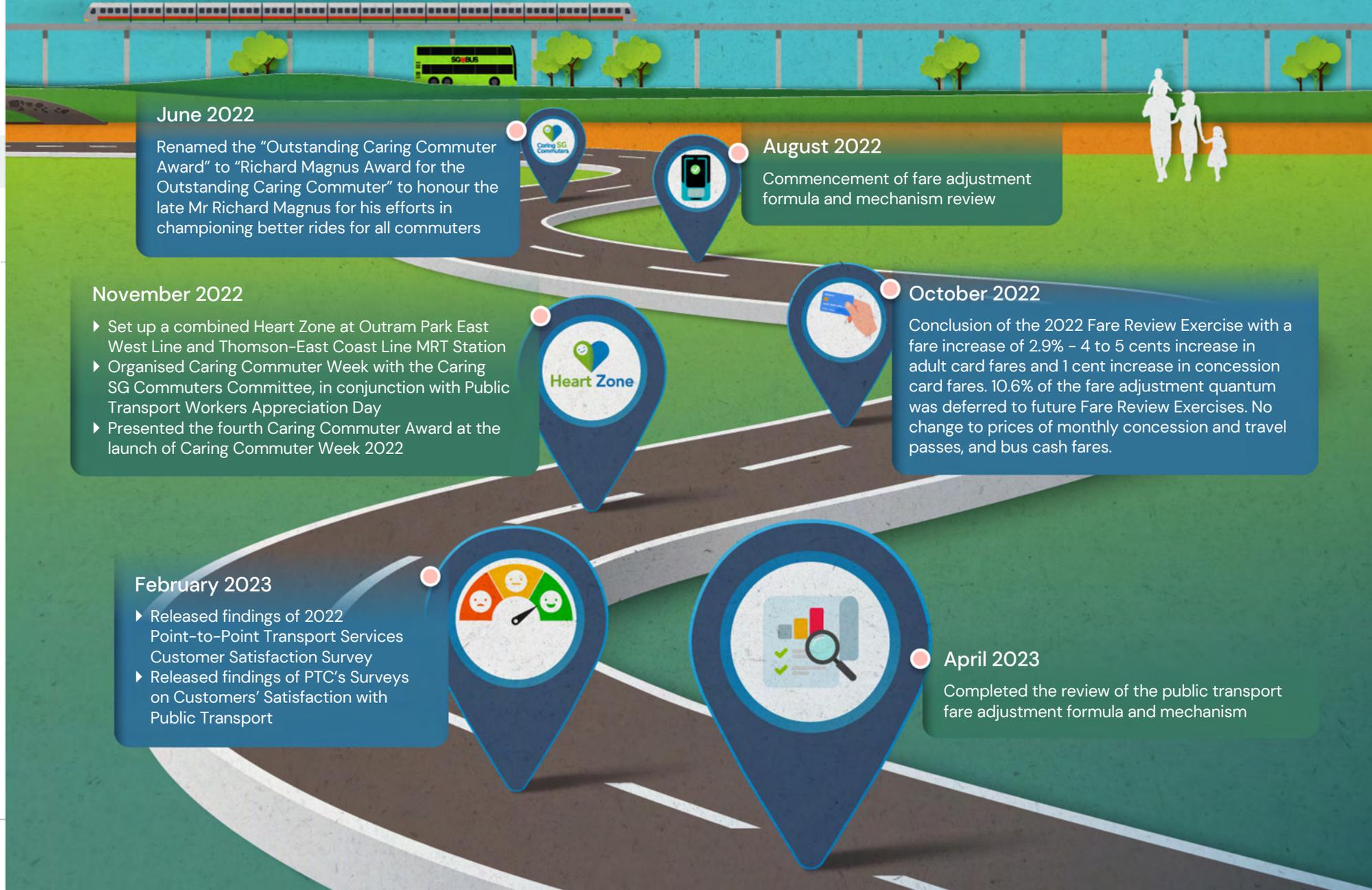
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June 2022

Renamed the "Outstanding Caring Commuter Award" to "Richard Magnus Award for the Outstanding Caring Commuter" to honour the late Mr Richard Magnus for his efforts in championing better rides for all commuters

August 2022

Commencement of fare adjustment formula and mechanism review

November 2022

- ▶ Set up a combined Heart Zone at Outram Park East West Line and Thomson-East Coast Line MRT Station
- ▶ Organised Caring Commuter Week with the Caring SG Commuters Committee, in conjunction with Public Transport Workers Appreciation Day
- ▶ Presented the fourth Caring Commuter Award at the launch of Caring Commuter Week 2022

October 2022

Conclusion of the 2022 Fare Review Exercise with a fare increase of 2.9% - 4 to 5 cents increase in adult card fares and 1 cent increase in concession card fares. 10.6% of the fare adjustment quantum was deferred to future Fare Review Exercises. No change to prices of monthly concession and travel passes, and bus cash fares.

February 2023

- ▶ Released findings of 2022 Point-to-Point Transport Services Customer Satisfaction Survey
- ▶ Released findings of PTC's Surveys on Customers' Satisfaction with Public Transport

April 2023

Completed the review of the public transport fare adjustment formula and mechanism

Award



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Ms Janet Ang
Chairperson



Mr Abdullah Shafiie Bin Mohamed Sidik
Chairman of Siglap South Community Centre Management Committee



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



Associate Professor Lynette Cheah
Associate Professor of Engineering Systems at Singapore University of Technology and Design



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



Ms Ku Geok Boon
Chief Executive Officer of SG Enable



Ms Lee Huay Leng
Editor-in-Chief of Chinese Media Group at SPH Media



Mr Lim Bok Ngam
Member of Development Project Advisory Panel at Ministry of Finance



Mr Lim Boon Wee
Deputy Secretary (Services) at Ministry of Education





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



Ms Nadia Ahmad Samdin
Counsel and Senior Project Leader at Tri-Sector Associates



Mr Naseer Bin Ghani
Chairman of West Coast Community Club Indian Activity Executive Committee



Associate Professor Patricia Tan Mui Siang
Associate Professor of Division of Accounting at Nanyang Business School, Nanyang Technological University



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



Mr Thuvinder Singh s/o Bachan Singh
General Secretary of Union of Telecoms Employees of Singapore



Mr Yeo Teck Guan
Senior Group Director (Public Transport) at Land Transport Authority



Mr Tan Kim Hong
Chief Executive of Public Transport Council



Chairperson's Message

“At the Public Transport Council, we are committed to our twin mandate of ensuring that commuters enjoy better rides with affordable fares while keeping the public transport system financially sustainable.”

Ms Janet Ang, Chairperson

Transition Towards COVID Resilience

In 2022, Singapore began steps to transit towards COVID resilience. By February 2023, most restrictions were lifted, and Singapore lowered the Disease Outbreak Response System Condition (Dorscon) from yellow to green.

Keep Public Transport Fares Affordable

At the Public Transport Council (PTC), we are committed to our twin mandate of ensuring that commuters enjoy better rides with affordable fares while keeping the public transport system financially sustainable.

With the easing of restrictions, people have been progressively resuming normal daily activities over the past one year, using the public transport system daily to travel to work, school and for social purposes.

Bus and train rides averaged 6.4 million

a day in 2022. This was up from an average of 5.3 million rides a day in 2021, though the numbers were still lower than pre-pandemic levels.

In conducting the 2022 Fare Review Exercise, we recognised that ridership had not fully recovered, and the impact of flexible work arrangements on ridership remained unclear. The global energy situation also had an impact on the costs of operating public transport services.

At the same time, the Council understood the concerns that Singaporeans had over the increasing costs of living and the impact of rising inflation. That was why we decided to grant a fare increase of 2.9% and deferred the remaining 10.6% of the allowable fare adjustment quantum to future Fare Review Exercises.

In this way, we balanced the need to keep fares affordable for commuters while ensuring the financial sustainability of the public transport system amidst rising costs.



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The lower fare increase was made possible with the Government providing an additional subsidy of about \$200 million in 2023, on top of the operating subsidies of more than \$2 billion annually for public transport services.

Fare Adjustment Formula and Mechanism Review

Last year, the Minister for Transport, Mr S Iswaran, appointed PTC to review the fare adjustment formula and mechanism. The review is typically carried out once every five years to ensure that the formula and mechanism are relevant and responsive to changes in the public transport industry and commuting patterns.

The Workgroup that was formed to undertake the review consulted widely to understand the concerns and perspectives of the various stakeholder groups.

We conducted face-to-face surveys with 1,000 commuters at 10 MRT stations and 10 bus interchanges across Singapore and held public engagement sessions with 24 focus groups involving 201 participants from the different commuter groups.

The Workgroup also conducted dialogues with representatives from the trade union, public transport operators, academics and public transport authorities and operators from other cities. The insights from these engagements helped the Workgroup shape its recommendations.

Taking into consideration the inflationary environment, uncertainty in ridership patterns and recovery post-pandemic, and

continuous enhancements to the public transport system to make public transport more accessible, reliable, and inclusive, the Workgroup recommended:

- (a) retaining the Core Consumer Price Index, Wage Index and Energy index at their existing weightages in the formula,
- (b) changing the Productivity Extraction to Productivity Contribution, fixed at 0.1% for the next five years, and
- (c) replacing the Network Capacity Factor with a Capacity Adjustment Factor fixed at 1.1%.

With these changes, the fare formula will reduce the volatility in fares for commuters.

In addition, the Workgroup recommended retaining the Deferred Fare Adjustment Mechanism. This enables PTC to defer fare adjustment quantum, in part or in full, to subsequent Fare Review Exercises, taking into consideration the prevailing social and economic conditions. This helps to moderate the impact of fare increases in extenuating circumstances and ensure that fare adjustments continue to be affordable for commuters.

As a whole, introducing the new formula and retaining the mechanism will protect commuters against big swings in bus and train fares from year to year. And commuters can also be assured that fare

affordability would be top of mind during unexpected situations such as the COVID-19 pandemic, and they will be protected from large fare hikes due to sudden spikes in operating costs.

The updated fare adjustment formula and mechanism will form the basis for PTC's deliberation at each year's Fare Review Exercise from 2023 to 2027.



As a whole, introducing the new formula and retaining the mechanism will protect commuters against big swings in bus and train fares from year to year. And commuters can also be assured that fare affordability would be top of mind during unexpected situations such as the COVID-19 pandemic, and they will be protected from large fare hikes due to sudden spikes in operating costs.



Understand Commuters' Travel Experiences

Public transport is an essential service, connecting people to places. As part of our advisory role to the Minister for Transport on public transport matters, PTC carries

Listening to Commuters



Public Transport Survey for Persons with Disabilities

Mean satisfaction score
7.6 / 10



Public Transport Customer Satisfaction Survey

Mean satisfaction score
7.8 / 10



Point-to-Point Transport Services Customer Satisfaction Survey

Mean satisfaction score
8.0 / 10



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out research and surveys, as well as engages commuters through focus group discussions. These efforts have enabled the Council to better understand commuters' travel experiences.

According to our annual Public Transport Customer Satisfaction Survey, commuters' satisfaction with public transport remained high last year. The mean satisfaction score for public transport services was 7.8 out of 10 – a score maintained since 2019.

The Public Transport Survey for Persons with Disabilities found that the mean satisfaction score among persons with disabilities and their caregivers improved from 7.2 out of 10 in 2021 to 7.6 in 2022.

The Point-to-Point Transport Services Customer Satisfaction Survey also received a high mean satisfaction score of 8.0 out of 10. More details of the surveys' findings can be found in the section "Listening to Commuters."

Foster Caring Commuting Culture

Beyond getting commuters from point to point, fostering a caring commuting culture has been PTC's key focus in the journey towards better rides.

Last year, PTC, along with the Caring SG Commuters Committee, Land Transport Authority (LTA), National Transport Workers' Union, and the public transport operators organised the Caring Commuter Week and the Public Transport Workers

Appreciation Day jointly for the first time, to recognise caring commuters and show appreciation to transport workers respectively.

The Caring Commuter Awards, including the newly-renamed "Richard Magnus Award for the Outstanding Caring Commuter", were presented during the event to eight individuals, out of a record number of 65 nominations. The increase in recognition from members of the public and public transport operators signalled a step in the right direction in appreciating the caring commuters amongst us.

In conjunction with the opening of Stage 3 of the Thomson-East Coast Line, we set up a combined Heart Zone at Outram Park East West Line and Thomson-East Coast Line MRT Station to better serve the needs of commuters visiting the Singapore General Hospital. There are currently 15 Heart Zones at 13 different locations, which serve as connecting points where commuters can help other commuters who may need assistance in their public transport journey.

For the efforts towards cultivating champions and shaping a caring commuting culture, PTC and LTA were accorded a Merit Award at the Ministry of Transport Awards Ceremony.

Journey Together

The public transport system is not simply about buses and trains. It is the partnership between the commuters, public transport

workers and policymakers, that makes better rides possible.

Our Council members with their diverse backgrounds and experiences have enabled PTC to weigh the views and concerns from commuters, public agencies, and public transport operators to improve the public transport system of Singapore.

On this note, I would like to welcome Mr Cham Dao Song, Senior Director of Strategic Planning Division in the Ministry of National Development, to our Council. I believe that his expertise and experience would enrich our discussions and deliberations.

2022 marked 35 years since PTC's establishment, and I would like to thank our Council and staff – past and present, stakeholders, and commuters for journeying with us thus far. As we emerge stronger from the COVID-19 pandemic, we will continue to work hand in hand with all and achieve our aspiration of better rides with affordable fares, a financially sustainable public transport system and a caring public transport community.

Janet Ang
Chairperson, Public Transport Council

Fostering a Caring Commuting Culture



15 Heart Zones across Singapore



Re-naming of the Outstanding Caring Commuter Award to

Richard Magnus Award for the Outstanding Caring Commuter



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Enhancing Commuter Experience

Listening to Commuters

Surveys

PTC carries out regular surveys to understand public transport commuters' needs and expectations. To measure commuters' satisfaction with public transport services, PTC conducts two customer satisfaction surveys annually:

- ▶ [Public Transport Customer Satisfaction Survey](#)
- ▶ [Public Transport Survey for Persons with Disabilities](#)

Public Transport Customer Satisfaction Survey

The Public Transport Customer Satisfaction Survey was carried out from 17 September to 31 October 2022. Commuters took part in the online survey by scanning the QR codes found at MRT stations, bus interchanges and bus stops, as well as through the SimplyGo app.

A total of 5,029 commuters, aged 15 years and above, were asked to rate their level of satisfaction with eight bus and MRT service attributes, based on their latest journey on public transport.

Overall, the public remained satisfied with public transport services, and the mean satisfaction score remained steady at 7.8 out of 10.



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Both Bus Interchange and Bus Stop Accessibility, as well as Safety and Security had the highest satisfaction score for bus services, with mean satisfaction scores of 8.0. While Waiting Time had the lowest satisfaction rating – with a mean satisfaction score of 7.1 – this was a slight improvement from the previous year’s score of 7.0. The mean satisfaction score for commuters’ overall satisfaction with bus services was 7.7.

Safety and Security had the highest mean satisfaction score out of all MRT service attributes at 8.3, while Comfort was rated the lowest, with a mean satisfaction score of 7.6. The mean satisfaction score for commuters’ overall satisfaction with MRT services was 8.0.

Over 90% of commuters surveyed remained satisfied with public transport, bus, and MRT services in 2022, with a slight increase in percentage across all three modes of transport in the past year.

Satisfaction with Public Transport, Bus and MRT Services Over the Past 3 Years (in percentage)

Mode	2020	2021	2022
Public Transport	97.6	92.0	92.7
Bus	97.3	90.8	91.7
MRT	97.9	93.6	94.2

For **Bus services**, the top three most important service attitudes remained the same as last year, with a slight difference in order, with Reliability ranked top, then followed by Travel Time and Waiting Time respectively.

Reliability and Travel Time remained the top two most important service attributes for **MRT services**, as per last year. Safety and Security ranked as the third most important service attribute this year.

Top Three Most Important Service Attributes

Mode	2021	2022
Public Transport	1 Reliability	Reliability
	2 Waiting Time	Travel Time
	3 Travel Time	Waiting Time
Bus	1 Waiting Time	Reliability
	2 Reliability	Travel Time
	3 Travel Time	Waiting Time
MRT	1 Reliability	Reliability
	2 Travel Time	Travel Time
	3 Station Accessibility	Safety and Security



Listening to Commuters

Public Transport Survey for Persons with Disabilities

PTC also conducted the Public Transport Survey for Persons with Disabilities, which was first carried out in 2021, to better understand and address the needs and expectations of persons with disabilities, as well as their caregivers. The survey was conducted with support from Ministry of Social and Family Development, SG Enable, Autism Resource Centre, AWWA, The Singapore Association for the Deaf, Singapore Association of the Visually Handicapped, SPD and TransitLink.

The respondents of the Public Transport Survey for Persons with Disabilities included commuters with the following nature of disabilities:

- ▶ Physical disability;
- ▶ Deaf or hard of hearing;
- ▶ Visual impairment;
- ▶ Intellectual disability; and
- ▶ Autism

A total of 537 commuters, comprising 309 persons with disabilities and 228 caregivers, were asked to rate their level of satisfaction with eight bus and train service attributes, based on their latest journey on public transport.

The survey results showed that the level of satisfaction for public transport was high with a mean satisfaction score of 7.6 (out of 10) – an improvement from the previous year’s satisfaction score of 7.2.

Satisfaction with Public Transport, Bus and Train Services Over the Past 2 Years (in percentage)

Mode	2021	2022
Public Transport	84.6	91.6
Bus	82.9	92.8
Train	87.2	90.2





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For **Bus services**, Safety and Security had the highest mean satisfaction score of 7.8. Waiting Time was rated the lowest in satisfaction, with a mean satisfaction score of 7.4. The mean satisfaction score for commuters' overall satisfaction with bus services was 7.6.

For **Train services**, Service Information had the highest mean satisfaction score of 7.7, while Customer Service had the lowest mean satisfaction score of 7.3. The mean satisfaction score for commuters' overall satisfaction with train services was 7.5.

According to the respondents, the most important service attributes when taking public transport services (inclusive of both Bus and Train services) were Safety and Security, Accessibility, Reliability and Travel Time.

Top Three Most Important Service Attributes

Mode	2022
Public Transport	1 Safety and Security
	2 Accessibility
	3 Reliability
Bus	1 Safety and Security
	2 Accessibility
	3 Reliability
Train	1 Reliability
	2 Safety and Security
	3 Travel Time





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Point-to-Point Transport Services Customer Satisfaction Survey

The Point-to-Point Transport Services Customer Satisfaction Survey measures commuters' satisfaction with taxi and private hire car (PHC) services. Through the survey, PTC aims to better understand their travel experiences, as well as identify areas for improvement.

The survey was conducted from 3 to 14 October 2022. A total of 2,701 taxi and PHC users aged 15 years and above participated in the survey, with 1,590 respondents rating taxi trips and 1,111 respondents rating PHC trips.

The respondents, who took taxis and/or PHCs at least three times a week and had used the Point-to-Point (P2P) services on the same day of survey completion, were asked to rate eight service attributes.

According to the survey results, commuters remained satisfied with P2P services (inclusive of taxi and PHC services) overall, with a mean satisfaction score of 8.0.



Point-to-Point Transport Services Customer Satisfaction Survey

Mean Satisfaction Score for Point-to-Point Transport Service Attributes



Taxi	PHC
8.7	8.5
Safety of the Service	



Taxi	PHC
7.1	6.9
Waiting Time	



Taxi	PHC
8.0	7.8
Service Information	



Taxi	PHC
7.8	8.0
Ease of Booking	



Taxi	PHC
8.5	8.2
Driver's Knowledge of Route	



Taxi	PHC
7.9	7.7
Customer Service Provided by the Driver	



Taxi	PHC
8.3	8.1
Ride Comfort	



Taxi
7.6
Taxi Stand Accessibility (for taxi trips only)



Overall Satisfaction

Taxi

8.1

PHC

7.9



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Of all the key service attributes, Safety of the Service had the highest mean satisfaction score for **taxi services**, with a mean satisfaction score of 8.7. Waiting Time was rated the lowest in satisfaction, with a mean satisfaction score of 7.1. The mean satisfaction score for commuters' overall satisfaction with taxi services was 8.1.

For **PHC services**, Safety of the Service also had the highest mean satisfaction score at 8.5. Similarly, Waiting Time had the lowest mean satisfaction score of 6.9. The mean satisfaction score for commuters' overall satisfaction with PHC services was 7.9.

Overall, 95% of commuters surveyed remained satisfied with P2P, taxi and PHC services in 2022.

Satisfaction with P2P, Taxi and PHC Services Over the Past 3 Years (in percentage)

Mode	2020	2021	2022
P2P	96.8	97.5	95.2
Taxi	97.5	98.0	95.6
PHC	96.2	97.1	94.9

Safety of the Service continued to be the most important attribute for both taxi and PHC services, followed by Ease of Booking. For taxi users, Driver's Knowledge of Route was the third most important service attribute, while for PHC users, Service Information was ranked in third place.

Top Three Most Important Service Attributes

Mode	2021	2022
P2P	1 Safety of the Service	Safety of the Service
	2 Ease of Booking	Ease of Booking
	3 Driver's Knowledge of Route	Service Information
Taxi	1 Safety of the Service	Safety of the Service
	2 Ease of Booking	Ease of Booking
	3 Driver's Knowledge of Route	Driver's Knowledge of Route
PHC	1 Safety of the Service	Safety of the Service
	2 Ease of Booking	Ease of Booking
	3 Service Information	Service Information





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Focus Group Discussions

In FY 2022/2023, PTC conducted a total of 65 focus group discussions (FGDs) with a total of 484 participants. The FGDs covered a wide range of topics to further understand and improve on the commuter's journey and experience.

The feedback and responses from the FGDs allow PTC to continuously improve our efforts in fostering an inclusive environment and ensure that all commuters have an enjoyable commuting experience.

Fare Adjustment Formula and Mechanism Review

Specifically, 24 FGDs were conducted with 201 participants towards the fare formula. To ensure that commuters' concerns were reflected holistically, participants of the FGDs included diverse commuter profiles comprising general commuters, seniors, undergraduates, Persons with Disabilities, and other groups of concession card holders.





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Caring SG Commuters

PTC is committed to better understand the experiences of commuters with special needs, as well as the challenges they may face on their public transport commute. To that end, PTC engaged two different profile groups across a total of 27 FGDs with 171 participants.

Commuters with Special Needs

122 commuters from niche profiles, such as those who are Deaf or Hard-of-Hearing, families travelling with a pram and/or young children and young working adults with special needs, participated in 17 FGDs. Through the sessions, PTC heard directly from these commuters about their public transport experiences.



Staff of Social Service Agencies

In addition to hearing directly from the commuters, PTC also conducted 10 FGDs with 49 staff members of Social Service Agencies that serve clients with special needs, comprising but not limited to:



▶ Persons with intellectual and developmental disabilities



▶ Persons recovering from stroke



▶ Persons with loss/deformity of limbs as well as prosthetic limb users



▶ Users of high-back wheelchairs

The FGDs allowed PTC to better understand the challenges faced by Persons with Disabilities and those with special needs through the perspective of professionals who work closely with them.

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Caring Commuter Week 2022

The second Caring Commuter Week organised by the Caring SG Commuters Committee was held from 5 to 12 November 2022. The Caring Commuter Week kicked off with a Caring Carnival on 5 November, with Mr S Iswaran, Minister for Transport and Minister-in-charge of Trade Relations, as the Guest-of-Honour. Mr Baey Yam Keng, Senior Parliamentary Secretary, Ministry of Transport & Ministry of Sustainability and the Environment, who was also in attendance, hosted an engagement session with the winners of the Caring Commuter Award 2022 after the award ceremony.

A key highlight of the opening event was the Caring Commuter Award, which saw seven

individuals receiving awards in recognition of their efforts in showing care to fellow commuters in need. The “Richard Magnus Award for the Outstanding Caring Commuter”, which was renamed in honour of the late PTC Chairman, Mr Richard Magnus, was also presented for the first time.

Staff of public transport operators who provided support to the Caring Commuter Award winners during their respective incidents were also acknowledged with a “Letter of Appreciation” on stage.

As part of the effort to promote the four caring norms, PTC also co-created an activity book together with LTA for participants at the carnival to complete.

Exhibition panels were set up at the carnival for commuters to learn more about commuters with different needs, how they can also show care and contribute to the Caring SG Commuters Movement, as well as learn about the caring acts of Caring Commuter Award winners. The exhibition panels were also displayed at Pasir Ris Bus Interchange, Toa Payoh Bus Interchange, Toa Payoh MRT Station and Jurong East Bus Interchange from 8 to 11 November 2022.

To amplify the message of caring for commuters, two of the caring acts rendered by the Caring Commuter Award 2022 winners were also illustrated as short comics and posted on PTC’s social media.



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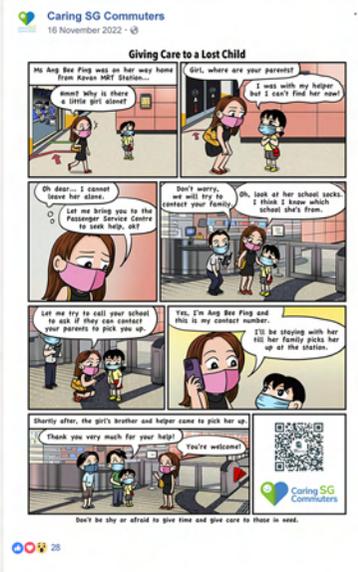
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Our Caring Commuter Award 2022 Winners

Richard Magnus Award for the Outstanding Caring Commuter

Mr Chan Yarn Kit and Mr Randy Lim

The "Richard Magnus Award for the Outstanding Caring Commuter" was awarded to Mr Chan Yarn Kit and Mr Randy Lim in recognition of their caring act of resuscitating a man who had collapsed in the train.

While on their way to work, Mr Lim and Mr Chan witnessed a male commuter collapse. Mr Chan and the MRT station personnel took turns to perform CPR on the man while Mr Lim assisted. The pair stayed with the man and station staff until the paramedics arrived to take over the rescue effort.

Commendation Award Winners

Mr Lebrace Neo and Mr Augustin Ho

While passing by Clarke Quay MRT Station, Mr Lebrace Neo and Mr Augustin Ho came across two station personnel trying to stop an intoxicated man from attempting suicide. Mr Neo and Mr Ho promptly responded to one of the station personnels' call for help and assisted them in pulling the man back to safety.

Ms Phoebe Lim

While on her way home from Sengkang Bus Interchange, Ms Phoebe Lim noticed a fellow commuter attending to an elderly man, who was feeling weak due to not having eaten breakfast.

Ms Lim bought some coffee and bread for the elderly man to alleviate his hunger before accompanying him home. She also dropped by his house again to check up on him a few days later.

Mr Kan Pak Leong

Mr Kan Pak Leong was on his way to work when he helped to identify and apprehend a suspected molester at Woodlands MRT Station, together with the MRT station personnel. The suspect was subsequently handed over to the Public Transport Security Command.

Ms Ang Bee Ping

Ms Ang Bee Ping was on her way home from Kovan MRT Station when she noticed a lower primary school girl who was alone and seemingly lost. After learning that the girl had been separated from her helper, Ms Ang brought her to the Passenger Service Centre to seek help from the station personnel. While the station personnel tried to reach the little girl's family members, Ms Ang also contacted her school for assistance in contacting the girl's parents, having noticed the name of the school sewn on her socks. The girl was eventually reunited with her helper and brother at the MRT station.

Mr Jackie Seet

When a small fire broke out in the train due to an exploding power bank, Mr Jackie Seet sprang into action. He located a fire extinguisher while other commuters were being evacuated and returned to the affected MRT cabin to extinguish the fire, quickly containing the fire and ensuring the safety of fellow commuters.



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Launch of Heart Zones

A Heart Zone is a connecting point at a public transport node where commuters can help fellow commuters. Under the Land Transport Master Plan 2040, Heart Zones will be implemented at all MRT stations, bus interchanges and integrated transport hubs, where practical. As of today, there are 15 Heart Zones at 13 different locations.

1 Combined Heart Zone at Outram Park MRT Station

Together with the opening of the Thomson–East Coast Line at Outram Park MRT Station on 11 November 2022, a new Heart Zone was unveiled in collaboration with LTA, SBS Transit, SMRT Trains and Singapore General Hospital. The combined Heart Zone complements the existing Heart Zone at the North East Line, and can be found near the concourse which connects the new Thomson–East Coast Line to the East–West Line. This new Heart Zone will serve commuters who are heading to SGH Campus, and provide more opportunities for commuters to help fellow commuters.

Students from Punggol View Primary School helped to design the artwork featuring the four caring norms of ‘Give Time’, ‘Give a Hand’, ‘Give Care’ and ‘Give Thanks’ at this Heart Zone, and their artwork serves as a good reminder for the ways we can assist others during our commute. Students from Outram Secondary School have

also adopted the Heart Zone, pledging to volunteer as caring commuters by looking out and assisting visitors and patients who need help getting to SGH Campus.

2 Heart Zone at Punggol Bus Interchange

In partnership with PTC, LTA and Go–Ahead Singapore, students from three schools in the Punggol precinct, namely Punggol View Primary School, Punggol Secondary School and Edgefield Secondary School, created the artwork and quote for the Heart Zone at Punggol Bus Interchange.

As all three schools are located in the vicinity of the interchange, this project aims to encourage the students and staff of the schools to play their part in building a caring and inclusive public transport system by helping others during their daily commute. This in turn encourages other commuters to become Caring Commuters as well.

3 Heart Zone at Sembawang Bus Interchange

Tower Transit Singapore (TTS) also implemented a Heart Zone at Sembawang Bus Interchange which aligns with the themes of inclusivity and the four caring norms. The image features the Sembawang Bus Interchange and common commuter profiles that TTS staff regularly come across at their interchanges. TTS also designed the Heart Zone with the aim of encouraging commuters to lend a hand to fellow commuters in need.



Fostering a Caring Commuting Culture

Encouraging Caring Commuters through Collaboration

Community partnerships and collaborations that engage the public are important when it comes to fostering a caring commuting culture. PTC works with various organisations, community partners and educational institutions to raise awareness on the importance of being a caring commuter, as well as educate commuters on how to show care for vulnerable commuters who may require assistance during their public transport commute.

“Why Should I Care” Dialogue with Republic Polytechnic

The Caring SG Commuters Committee had previously collaborated with a team of students from Republic Polytechnic’s School of Hospitality on Project CompassioNATION, which was a simulation-based initiative by students to share with fellow students how they can show care to vulnerable commuters during their daily commute.

In 2023, the Caring SG Commuters Committee partnered with Republic Polytechnic once again. As part of the post Caring Commuter Award engagement, the Committee worked with one of the winners, Ms Phoebe Lim, to reach out to her fellow schoolmates. A Caring Commuting WhatsApp Sticker Design Contest for Republic Polytechnic students was organised from 16 January to 10 March, where students showcased their creativity in creating stickers that embodied a caring commuting culture. The contest winners were presented with their awards at the ‘Why Should I Care’ dialogue session.



The ‘Why Should I Care’ dialogue session was held in end March to encourage sharing and discussion on creating a caring commuting culture. Mr Baey Yam Keng, Senior Parliamentary Secretary, Ministry of Transport & Ministry of Sustainability and the Environment, was the Guest-of-Honour and participated in discussion with the students. The programme included sharing sessions by Ms Phoebe Lim on the importance of a caring commuting culture, as well as partners from SG Enable and Dementia Singapore who raised awareness on commuters with disabilities. The students also had the opportunity to participate in a Project CompassioNATION experiential workshop and caring commuting culture-related discussions.





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National University of Singapore (NUS) CARE Workshop

PTC co-organised a CARE Workshop with NUS Enablers, a student interest group dedicated to the creation of equal opportunities for Students with Special Needs on campus, with the aim to equip NUS students with knowledge on the challenges and needs of students with disabilities when commuting on public transport. The workshop was held on 21 May 2022 and was attended by 12 students.

In addition to sharing sessions by speakers from SG Enable and TTS, another highlight of the workshop was the hands-on Public Bus Inclusivity Course by TTS where students learned practical tips to better assist vulnerable commuters with greater confidence, both on campus and on public transport. The workshop concluded with a brainstorming session on how to address the needs and challenges faced by students with disabilities, so as to make public transport journeys more caring, inclusive, joyful, and welcoming for all.





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CARE Bus and CARE Ride

CARE Bus

Commuters have shared with PTC during focus group discussions that commuters with disabilities using customised wheelchairs were often requested to fold their wheelchairs by Bus Captains, as these wheelchairs have been mistaken as strollers.

To raise awareness on the needs and challenges faced by Persons with Disabilities during their public transport commute, PTC collaborated with Go-Ahead Singapore (GAS) and Cerebral Palsy Alliance Singapore School (CPASS) to organise a series of activities. CPASS students designed seat

stickers, bus wraps and posters aimed at educating the public about wheelchairs, and to address and debunk other misconceptions regarding Persons with Cerebral Palsy.

Temasek Polytechnic SENvocates, a student-led disability advocacy group, also trained close to 40 students from Tampines-Meridian Junior College (TMJC) on how they could assist commuters with disabilities. The students attended a disability talk, as well as an empathy workshop with experiential simulations that allowed participants to step into the shoes of commuters with disabilities, enabling them to understand the experiences of these commuters first-hand.

The TMJC students also completed the Caring Commuter Champion e-learning course to help the students to recognise persons with disabilities, empathise with their conditions and help them more effectively on public transport.

In a culmination of these efforts, the inaugural CARE Bus was launched during Caring Commuter Week 2022. The exteriors of two buses from Service 358, which serves the route passing by CPASS, were decorated with the illustrations by CPASS students. These efforts encourage caring commuters to render assistance to commuters with disabilities in a more appropriate and safe manner, allowing commuters with disabilities to commute more confidently.





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CARE Ride

On 10 September 2022, nine seniors from REACH Senior Centre @ Bukit Gombak went on a special bus ride to Bukit Batok Bus Interchange.

TTS staff took the seniors on a guided tour around the interchange, showing them the inclusivity features such as priority boarding and Heart Zone, and shared wayfinding tips for easier navigation. The seniors were joined by Ms Low Yen Ling, Mayor of South West District; Mr Baey Yam Keng, Senior Parliamentary Secretary, Ministry of Transport & Ministry of Sustainability and the Environment; and Ms Janet Ang, Chairperson of PTC and the Caring SG Commuters Committee.

The CARE Ride @ South West was supported by volunteers, including students and working adults, who had gone through empathy workshops conducted by SG Enable, SPD (formerly known as the Society for the Physically Disabled) and TTS.

Through the workshops, the volunteers learned more about the needs and challenges faced by elderly commuters and acquired practical tips on how best to offer assistance. The experience helped the seniors to build their confidence in taking public transport, as well as how to seek help during their commute if needed. Younger commuters were encouraged to be more mindful of and have empathy for senior commuters.





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2022 Fare Review Exercise

The cost drivers of providing public transport had increased significantly in 2021. The global energy crunch, together with increased manpower costs and inflation, led to a maximum allowable fare adjustment quantum of 13.5%, based on PTC's fare adjustment formula.

In the computation of the fare adjustment quantum for 2022 Fare Review Exercise (FRE), PTC decided to apply the same principle as FRE 2021 and continued to exclude the Network Capacity Factor.

PTC granted a fare increase of 2.9% for the 2022 FRE. It took into consideration the need to keep

fares affordable for commuters in a period of rising inflation while helping to ensure the financial sustainability of Singapore's public transport system amidst rising costs.

The remaining 10.6% of the allowable fare adjustment quantum was carried over to future Fare Review Exercises, and the Government provided an additional subsidy of about \$200 million in 2023 to help cover the costs of running the buses and trains and mitigate the impact of the fare increase on commuters.

The fare adjustments took effect from 26 December 2022, with adult card fares increased by four to five cents (five cents for distances longer than 8.2km) per journey. The increase in

concession card fares was capped at one cent per journey in order to keep fares affordable for students, senior citizens, lower-wage workers, and persons with disabilities. There was no change to the prices of monthly concession passes and adult monthly travel passes or cash fares for bus journey.

PTC also mandated that SBS Transit and SMRT Trains contribute 5% and 20% of their expected increase in fare revenue respectively, which added up to a total of \$3.44 million, to the Public Transport Fund. Using the Public Transport Fund, the Government has made available 600,000 Public Transport Vouchers, valued at \$30 each, to help households cope with the fare adjustment.

2022 Fare Review Exercise

Adult Card Fares

Increased by **4 to 5 cents per Journey**

- ▶ 4 cents increase for journeys ≤ than 8.2km
- ▶ 5 cents increase for journeys > 8.2km



Concession Card Fares

Students, Senior Citizens, Lower-Wage Workers, Persons with Disabilities

Increased by **1 cent**



Monthly Concession and Travel Passes, Bus Cash Fares

No Change





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2023 Fare Adjustment Formula and Mechanism Review

PTC uses a Fare Adjustment Formula to determine the maximum allowable fare changes. The formula takes into consideration the key cost drivers in providing public transport services. By limiting the fare adjustments allowable, the Council protects the commuters' interests. To ensure that the formula and mechanism are relevant and responsive to changes in the industry and external environment, the formula and mechanism is reviewed once every five years.

In August 2022, Mr S Iswaran, Minister for Transport, appointed PTC to carry out a review of the public transport fare adjustment formula and mechanism. A 10-member Workgroup was formed to undertake the review. In conducting the review, the Workgroup was guided by PTC's twin mandate of ensuring fare affordability and the financial sustainability of the public transport system.

The Workgroup considered the inflationary environment, uncertainty in ridership patterns and recovery post-pandemic, as well as continuous enhancements to the public transport system to make public transport more accessible, reliable, and inclusive. After engaging commuters in several focus group discussions, and consulting widely with academics, the National Transport Workers' Union, public transport operators, as well as transport authorities and operators from other cities, the Workgroup recommended the following:

- ▶ Retaining the Core Consumer Price Index, Wage Index and Energy Index at their existing weightages of 0.5, 0.4 and 0.1 respectively;
- ▶ Changing the Productivity Extraction to a Productivity Contribution, fixed at 0.1% for the next five years, to maintain expectation for public transport operators to strive for continuous productivity improvements; and
- ▶ Replacing the Network Capacity Factor with a Capacity Adjustment Factor, fixed at 1.1% for the next five years, based on actual and planned capacity improvement of the public transport system from 2020 to 2026.

Additionally, the Workgroup recommended retaining the Deferred Fare Adjustment mechanism. Under the mechanism, PTC has the discretion to defer the fare adjustment quantum, in part or in full, to subsequent Fare Review Exercises. This helps to moderate the impact of fare increases in extenuating circumstances, such as the COVID-19 pandemic, or due to large spikes in energy prices in the 2022 Fare Review Exercise.

The new fare adjustment formula aims to reduce volatility of fare changes and the Deferred Fare Adjustment mechanism will help to ensure that fare adjustments continue to be affordable. The new fare adjustment formula will form the basis for PTC's deliberation for the Fare Review Exercises from 2023 to 2027.

Updated Fare Adjustment Formula



Core Consumer Price Index

Year-on-year change in the price of fixed basket of consumption of goods and services

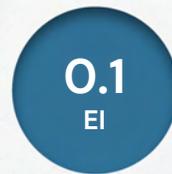
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Wage Index

Year-on-year change in average monthly earnings

+



Energy Index

Year-on-year change in prices of diesel and electricity

-



Productivity Contribution

Set at 0.1% to maintain expectation for continuous productivity improvements

+



Capacity Adjustment Factor

Set at 1.1% based on capacity growth of the public transport system

Updated



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Fare Regulation for Point-to-Point Transport Services

Point-to-Point (P2P) operators with at least 800 vehicles on their platforms are licensed based on whether they provide street-hail or ride-hail services.

Under the P2P regulatory framework, PTC sets a standardised fare structure for both street-hail and ride-hail metered fare services. Ride-hail services operators are required to clearly state flat fares to be charged to commuters at the point of booking and publish any additional fees or charges that may be levied (e.g. fee for additional stops).

These requirements ensure that P2P fares are transparent and clearly communicated to commuters, so that commuters are able to make informed choices on which service provider that best suits their needs.

Fare Regulation for Non-Public Bus Services

With non-public bus services provided on a commercial basis, commuters have the option to choose between non-public buses and public transport.

In order to safeguard commuters' interests, PTC requires non-public bus service operators to submit their fare pricing policies for approval before implementation.

Since February 2020, the GoBusiness Licensing portal has allowed bus operators to submit a combined single application to PTC and LTA for fare pricing and licence issuance respectively.

Regulating Ticket Payment Services

To commute with ease, contactless CePAS cards which include EZ-Link and NETS Flashpay are used in most daily public transport trips.

Since the launch of SimplyGo in April 2019, commuters also have the option to pay their public transport fares with Mastercard, VISA, NETS Tap, and mobile wallets.

To safeguard commuters' interests in ticket payment service availability and charges, PTC regulates matters related to fees and charges of these cards, including top-ups and refunds.





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Report on Fare Evasions

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 of smartcard
- ▶ Under-payment of fare e.g. early tapping out of smartcard on buses
- ▶ Misuse of concession and non-transferable ticket

In order to prevent 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, TransitLink and the public transport operators. Under the regime, penalty fees are imposed on commuters found not paying the correct fares.

While public transport ridership has not fully recovered to pre-pandemic levels, the bus and train rides averaged 6.4 million a day in 2022 – up from an average of 5.3 million rides a day in 2021. With the increase in public transport ridership after the lifting of COVID-19 restrictions in FY 2022/2023, the fare evasion cases had increased to 1,993 cases. The numbers, however, were still lower than pre-pandemic levels.



Fare Evasion Cases Detected for Buses and Trains



FY 2021/2022
1,003
cases

FY 2022/2023
1,993
cases

Breakdown of Bus and Train Fare Evasion



72%
Non-payment

3%
Under-payment

25%
Misuse of concession and non-transferable ticket

799
Appeals processed in FY 2022/2023

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



FY 2021/2022
87
cases

FY 2022/2023
228
cases



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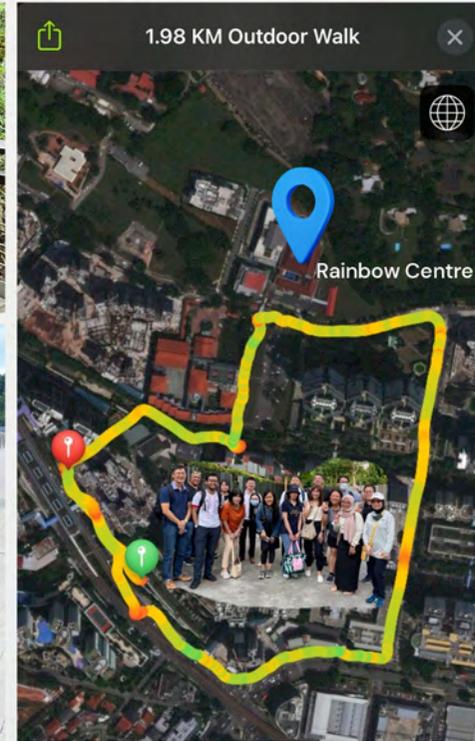
Giving Back to Society

Public Transport Council's 35th Anniversary Celebration

In an effort to improve the well-being of staff and encourage an active lifestyle, PTC formed a Green and Healthy Lifestyle Committee to initiate and organise green and healthy activities for all staff.

These included the inaugural Healthy Walk, which saw staff embarking on a walk to HortPark and Henderson Waves on 3 June 2022. Following the positive response, more walks were organised to locations near the office, such as Labrador Park and Sentosa.

In addition to promoting an active lifestyle, the committee also organises walks to champion good causes. On 4 November 2022, PTC staff participated in the Caring Run · Walk · Cycle activity, which was part of the Caring Commuter Week 2022. The walk, which formed a heart-shaped route on fitness tracking app, took place in the vicinity of Rainbow Centre and aimed to raise awareness on autism.





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Public Transport Council's 35th Anniversary Celebration

In March 2023, PTC staff organised a specially curated bus tour for students from Rainbow Centre's Out-of-School-Hours (Margaret Drive Special School and Yishun Park School) to explore key landmarks in the city centre and Marina Bay area together. After the tour, PTC staff and the students gathered together for light snacks and sharing. It was a very meaningful and memorable day for staff and students alike.



Public Transport Council's 35th Anniversary Celebration

PTC marked our 35th year anniversary in 2022 with a staff bonding lunch and a friendly bowling competition to celebrate teamwork and our achievements. It was also heartening to note that PTC attained a marked improvement in our Employee Engagement Score in the latest Whole of Government Employee Engagement Survey – a testament of the efforts to strengthen staff unity over the years.





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Public Transport Council
mTower
460 Alexandra Road #05-01A
Singapore 119963

www.ptc.gov.sg

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Read our Financial Statements via the QR code or visit go.gov.sg/ptcfinancialstatements2022-2023