



**GENTING**  
SINGAPORE



SUSTAINABILITY REPORT 2017

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# MESSAGE FROM OUR PRESIDENT

Dear Stakeholders,

2017 was an eventful year with geopolitical events leading to pockets of uncertainty around the world. The US officially notified that it will withdraw from the Paris Climate Agreement, resulting in a partial setback to global environmental initiatives.

During the year, Singapore reaffirmed its commitment to the Paris Climate Agreement and its pledge on emissions. As part of the global climate accord, Singapore will reduce the country's overall energy intensity by 36% by 2030. The Singapore Government also announced plans for a carbon tax in 2019 and increased water price by 30% since July 2017.

We are aligned to the national commitment to combat climate change. Our conservation initiatives are on track to achieve our targets of cumulative energy and water savings of 63% and 15%, respectively, by 2020. This year, grid electricity consumption compared to 2016 has fallen by 4%, while fresh water consumption saw a good reduction of approximately 8%. New efforts in the year also led to a 9% reduction in waste production and an increase of nearly 25% in the use of recycled materials. As a testament to our good environmental practices, RWS' Hard Rock Hotel received the Award of Excellence at the Singapore Green Hotel Award 2017-2018.

Through our corporate social responsibility (CSR) platform known as RWS Cares, we contributed to and enabled more

than \$6.2 million in cash and in-kind donations to various charities and organisations that are aligned with our corporate philosophies of community empowerment, engagement and environmental conservation. As children and seniors are key focus in our CSR outreach, 93% of all donations went towards children, youth and elders-related causes in 2017. As part of RWS' five-year commitment of \$5 million in corporate giving to Community Chest, Universal Studios Singapore hosted the second edition of Community Chest Charity in the Park in February 2017. Bringing together more than 4,000 donors, beneficiaries, caregivers and volunteers, this event raised over \$2 million benefitting charities supported by Community Chest. For these efforts, RWS was recognised with the Corporate Platinum Award in the 2017 Community Chest Awards.

This is the second year we are executing on our Sustainability21 Strategy and our fourth comprehensive sustainability report in accordance with Global Reporting Initiative (GRI) G4 guidelines. The results thus far are most encouraging. Since our inclusion as one of the pioneering companies on the Singapore Exchange Sustainability Indices in 2016, we are now one of the top 10 constituents of the SGX Sustainability Leaders Index and SGX Sustainability Leaders Enhanced Index.

I would like to express my gratitude to our partners, stakeholders and team members who have joined us in our sustainability journey. We look forward to your continued partnership, support and engagement as we travel to achieve new milestones.



- Tan Hee Teck,  
President and Chief Operating Officer



# BOARD STATEMENT



Genting Singapore PLC Board of Directors at L'Atelier de Joël Robuchon Restaurant

2017 marks the second year since we launched our Sustainability21 Strategy and we are starting to see good results towards achieving national and international sustainability goals.

Our Sustainability21 Strategy is built on 4 key pillars: Marketplace, People, Community and Environment, which helps the Board and senior management focus on developing policies and practices, setting performance targets and action plans, in order to create sustainable value for all stakeholders.

During the year, the Board maintained oversight over the Sustainability Working Committee and Sustainability Steering Committee, managing sustainability risks and opportunities, while ensuring all Environment, Social and Governance (ESG) matters significant to our business are aligned with our Sustainability21 Strategy.

With the recent introduction of SGX Listing Rule 711A, the Board recognises the greater importance being placed on building sustainable business practices and disclosures. The Board attaches significance to being part of the SGX Sustainability Leaders Index. We are committed to do our best in improving our performance, with sustainability being at the core of our business operations.

We believe that the Group is well-positioned to continue contributing to a more sustainable future for Singapore and the world. Our sincere gratitude to all stakeholders participating in this journey with us.

# SUSTAINABILITY AND GENTING SINGAPORE

As one of Asia's largest integrated resort destinations, our businesses impact Singapore and the world. We recognise this and we have taken actions to support the national and global commitments.

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# GENTING SINGAPORE AT A GLANCE

Genting Singapore PLC (Genting Singapore) is a renowned worldwide brand leader in sustainable integrated resort development, widely recognised for its award-winning flagship project Resorts World Sentosa (RWS). We are one of the largest companies in Singapore listed on the Mainboard of Singapore Exchange (SGX), and a constituent stock of the Financial Times Stock Exchange 100 Index (FTSE) Straits Times Index, as well as the SGX Sustainability Leaders Enhanced Index and Sustainability Leaders Index. Through our commitment to sustainable development, we aim to develop world-class integrated resorts that transform destinations, create jobs and re-invest in local economies.

## OUR MISSION

To develop world-class integrated resorts that transform destinations, create jobs and re-invest in local economies through sustainable practices and development.

## OUR CORE VALUES

- Trustworthiness
- Integrity
- Mutual Respect



## ABOUT RESORTS WORLD SENTOSA



### WORLD-CLASS ATTRACTIONS

RWS is home to Southeast Asia's first and only Universal Studios theme park, S.E.A Aquarium, Adventure Cove Waterpark, Dolphin Island and the newly re-opened Maritime Experiential Museum.



### MICHELIN-STARRED RESTAURANTS

Pampering guests with 50 F&B outlets which includes Michelin-starred and award-winning celebrity chef restaurants. RWS is the first integrated resort to achieve the most number of Michelin stars under one dining destination and remains as the single destination in Singapore with most number of Michelin stars (six).



### BEST INTEGRATED RESORT

RWS has seven hotels with more than 2,000 rooms and has been named the "Best Integrated Resort" since 2011, at the TTG travel Awards which recognises the best of Asia-Pacific's Travel Industry.



### 15,000M<sup>2</sup> OF GAMING SPACE

A venue providing guests with a holistic entertainment experience through a variety of treats.



### ENTERTAINMENT

Spectacular shows and events ranging from original resident productions to concerts to public shows.



### RELAXATION

ESPA's award-winning flagship spa in Asia.



### MEETINGS AND EVENTS

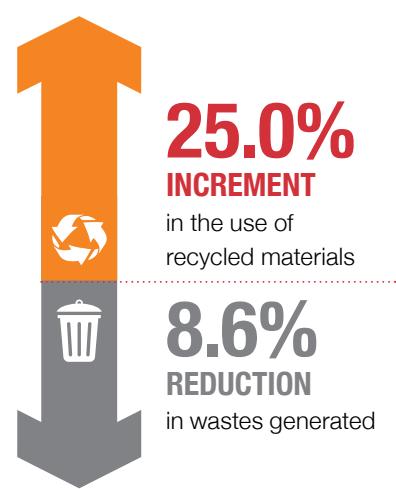
Green Mark Platinum meeting facilities for up to 35,000 delegates including Asia's largest column-free ballroom which can accommodate 6,500 guests.

# PERFORMANCE OVERVIEW



REVENUE	OPERATING COSTS	EMPLOYEE WAGES AND BENEFITS
S\$2,392,559	S\$1,563,600	S\$489,654
PAYMENTS TO PROVIDERS OF CAPITAL	PAYMENTS TO GOVERNMENT	FINANCIAL ASSISTANCE FROM THE GOVERNMENT
S\$503,585	S\$362,718	S\$13,051

\*in S\$ thousands



<sup>1</sup> The CSR contributions for 2017 included cash and in-kind donations from RWS and cash donations raised from RWS sponsored events such as ChildAid and Community Chest Charity in the Park.

<sup>2</sup> Source: Energy Market Authority of Singapore  
[https://www.ema.gov.sg/cmsmedia/Publications\\_and\\_Statistics/Publications/ses/2017/energy-consumption/index.html](https://www.ema.gov.sg/cmsmedia/Publications_and_Statistics/Publications/ses/2017/energy-consumption/index.html)

# SUSTAINABILITY21 STRATEGY

In order to achieve our brand leadership as a world-class sustainable integrated resort, we analysed our operations across the value chain and identified key Environmental, Social and Governance (ESG) risks and opportunities. We have studied four of these key ESG risks and their potential impacts to gain a comprehensive overview of mitigation approaches and how we could turn them into opportunities (Table 1).

Table 1: Sustainability risks and opportunities

WHAT IS OUR KEY ESG RISK?	WHERE ARE THE ESG OPPORTUNITIES?
 <b>PUBLIC HEALTH HAZARDS</b>	<p>Health hazards can arise from seasonal haze, mosquito-borne diseases, and flu pandemics, which may lead to a fall in visitor numbers.</p> <p>In staying ahead in the <b>MARKETPLACE</b> through achieving high standards of not just safety but business conduct. (See how we tackle this under "Guest Safety and Health", and "Workplace Safety and Health".)</p>
 <b>HEALTH AND SAFETY OF MARINE ANIMALS</b>	<p>Marine animals in our care might be exposed to disease outbreaks and this has regulatory and social implications to our business.</p> <p>In conserving and protecting our <b>ENVIRONMENT</b> by providing a healthy and comfortable living condition for all marine animals under our care. (See how we tackle this under "Biodiversity".)</p>
 <b>SAFETY OF GUESTS AND TEAM MEMBERS</b>	<p>Accidents that might occur from the use of our facilities.</p> <p>In creating safe and enjoyable environment for <b>PEOPLE</b> to work and play in. (See how we tackle this under "Emergency Preparedness" and "Workplace Safety and Health".)</p>
 <b>PROBLEM GAMBLING</b>	<p>Societal harm might arise from problem gambling at our casino premises and such incidents might lead to sanctions from authorities and reputational damages.</p> <p>In preventing problem gambling through exercising suitable controls and programmes within our premises to contribute to our responsibility to the <b>COMMUNITY</b>. (See how we tackle this under "Compliance" and "Responsible Gaming".)</p>

In response to the key ESG risks identified, we developed our Sustainability21 Strategy in 2016, which is made up of four main pillars (Table 2). Our five-year Sustainability21 Strategy framework is also in line with national and international commitments and serves as our roadmap to how we operate and run our business. While we continue to maintain our performance in areas we have excelled in, our strategy also aims to set targets and action plans for improvement to bring us closer to achieving sustainable growth by 2020.

Table 2: Sustainability21 Strategy

MARKETPLACE	PEOPLE
 <p>Achieve a high standard of business conduct while meeting safety, quality and customer satisfaction standards.</p> <p><b>G</b> <b>GHS</b> <b>RP</b></p>	 <p>Create a safe, dynamic and inclusive workplace to nurture high potential human capital.</p> <p><b>FEP</b> <b>TD</b> <b>WHS</b></p>
 <p>Target: Achieve guest satisfaction rating of 90% for attractions and 85% for F&amp;B operations while ensuring zero non-compliance to regulations.</p>	 <p>Target: To provide at least 22 hours of training per year per team member to deepen their skillset and enhance customer service delivery</p>
 <p>Commit to building a sustainable business environment and practise conservation.</p> <p><b>E</b></p>	 <p>Contribute to community development and encourage increased staff volunteerism.</p> <p><b>CI</b> <b>A</b></p>
 <p>Target: Cumulative energy savings of 63% and freshwater savings of 15% by 2020, increase recycling efforts and roll out more biodiversity conservation programmes.</p>	 <p>Target: Ensure our Responsible Gaming (RG) programme maintains its world-class standards by benchmarking it against industry best practices and ensuring we impact at least 45,000 people through RWS Cares.</p>

Genting Singapore has a sustainability team working to ensure our business is aligned with our Sustainability21 Strategy. Our Sustainability Working Committee, made up of a team of selected representatives, is responsible for implementing and driving the Sustainability21 Strategy across all business units. The Sustainability Working Committee reports every quarter to the Chairman of the overseeing Sustainability Steering Committee on the progress of the Sustainability21 Strategy.

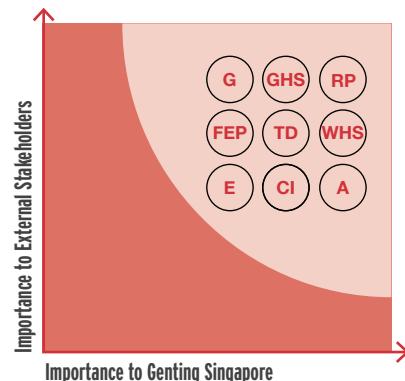
# MATERIALITY ASSESSMENT

We have re-assessed and reviewed our material topics every year for continued relevance using as a basis the formal materiality workshop conducted in 2013 involving senior management. This year, we have re-clustered our material Environmental, Social, and Governance (ESG) topics for clarity, as outlined in Figure 1 and Table 3. The material ESG topics have been approved by our Board.

Table 3: List of material ESG topics and its corresponding GRI aspects

FOUR PILLARS OF OUR SUSTAINABILITY21 STRATEGY	MATERIAL TOPICS	MAPPED GRI G4 ASPECTS
MARKETPLACE	Governance	<ul style="list-style-type: none"> <li>• Anti-Corruption</li> <li>• Anti-Competitive Behaviour</li> <li>• Grievance Mechanisms for Impacts on Society</li> <li>• Environmental Grievance Mechanisms</li> <li>• Labour Practice Grievance Mechanisms</li> <li>• Human Rights Grievance Mechanisms</li> <li>• Compliance</li> <li>• Product and Service Labelling</li> <li>• Marketing and Communications</li> <li>• Customer Privacy</li> </ul>
	Guest Health and Safety	<ul style="list-style-type: none"> <li>• Customer Health and Safety</li> <li>• Product and Service Labelling</li> </ul>
	Responsible Procurement	<ul style="list-style-type: none"> <li>• Procurement Practices</li> </ul>
PEOPLE	Fair Employment Practices	<ul style="list-style-type: none"> <li>• Employment</li> <li>• Non-Discrimination</li> <li>• Forced or Compulsory Labour</li> <li>• Human Rights Grievance Mechanisms</li> </ul>
	Talent Development	<ul style="list-style-type: none"> <li>• Training and Education</li> </ul>
ENVIRONMENT	Workplace Health & Safety	<ul style="list-style-type: none"> <li>• Occupational Health and Safety</li> </ul>
	Environment	<ul style="list-style-type: none"> <li>• Energy</li> <li>• Emissions</li> <li>• Water</li> <li>• Effluents and Waste</li> <li>• Biodiversity</li> </ul>
COMMUNITY	Community Involvement	<ul style="list-style-type: none"> <li>• Local Communities</li> </ul>
	Advocacy	<ul style="list-style-type: none"> <li>• Public Policy</li> </ul>

Figure 1: ESG materiality matrix



# STAKEHOLDER ENGAGEMENT

WHY WE ENGAGE OUR KEY STAKEHOLDERS	WHAT WE HEARD FROM THEM: THEIR MAIN CONCERN AND INTERESTS	HOW WE ENGAGE THEM
<b>GUESTS</b> <i>Create memorable experiences for our guests.</i>	<ul style="list-style-type: none"> <li>Privilege, recognition, quality, and value-for-money are our guest's primary concern</li> </ul>	<ul style="list-style-type: none"> <li>Guest satisfaction surveys</li> <li>Personalised services</li> <li>Loyalty programmes: RWS Invites and Genting Rewards</li> </ul>
<b>TEAM MEMBERS</b> <i>To develop high performing and engaged workforce.</i>	<ul style="list-style-type: none"> <li>More career development and training opportunities</li> <li>Teambuilding activities</li> <li>Internal department transfer opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Annual performance appraisal</li> <li>Training programmes</li> <li>Career development programmes</li> <li>Bite-size learning initiatives</li> <li>Network sessions</li> <li>Focus group discussions</li> <li>Internal communications</li> <li>CEO and Business Unit townhalls</li> <li>Monthly magazines: aRWSome and Backstage Pass</li> <li>Annual performance appraisal</li> </ul>
<b>GOVERNMENT AND REGULATORS</b> <i>Comply with all regulations and laws that impact our businesses.</i>	<ul style="list-style-type: none"> <li>Performance indicators in complying with relevant laws and regulations</li> <li>Achieving common goals through synergies</li> </ul>	<ul style="list-style-type: none"> <li>Partnerships</li> <li>Regular meetings and dialogues</li> <li>On-site visits</li> </ul>
<b>INVESTORS</b> <i>Provide timely and regular updates on financial performance, business strategy and other shareholder issues for investors to make informed decisions.</i>	<ul style="list-style-type: none"> <li>Growth prospects of the business</li> <li>Operational efficiency</li> <li>Sustainable shareholder value</li> <li>Return on investment</li> </ul>	<ul style="list-style-type: none"> <li>Dedicated Investor Relations team available to address concerns</li> <li>More than 300 investor briefings yearly through individual and group meetings and investor conferences</li> <li>Quarterly financial results announcements</li> <li>Regular updates on company website</li> <li>Annual General Meeting for shareholders</li> </ul>

WHY WE ENGAGE OUR KEY STAKEHOLDERS	WHAT WE HEARD FROM THEM: THEIR MAIN CONCERNs AND INTERESTS	HOW WE ENGAGE THEM
<b>LOCAL COMMUNITIES</b> <i>Improve lives and bring hope to the communities we operate in, through engagement, empowerment and environmental conservation.</i>	<ul style="list-style-type: none"> <li>• Family bonding opportunities</li> <li>• Daily necessities support</li> <li>• Living condition improvement</li> <li>• Financial assistance</li> <li>• Employment opportunities</li> </ul> <p>Needs of our environment:</p> <ul style="list-style-type: none"> <li>• Plastic waste reduction</li> <li>• Food waste reduction</li> <li>• Marine protection</li> </ul>	<ul style="list-style-type: none"> <li>• RWS Cares Programme</li> <li>• Ongoing dialogue</li> <li>• Charity and donations</li> <li>• Responsible Gambling Programme (RGP)</li> </ul>
<b>MEDIA</b> <i>Increase awareness of our offerings to strengthen the positioning of our integrated resort by providing timely and accurate information about our products, services and company performance.</i>	<ul style="list-style-type: none"> <li>• Media transparency</li> <li>• Early engagement</li> <li>• Speed of dissemination of information</li> <li>• More interview opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Press releases</li> <li>• Media interviews</li> <li>• Media hospitality</li> <li>• Respond to media queries and requests in a timely manner</li> </ul>
<b>NON-GOVERNMENTAL ORGANISATIONS (NGOs)</b> <i>Foster collaborative partnerships and hold ongoing dialogues to improve lives.</i>	<ul style="list-style-type: none"> <li>• Public education and awareness</li> <li>• Updates on latest trends and developments</li> </ul>	<ul style="list-style-type: none"> <li>• Regular meetings</li> <li>• Ongoing dialogues</li> <li>• Forum and event participation as speakers</li> </ul>
<b>SUPPLIERS</b> <i>Selection of suppliers based on a fair and competitive value policy.</i>	<ul style="list-style-type: none"> <li>• Tender shortlisting process and award criteria</li> </ul>	<ul style="list-style-type: none"> <li>• Tender evaluation procedure and panel</li> <li>• Ongoing and collaborative dialogues</li> </ul>
<b>TRADE UNION</b> <i>Foster collaborative partnerships through ongoing dialogues to promote fair, responsible and progressive employment practices.</i>	<ul style="list-style-type: none"> <li>• Fair and progressive employment practices</li> <li>• Team Members' well-being</li> </ul>	<ul style="list-style-type: none"> <li>• Membership in trade union</li> <li>• Industry forums and dialogues</li> <li>• RWS-Union engagement sessions at Management and Business Unit levels</li> <li>• Bite-size learning initiatives</li> </ul>

# HOW WE REPORT

Since 2013, Genting Singapore has been putting out a sustainability report annually. In this 5<sup>th</sup> sustainability report, we continue to address ESG topics of significance to us, and present our progress so far in our sustainability journey.

Unless otherwise stated, this report covers the period from 1 January 2017 to 31 December 2017, and encompasses the operations stated in Figure 2<sup>3</sup>.

Figure 2: Reporting scope

## RESORTS WORLD SENTOSA

Fully integrated resort destination located on the island of Sentosa

## GENTING HOTEL JURONG (GHJ)

“Hotel in a garden”, a first in the Jurong Lake district

## GENTING CENTRE (GC)

Headquarter office of Genting Singapore

## REPORTING STANDARDS

This report has been prepared in accordance with the Singapore Exchange's (SGX) “Comply or Explain” requirements for sustainability reporting. We have chosen to adopt the Global Reporting Initiative (GRI) G4 sustainability reporting framework – “Comprehensive” option, due to its internationally-recognised, robust guidance and universal application, allowing for comparability of our performance across sectors and geographies. We plan to transition to the new GRI Standards in the next year. The relevant references may be found in our GRI Content Index (page 72).



<sup>3</sup> Marine Aquaculture and Research Centre (MARC) has relocated to RWS in 2017. Going forward, its performance will be included as part of RWS.

# STAYING AHEAD: MARKETPLACE

We relentlessly pursue our goal of sustainable growth by offering the world class guest experience through our “Kampong spirit”. Simultaneously, we adhere scrupulously to all regulatory compliance requirements.

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GOVERNANCE

2

GUEST SAFETY  
AND HEALTH

3

GUEST SATISFACTION

4

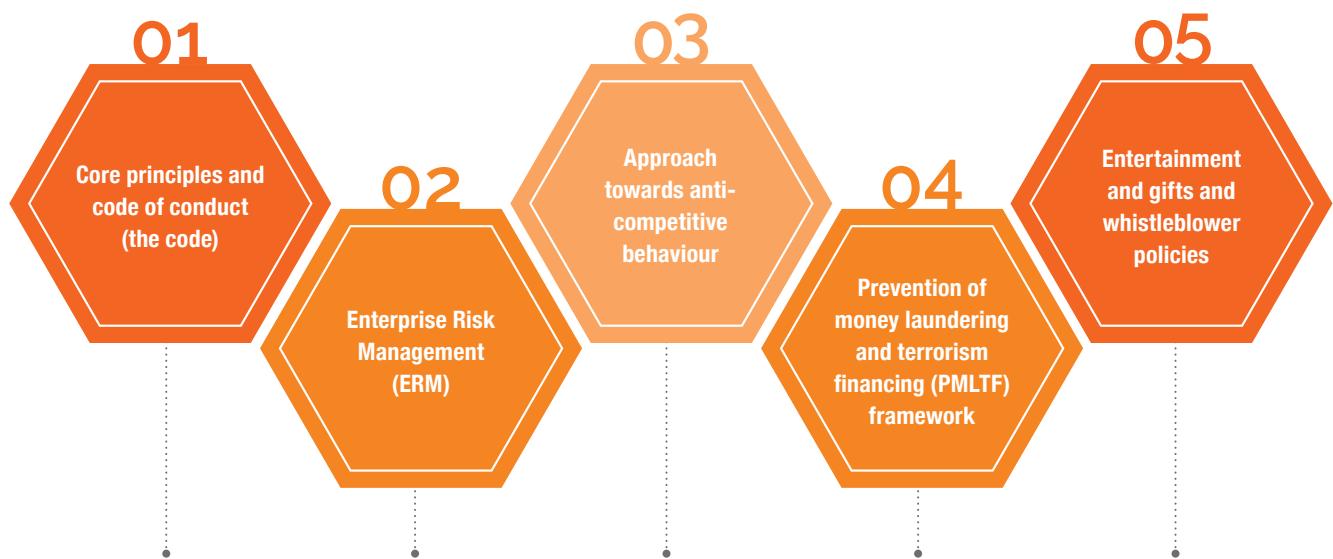
SUSTAINABLE  
PROCUREMENT

# GOVERNANCE

We stay convinced that good and effective governance is fundamental to business success. To achieve this, we have in place a rigorous corporate governance framework (Figure 3), overseen by our committed Board of Directors. We also ensure our compliance to all relevant local and international laws and regulations, including the principles and guidelines set out in the Singapore Code of Corporate Governance 2012. More details can be found in the Genting Singapore Annual Report 2017.



Figure 3: Corporate governance framework



CORPORATE GOVERNANCE FRAMEWORK

# 1. CORE PRINCIPLES AND CODE OF CONDUCT (THE CODE)

The Code (Figure 4) aims to provide guidance on the core principles (Figure 5) of Genting Singapore. All team members<sup>5</sup> within our organisation shall adhere to the Code and our anti-corruption policies, which seek to promote the highest standards of personal and professional integrity, honesty and values in team members' daily activities. They are also required to formally acknowledge annually their adherence to these codes and policies.

Figure 4: The Code



Figure 5: Core principles

CORE PRINCIPLES
<b>Integrity in all that we do</b>
<b>Compliance with the laws and regulations and the Company's codes and policies</b>
<b>Commitment to doing our best for our guests and the Company</b>
<b>Diversity and contributions of all team members are to be valued</b>
<b>Together we grow, strive and create memorable moments for our guests and our team</b>

To ensure that all team members understand the Code, we have a robust communication and training system in place (Figure 6).

Figure 6: Communication and training system on the code



All new hires are required to attend compulsory training on the Code which includes anti-corruption policies and procedures.



All new hires are assessed on their understanding of the Code where passing is compulsory.



All team members are required to acknowledge an annual online declaration that they agree to comply with the Code.



The bilingual code is easily accessible by team members on our intranet.

<sup>5</sup> The team members include Casino Special Employees, who holds Casino Special Employee License (CSEL) as certified by Casino Regulatory Authority (CRA) to support casino operations and management level team members.

## 2. ENTERPRISE RISK MANAGEMENT (ERM)

We are committed to managing our operational risks to safeguard our assets and create a long-term value for stakeholders through a robust ERM framework. Our ERM framework is based on the Singapore Exchange Securities Trading Limited Listing Rule 1207(10) and Singapore Code of Corporate Governance 2012 Principle 11. Its objective is out in Figure 7.

Figure 7: ERM objectives

Manage risks in a planned and coordinated manner through:

**Assured risk reporting using an established risk management methodology.**

**Providing good governance on management oversight to the risk function.**

**Providing assurance to the Board and stakeholders on the adequacy and effectiveness of the risk management and internal control system.**

The ERM framework is reviewed and endorsed by the Risk Management Committee (RMC) to ensure that the business objectives and strategies are aligned with the risk profile of Genting Singapore. Our RMC, which comprises of Senior Management, reports to the Audit

and Risk Committee and Board of Directors every quarter on all risk management matters, playing a pivotal role in providing management action and direction on risk matters. Please refer to our Annual Report 2017 for more information on RMC roles.

## 3. APPROACH TOWARDS ANTI-COMPETITIVE BEHAVIOUR

We are strictly against and do not take part in any anti-competitive behaviour. This includes activities that prevent, restrict, or distort competition within Singapore. Our commitment for zero tolerance for such behaviour is clearly demonstrated in our performance in Figure 8.

Figure 8: Performance on anti-competitive behaviour

<b>NO</b>	Legal actions or outcomes regarding anti-competitive, anti-trust or monopoly practices
<b>NO</b>	Dealings or co-operation with other companies involving anti-competitive, anti-trust or monopoly practices

## 4. PREVENTION OF MONEY LAUNDERING AND TERRORISM FINANCING (PMLTF) FRAMEWORK

In line with the Board's commitment to prevent money laundering and terrorism financing and to be in compliance with the Casino Control Act PMLTF Regulation 2010, we have established a PMLTF Committee, comprising of Senior Management, to oversee the PMLTF framework (Figure 9). The PMLTF framework is reviewed and updated on an annual basis by the Board.

In addition, internal policies and standard operating procedures have been established to provide guidance to the team members on the PMLTF framework which are also communicated during the orientation and annual refresher trainings through appointed PMLTF officers.

Figure 9: PMLTF framework

Reduction in the risk of having products and services used for MLTF activities	Compliance with legal and regulatory requirements	Identification and adoption of risk-based, PMLTF-related industry practices	Adoption of a risk-based approach for pre-employment screening
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## 5. ENTERTAINMENT AND GIFTS POLICY AND WHISTLE-BLOWING POLICIES

To manage our fraud risks, we have a robust internal control system, which includes Whistle-Blowing Policy and Entertainment and Gifts Policy. In order to promote responsible and secure whistleblowing, we have whistle-blower hotline and email channels<sup>6</sup> which are accessible throughout the year by all team members and external parties.

In 2017, we have received 27 reports through our whistleblowing channel most of which were relating to employee grievances and customer feedback. No serious irregularities such as fraud or breaches of corporate governance were reported. All reports have been investigated and resolved.

### COMPLIANCE

We believe that adhering to our Company's codes, policies and procedures and applicable laws and regulations is a critical behaviour as they underpin our stakeholders' trust and our license to operate. We have zero tolerance of non-compliance and encourage our stakeholders to report any incidences of non-compliance through our whistleblower and internal reporting channels. All incidences of non-compliance brought to attention are compulsorily investigated and addressed by our compliance and/or legal team.

In 2017, there were two cases of fines by the Casino Regulatory Authority (CRA) relating to the casino business for two cases involving four minors who were permitted to enter or remain on casino premises of RWS without reasonable excuse. This was a drop from the previous year, which saw three incidences of fines including one similar case relating to minors being permitted to enter the casino area. We will strive to continue to improve on our compliance performance and work towards achieving zero non-compliance cases next year.

We are proud to report that we have maintained our track record of zero confirmed incidences related to corruption since 2016 and we will strive to maintain this unblemished record (Table 4).

Table 4: List of fines

DESCRIPTION OF NON-COMPLIANCE INCIDENT	AMOUNT FINED	CORRECTIVE ACTIONS
Disciplinary Action letter received on 23 February 2017 for permitting two minors to remain on the Casino premises	S\$20,000	All security officers and casino entry ambassadors deployed to the casino premise have been briefed on the circumstances leading to the breaches and have been reminded to perform "buddy checks" when they encounter cases of year of birth that are 1996 and later.
Disciplinary Action letter received on 3 July 2017 for permitting two minors to remain on the Casino premises	S\$25,000	

<sup>6</sup> Our whistleblower channels are as follows:

- Hotline: +65 9111 6970
- Email: [whistleblow@gentingsingapore.com](mailto:whistleblow@gentingsingapore.com)
- Website: <http://www.gentingsingapore.com/#!/en/company/governance/whistleblower-policyhotline>



# GUEST SAFETY AND HEALTH<sup>7</sup>

We strive to give the best experience to our guests visiting our attractions, hotels and food and beverage (F&B) outlets by taking care of their safety, health and satisfaction. This is achieved through our guest safety and health management approach outlined in Table 5. Our approach is built on relevant laws and regulations and adherence to best industry standards backed by our periodic inspections and audits. Our safety representatives continue to identify safety hotspots across the resort, as we know that a safe environment is a fundamental precursor to an enjoyable experience as reflected in our ongoing efforts in improving the accessibility across RWS.

Table 5: Guest safety and health management approach

ATTRACTIOnS	HOTELS	F&B OUTLETS
<b>COMPLIANCE TO SAFETY STANDARDS</b>		
<ul style="list-style-type: none"> <li>• Singapore's Building and Construction Authority's (BCA) Amusement Rides Safety Act.</li> <li>• Singapore's Public Entertainment Licensing Unit requirements.</li> <li>• Voluntary subscription to the ASTM International (ASTM) Committee F24 Standards which is followed by Universal Studios theme parks worldwide.</li> <li>• SS556 – Code of Practice for the Design and Management of Aquatic Facilities.</li> <li>• Full compliance with the Singapore Environmental Public Health Act Regulation 10.</li> <li>• Singapore Civil Defence Force (SCDF)-certified Fire and Rescue Management System.</li> </ul>	<ul style="list-style-type: none"> <li>• Regular inspections of chlorine and pH levels at swimming pools by our Quality Assurance team, in compliance with National Environmental Agency (NEA) requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• HACCP-based food safety management system which details vendor selection, temperature control, stock control, food preparation hygiene and sanitation at all F&amp;B outlets.</li> </ul>
<b>TRAINING AND DEVELOPMENT</b>		
<ul style="list-style-type: none"> <li>• Training under the Singapore Workforce Skills Qualifications (WSQ) credentialed Provide Safety &amp; Security for Guests program followed by annual recertification of attendants at Universal Studios Singapore.</li> <li>• Sharing of best practices at the Universal Parks &amp; Resorts' yearly technical/operations safety summit.</li> <li>• All lifeguards are certified by E&amp;A<sup>7</sup>.</li> </ul>	<ul style="list-style-type: none"> <li>• Every new hotel team member is required to attend WSQ trainings, which covers food safety, workplace safety and security, during their induction and annual refresher program.</li> <li>• First Aid certification and refresher First Aid trainings are mandatory for all hotel team members especially our Duty Managers, Concierge, Front Office Supervisors, and Assistant Housekeepers.</li> </ul>	<ul style="list-style-type: none"> <li>• Mandatory food safety training for all chefs and food handlers based on their experience and work activities.</li> <li>• Mandatory NEA-approved F&amp;B hygiene course prior to employment and WSQ courses throughout the year.</li> </ul>

<sup>7</sup> This section only covers attractions which includes Universal Studios Singapore (USS), S. E. A. Aquarium (S.E.A.A), Adventure Cove Waterpark (ACW), Dolphin Island (DI), hotels and F&B outlets.

<sup>8</sup> Jeff Ellis & Associates (E&A) is a leader in international aquatic safety and risk management consulting. Besides developing a comprehensive International Lifeguard Training Program, E&A has also developed the flagship Comprehensive Aquatic Risk Management Program, which encompasses aquatic safety audit and expert consultations. ACW received the E&A Platinum International Safety Award for achieving "Exceed Evaluation" for the twelfth quarters.

ATTRACTIOnS	HOTELS	F&B OUTLETS
<b>INTERNAL CHECKS AND MONITORING</b>		
<ul style="list-style-type: none"> <li>Daily checks by our operations team and technical services team for safety functionality of all rides at Universal Studios Singapore before opening hours.</li> <li>Check guests are safely seated with no loose articles, before each ride commences at Universal Studios Singapore.</li> <li>Singapore Civil Defence Force (SCDF)-certified Fire and Rescue Management System.</li> <li>Routine chemical and bacteriological testing by our Water Quality Laboratory Team in all our pools.</li> </ul>	<ul style="list-style-type: none"> <li>Property Walk-About is conducted on a daily basis by our hotel team to ensure safety and security aspects of our hotels which is followed by preventive maintenance work when required.</li> <li>Hotel Manager on Duty appointed as Manager of the Day will also walk through all hotel properties to check on day-to-day operations, safety and security daily.</li> <li>Housekeeping team conducts checks and report faults identified during their housekeeping duties in the hotel rooms.</li> </ul>	<ul style="list-style-type: none"> <li>Daily inspection by internal Quality Assurance (QA) team for all F&amp;B outlets.</li> <li>Monthly audits on food hygiene.</li> <li>Formalised food incident investigation checklist for food contamination cases.</li> <li>Standardised microbiological and toxicological hazards for ready-to eat and cooked food, ice, and equipment.</li> <li>In the event of any non-compliance cases, Standard Operating Procedures set is followed to immediately highlight, investigate and implement corrective measures.</li> </ul>
SAFETY LABELLING	USE OF SAFE PRODUCTS AND SERVICES	NUTRITIONAL FOOD
<ul style="list-style-type: none"> <li>All safety information and rider requirements are stated in the Studio Guide on Universal Studios Singapore's website and are displayed at each attraction. For example, height requirements for all attractions at Universal Studios Singapore is clearly visible to guests through signboards at the entrances.</li> <li>Detailed physical requirements put up for guests taking in experiential attractions such as Sea Trek® Adventure, Shark Dive and Open Ocean Dive.</li> <li>Safety instruction signages such as "Proper Riding Position" are placed.</li> <li>Traffic lights on ACW slides to signal when it is safe to enter or exit the ride.</li> <li>Yellow lines are painted on curbs to prevent accidental tripping.</li> </ul>	<ul style="list-style-type: none"> <li>Laminated floors instead of carpeting in guest rooms which is less prone to dust and durable.</li> <li>Use of Green Seal<sup>9</sup> standards cleaning chemicals which are non-toxic, non-irritating to skins and eyes, and readily biodegradable.</li> </ul>	<ul style="list-style-type: none"> <li>At RWS, we take a broad view of the term food control which includes maintaining nutrient levels in food ingredients and formulating food with nutritional profiles that contribute to diner interest in healthful diets.</li> </ul>

<sup>9</sup> Green Seal is a non-profit environmental standard development and certification organisation. The certification is based on Green Seal standards, which contain performance, health, and sustainability criteria.

## ON THE WHOLE

### ACCESSIBILITY

- Provide free shuttle bus services to guests and team members for easy commute between RWS and Harbourfront MRT Station as well as between RWS and GHJ.
- Periodically update the resort maps distributed in the form of leaflets in RWS.
- Maintain 15 interactive kiosks including two additional ones installed this year for guests to navigate within RWS.
- Identify areas requiring overhead directional signages throughout the RWS.
- Install ramps at strategic locations within RWS to provide wheelchair-friendly environment.

### EMERGENCY PREPAREDNESS

#### **FLU PANDEMICS**

- Flu pandemics response plan in line with Ministry of Health (MOH)'s national response plan in place which covers laundry disinfection and bio-hazard waste disposal procedures.
- Control measures adopted for four Disease Outbreak Response System Condition (DORSCON) alert levels as defined by MOH's DORSCON framework.
- Temperature screenings to be executed in the event of a flu outbreak at strategic locations.
- Ensure ready stock of Personal Protective Equipment for frontline Team Members on duty.

#### **RESPONSE PLAN TO MASS FOOD POISONING**

- Establish the source of food contamination and isolate it.
- Clean, disinfect and deodorise all areas where affected persons displayed food poisoning symptoms.
- Provide necessary medical attention to affected persons.
- Trace suspected contaminated food.
- Conduct an internal investigation into the matter and support NEA or MOH in their investigations.

#### **FIRE SAFETY**

- Ensure compliance to Fire Safety Act.
- Carry out periodic maintenance and testing of automated fire detection and protection system.
- Conduct fire evacuation drills at locations with high human traffic flow.

#### **TERRORISM**

- Comprehensive access controls at various locations to weed out undesirable elements.
- RWS' Security Command Centre has oversight of all security-related activities, including extensive CCTV for constant monitoring.
- Deployment of walk-through metal detectors when threat levels increase and conducting bag check training for all appointed team members during heightened security situations.
- Physical controls, such as anti-crash bollards and safe buffer distances from the drop-off points to the entrances of RWS' key attractions.
- Constant monitoring for terrorist incident, especially those in the region.
- Bag checks at the entrances of RWS' attractions.

#### **HAZE**

##### **For Guests:**

- Recommend hotel guests to close all windows and balcony doors.
- Limit operating hours of outdoor facilities.
- Temporarily replace Universal Studios Singapore outdoor shows "Meets and Greets" with indoor sessions.

##### **For Team Members:**

- Dispense more liquids at Team Members' canteen.
- Ensure team member rotation at outdoor attractions and services.
- Limit the number of outdoor performers in Universal Studios Singapore.
- Have available stock of N95 masks for team members.

##### **For Air Quality Management:**

- Install indoor air purifiers and ionisers, and where necessary, extra air filters.
- Reduce the use of sliding doors.
- Abstain from opening external doors at lobbies and Resorts World Convention Centre.

Our guest safety and health improvement performance is continuously tracked against the targets as set out in Table 6.

Table 6: Guest safety and health improvement performance and its targets

(i) 2017 TARGET	STATUS	(ii) WHAT WE HAVE ACHIEVED	(iii) GOING FORWARD
<b>ATTRACTI</b> <b>ONS</b>			
Full compliance to safety laws and regulations.	 On track	In July 2017 we were fined a nominal amount of S\$300 for a modification carried out at Casa Del Wild restaurant which was treated by the inspecting authority as illegal and violation of fire safety law.	We have since rectified and set action plans to avoid any violation of fire safety laws during Singapore Civil Defence Force (SCDF) inspections by reviewing, proposing, and formalising legal storage areas across our resort.
<b>HOTELS</b>			
Full compliance to safety laws and regulations.	 Achieved	All hotels industry related laws and regulations such as Hotels Act were adhered to further ensure safety and health of hotel guests this year.	To continue to be in full compliance with safety laws and regulations.
<b>F&amp;B OUTLETS</b>			
Full compliance to safety laws and regulations.	 Achieved	Team members are trained to meet high health and safety and service standards. Their performances are monitored and evaluated by restaurant managers to ensure compliance to our safety and health, and service practices.	To provide refresher courses for team members to attend when necessary as well as counselling sessions if anyone is found to be non-compliant to our standard safety and service practices.
Maintaining 'A' grading at all F&B outlets.	 Achieved	Attainment of NEA 'A' grade across F&B outlets in RWS and GHJ.	To continue maintaining NEA 'A' grade and above.
<b>ON THE WHOLE</b>			
<b>ACCESSIBILITY</b>			
Set up two additional interactive kiosks near the main entrance of Universal Studios Singapore and Crockfords Tower.	 Achieved	We have a total of 15 interactive kiosks set up at strategic locations across the resort which includes the additional two located at public area before Universal Studios Singapore entrance and Equarius Hotel lobby.	Commence a feasibility study of the Way Finding mobile application, which will enable our guests to navigate within the resort using their personal mobile devices.

In 2017, we carried out following safety initiatives and assessed their impacts since their implementation (Table 7).

Table 7: Guest safety and health improvement initiatives

AREA	SAFETY INITIATIVE	SAFETY IMPACT
ATTRACTIOnS	<ul style="list-style-type: none"> <li>• CCTV enhancement work across RWS</li> <li>• Enhancement work for sunbrellas in RWS</li> <li>• Leveling of drainage grating at LSS4 at S.E.A.A.</li> <li>• Replacement of signage at S.E.A.A. and DI</li> <li>• Installation of speed strips at Back-of-House (BOH) to reduce vehicle speed at Universal Studios Singapore</li> <li>• Installation of barbed wires along BOH fencing to deter unauthorised entry at Universal Studios Singapore</li> </ul>	<ul style="list-style-type: none"> <li>• Enhanced monitoring ability at attractions to improve safety and incident investigation</li> <li>• Enhanced stability of sunbrellas to prevent them from dislodging due to high winds</li> <li>• Improved infrastructure of the location which was done to prevent trip and fall incidents</li> <li>• Improved readability and durability of the safety warning labels</li> <li>• Enhanced BOH traffic safety</li> <li>• Enhanced security aimed at preventing trespassing</li> </ul>
HOTELS	<ul style="list-style-type: none"> <li>• Addition of drainages at turnstile to prevent ponding at Universal Studios Singapore</li> <li>• Enhanced CCTV coverage at pool areas at Hard Rock Hotel</li> <li>• Installation of deck over pool areas at Hard Rock Hotel</li> <li>• Installation of safety warning signage across hotels at the resort</li> <li>• Replacement of swimming pool tiles at Hard Rock Hotel and Festive Hotel</li> </ul>	<ul style="list-style-type: none"> <li>• Improved infrastructure to prevent slips and falls</li> <li>• Improved security of guests which also aids incident investigation</li> <li>• Improved safety of guests at hotel swimming pools</li> <li>• Enhanced safety reminders especially to parents or guardians of children</li> <li>• Improved safety of guests to prevent cuts</li> </ul>
F&B OUTLET	<p><b>Strengthened safety trainings through:</b></p> <ul style="list-style-type: none"> <li>• F&amp;B Work Safety Induction Training</li> <li>• F&amp;B Tool Box Training</li> <li>• F&amp;B Daily WSH Briefing</li> <li>• F&amp;B WSH Meetings</li> <li>• F&amp;B Risk Assessment Record update</li> <li>• Improved housekeeping</li> </ul>	<ul style="list-style-type: none"> <li>• Increased safety awareness</li> <li>• Enhanced safety knowledge and skills</li> <li>• Improved communication among team members</li> <li>• Periodic update communicated on WSH matters</li> <li>• Enhanced control measures</li> <li>• Reduced workplace injuries</li> </ul>

# GUEST SATISFACTION

We believe the quality of our operations drives levels of guest satisfaction. Satisfied guests serve as a barometer of our success in providing a world-class service experience. Besides tracking our guest satisfaction scores against the Customer Satisfaction Index of Singapore (CSISG)<sup>10</sup>, industry average, we conduct in-house surveys to gather feedback about guest experiences based on our survey methodology (Table 8).

In this year, we commenced conducting internal audits on attractions through thorough inspection of the attractions' service and efficiency. This has provided a more in-depth reflection of guest experience and our service quality, helping us to understand how we can better serve our guests.



Table 8: Guest satisfaction survey methodology

HOW WE EVALUATE GUEST SATISFACTION LEVELS			
DESCRIPTION OF SURVEY	ATTRACTIIONS	HOTELS	F&B OUTLETS
Criteria	Overall experience at respective attractions	Overall experience of in-house guests at RWS hotels and GJH	Overall dining experience
Mode	<ul style="list-style-type: none"> <li>• Guests to provide feedback by self-administration via iPads</li> <li>• Face-to-face survey</li> </ul>	<ul style="list-style-type: none"> <li>• Face-to-face survey</li> <li>• Guest room forms</li> <li>• Social media</li> </ul>	Guests to provide feedback by self-administration via iPads
Frequency	Daily	Monthly	Monthly
No. of respondents	300 guests per month	300 guests per month	180 guests

<sup>10</sup> CSISG is a landmark measure of customer satisfaction in the service industry of Singapore that is jointly developed by the Institute of Service Excellence at SMU and the Singapore Workforce Development Agency.

Based on the results of our in-house surveys and CSISG scores, our attractions have seen improvements in guest satisfaction levels with the exception of Universal Studios Singapore. Universal Studios Singapore experienced a slight dip of less than 1% in guest satisfaction levels while ACW's guest satisfaction levels improved substantially by about 6% as compared to last year. We aim to continue to improve our service quality based on the feedback and scores gathered to address guests' needs and concerns and benchmark against our targets as summarised in Table 9 through various initiatives (Table 10).

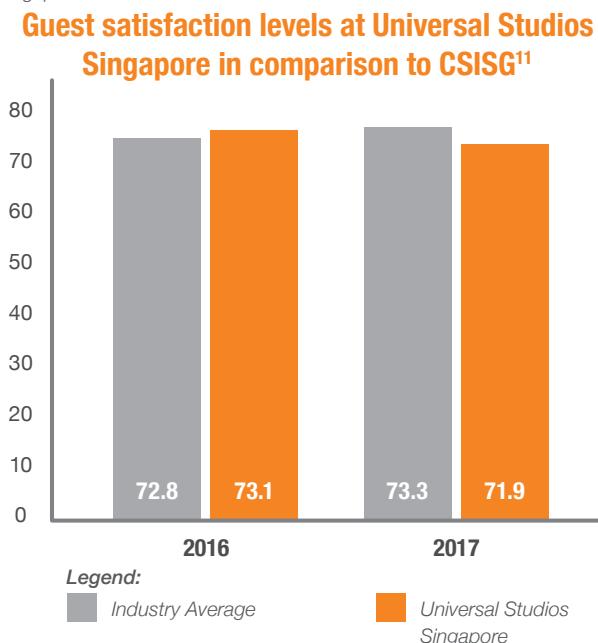
Table 9: Guest satisfaction performance and targets

2017 TARGET	STATUS	WHAT WE HAVE ACHIEVED	GOING FORWARD
<b>ATTRACTIOnS</b>			
Achieve GSS rating of 90% at all attractions	 On track	While GSS rating of Universal Studios Singapore and S.E.A.A. remained relatively consistent at 88% and 90%, ACW improved from 80% to 87% YoY (Figures 10 to 12) through various initiatives (Table 10).	We aim to target for GSS rating of 90% at all attractions.
<b>HOTELS</b>			
Achieve GSS rating of 93%	 Achieved	Achieved GSS rating of 95% (Figure 13).	To maintain an accurate and true GSS rating of 93% at the minimum, we will implement digital version of survey which will be placed in identified strategic locations and aim to reach out to 1,000 guests per month simultaneously.
<b>F&amp;B OUTLETS</b>			
Achieve GSS rating of 85%	 Achieved	Achieved GSS rating of 86% (Figure 14).	To place additional monitoring process via service factsheet inspection and aim to achieve GSS rating of 88%.

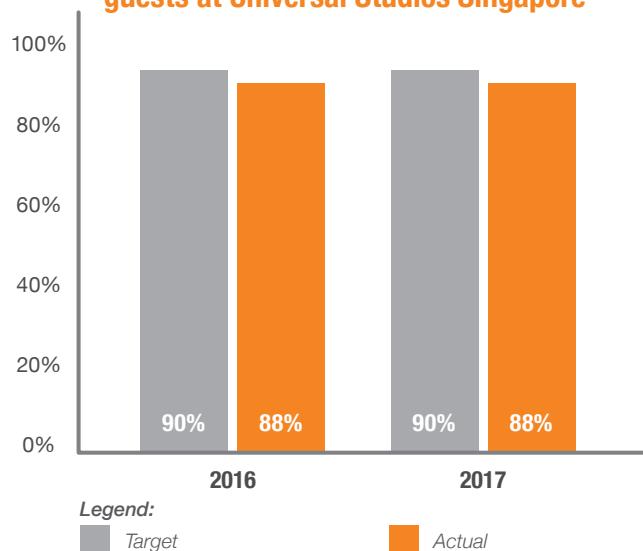
Table 10: Initiatives to improve guest satisfaction

WHAT WE HAVE DONE			
Implementation of "Attraction Signs Struck" initiative which is a fun and unique way for the managers to communicate and encourage desirable guest service behaviours among team members.	Conducting regular reviews of our "Service Up!" programme to better address guests' needs.	Establishing Attractions Park Manager team to provide a more consistent service experience.	Establishing our customer service project team comprising different business units, including Attractions, Hotels and F&B to share best practices among team members.

Figure 10: Guest satisfaction performance results at Universal Studios Singapore



### Guest satisfaction levels of surveyed guests at Universal Studios Singapore



"It was my first time, I was totally impressed with the experience and the guidance of the staff and service. I promise to visit again in 2018"

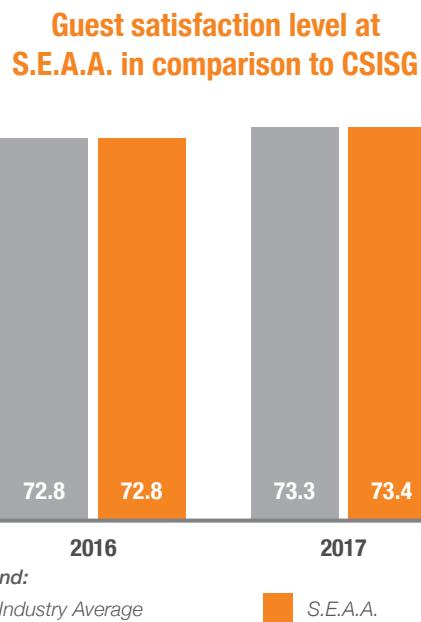
- A guest from India



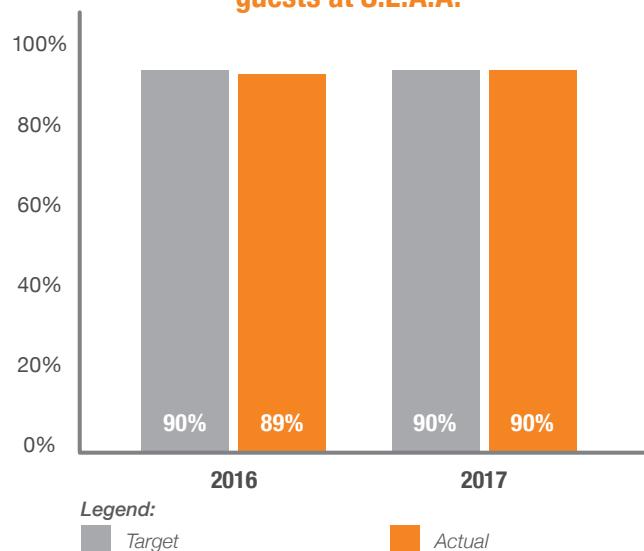
"Waiting time was too long and the rides are a little repetitive."

- A guest from Singapore

Figure 11: Guest satisfaction performance results at S.E.A.A.



### Guest satisfaction levels of surveyed guests at S.E.A.A.



"The way the aquariums have been maintained and the wide array of species of fishes and coral flora and fauna that I got to learn made my experience worthwhile."

- A guest from India



"Underwhelming experience, too crowded and little exhibitions."

- A guest from Singapore

<sup>11</sup> CSISG is a landmark measure of customer satisfaction in the service industry of Singapore that is jointly developed by the Institute of Service Excellence at SMU and the Singapore Workforce Development Agency.

Figure 12: Guest satisfaction performance results at ACW

### Guest satisfaction level at ACW in comparison to CSISG

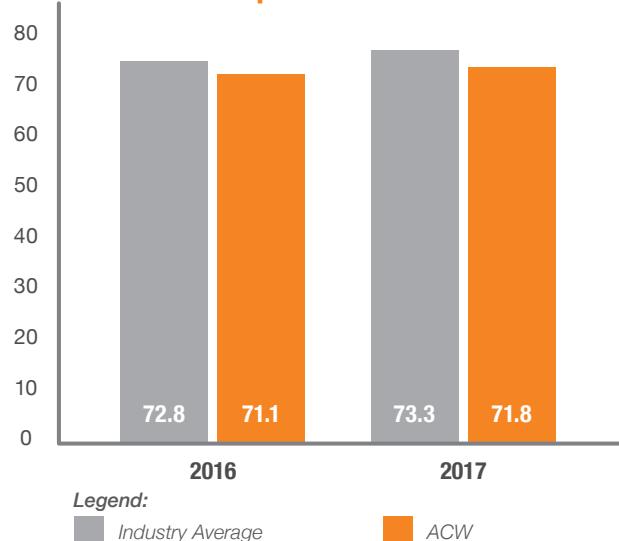
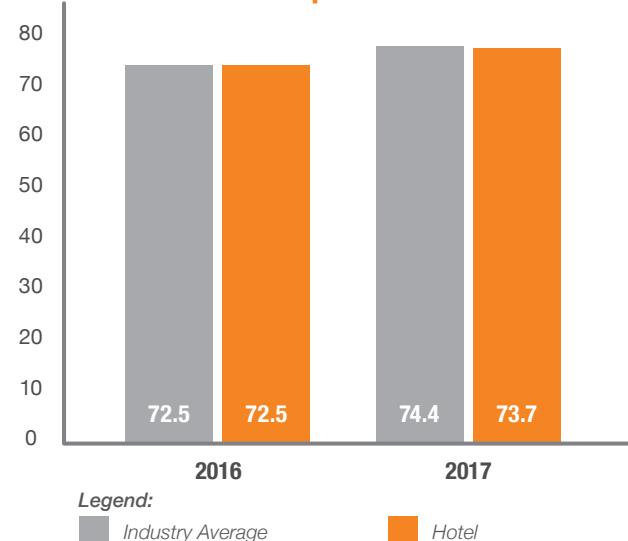
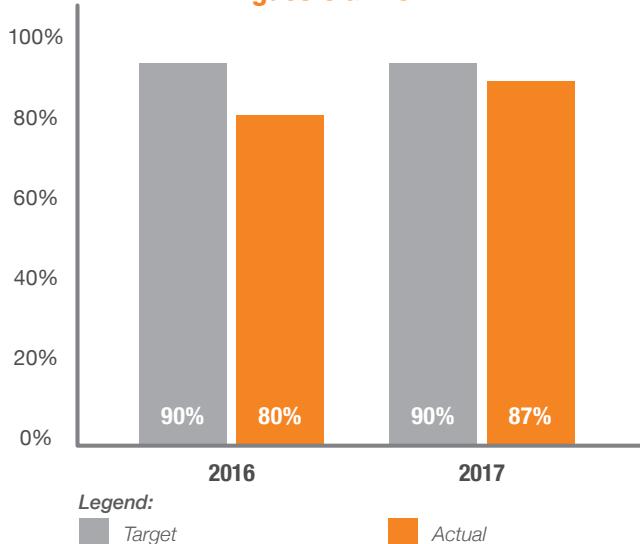


Figure 13: Guest satisfaction performance results across RWS hotels

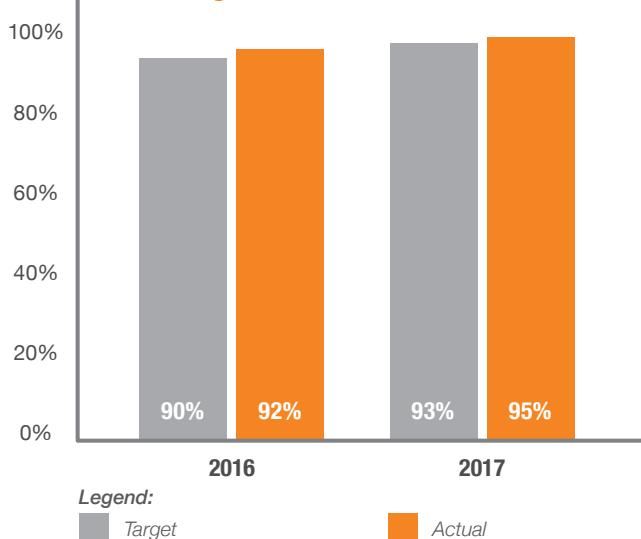
### Guest satisfaction level at RWS hotels in comparison to CSISG<sup>12</sup>



### Guest satisfaction level of surveyed guests at ACW



### Guest satisfaction level of surveyed guests at RWS hotels



“It is well organised. There are lots of variety such as waterslides, pool and tubing for all age groups. I love the thrilling experiences ACW offers.”  
- A guest from Australia

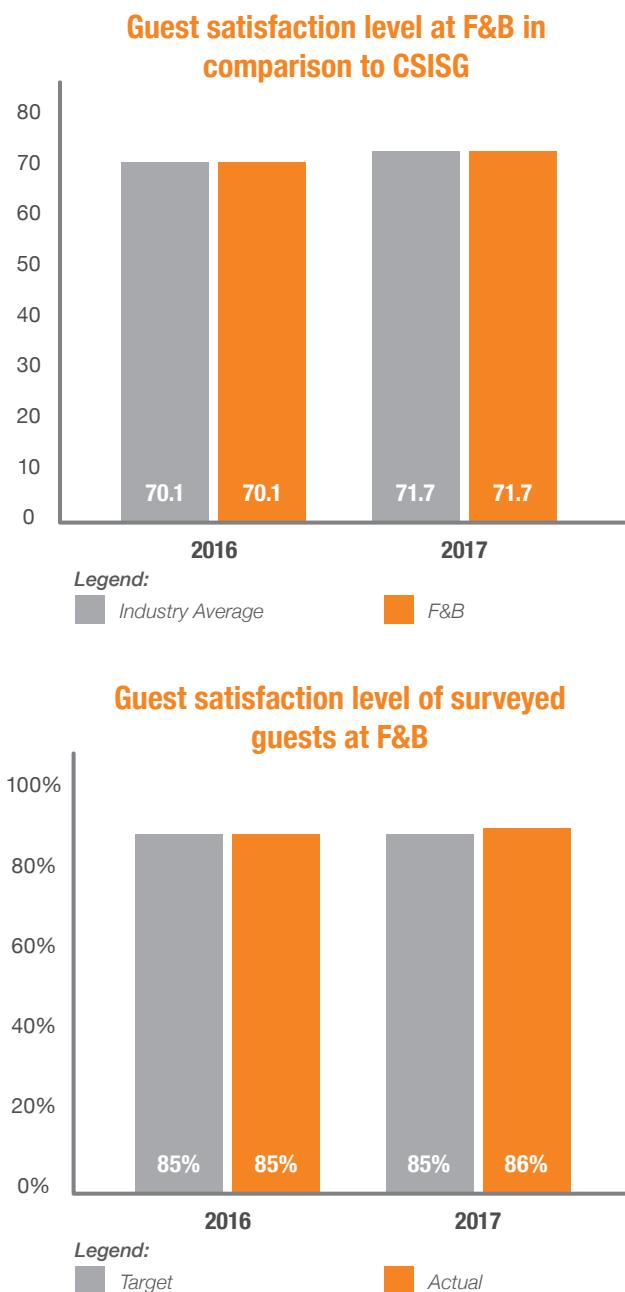
“There are not as many rides as we have expected. ACW did not have enough inflatable pool rings which made us walk a longer distance.”  
- A guest from Australia

“Overall check-in was a little slow and we had to queue twice, once for the check-in and another to collect the room keys. However, housekeeping was prompt and fast.”  
- A guest from Singapore

“In my opinion, the hotel was very good and nice. Also, the hotel employees were very accommodating but it was hard to understand what they were saying as they often spoke too fast for tourists like me to understand. Although I had to communicate via body language to understand each other at times, I am impressed that they can speak English.”  
- A guest from Philippines

<sup>12</sup> The CSISG for 2017 for RWS hotels include Hotel Michael.

Figure 14: Guest satisfaction performance results at F&amp;B outlets



“ Team Members extend excellent service and go beyond to ensure my kids are happy and occupied.”

- A guest from Singapore

“ Service staff is not friendly, not willing to anticipate on additional requests.”

- A guest from Singapore

## GUEST INFORMATION PRIVACY

At Genting Singapore, we treat every guests' personal data and information as strictly confidential. Given the increasing threats to data security and ever evolving information technology used to protect our guests' data, we ensure that our approach taken prevents cyber threats through effective controls in place. Our data protection officers ensure full compliance with the Personal Data Protection Act 2012 (PDPA) in executing their duties below.

**01**

Established the Personal Data Protection Statement, which sets out how we protect personal data (<http://www.gentingsingapore.com/#!/en/privacy-policy>). This includes the use of various hardware and software technologies to ensure secure data transmissions over our various websites.

**02**

Communicating out internal policies and practices to all our team members, so that they are aware of their responsibilities toward guest privacy.

**03**

Providing an opt-in/opt-out choice to guests, and respecting their decision on receiving marketing updates from us on their preferred platforms.

In 2017, we had no reported cases of PDPA breach and we continue to improve on our process in place to ensure greater data privacy and confidentiality to our guests.

# SUSTAINABLE PROCUREMENT<sup>13</sup>

Genting Singapore partners with its supply chain to develop and provide innovative products and services staying aligned with our sustainability commitment. In 2015, we implemented our Responsible Sourcing Strategy which focuses on three main areas shown in Figure 15.

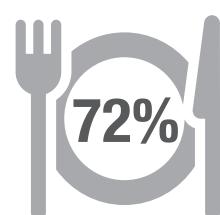
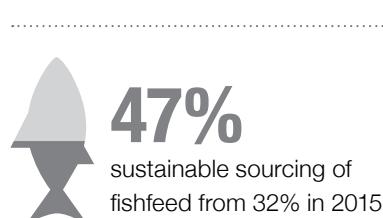
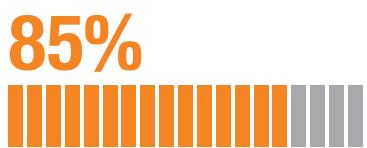
Figure 15: Sustainability at Genting Singapore procurement

## RESPONSIBLE SOURCING STRATEGY



In 2017, the total number of suppliers engaged by us increased to about 3,500 and discussed in detail, later in this section. We steadfastly adhere to our Responsible Sourcing Strategy outlined below which guides us in managing our impacts on the environmental, social, and governance aspects and our goal of supporting local business.

## KEY HIGHLIGHTS FOR 2017:



sustainable seafood at Ocean restaurant

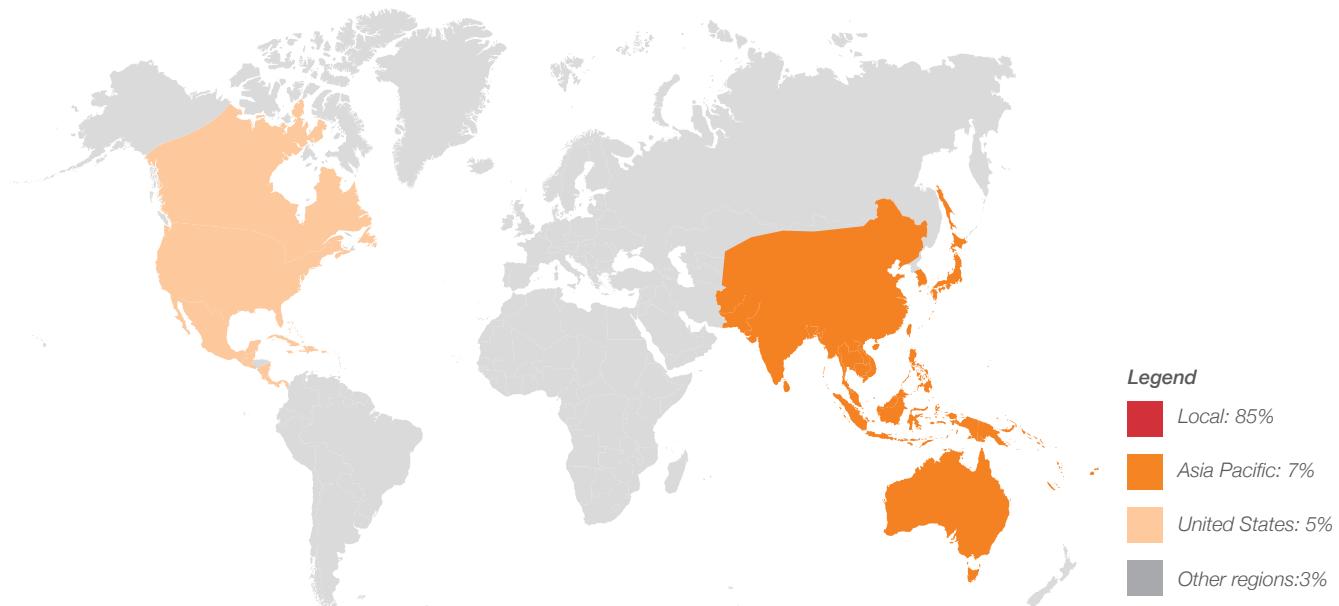
F&B products from known origin and sourced from APAC Region

<sup>13</sup> Our responsible sourcing efforts are mainly focused on our products and services in the casino, attractions, hotels and F&B outlets as these are the key business categories where we have the most impact.

## 1. SUSTAINABLE PROCUREMENT

Procurement at Genting Singapore spans across a wide array of products and services to support the attractions, hotels and F&B outlets, and casino operations. We encourage local procurement opportunities and our concerted effort of supporting local businesses has resulted in 85% of our suppliers now being from Singapore (Figure 16).

Figure 16: Geographical spread of suppliers in 2017



Our commitment for sustainable procurement is demonstrated through the identification of operational categories that would bring about the most business impact to Genting Singapore, the communities and the environment that we operate in. We have set up cross-category teams to champion sustainable procurement in top ten categories that are of material impact to us and focused on the following key sustainable value drivers:



Sustainable Procurement



Social Responsibility



Compliance/Governance/  
Certification



Supplier Performance



Reduce, Reuse, Recycle

In 2017, RWS further aligned our sustainable procurement practices to our Sustainability21 Strategy by voluntarily pledging support and signing the Singapore Packaging Agreement (SPA)<sup>14</sup> to join forces with other organisations and NGOs to reduce packaging waste in Singapore which constitutes about one-third by weight of Singapore's total domestic waste disposed of. This is reflected in our newly

updated purchase order which now entails additional terms and conditions that are aimed at optimising the use of packaging materials especially from consumer products. Together with our key suppliers, we continue to work towards accomplishing 100% sustainable procurement through various actions as mapped out in Table 11.

<sup>14</sup> Singapore Packaging Agreement (SPA) is a joint initiative by National Environment Agency (NEA), industry and NGOs to reduce packaging waste.

Table 11: Sustainable procurement performance and targets

2017 TARGET	STATUS	WHAT WE HAVE ACHIEVED	GOING FORWARD
<b>1. CATERING AND FOOD MANAGEMENT</b>			
Drive food waste recycling for key caterers		Deployed two additional food digester systems	<ul style="list-style-type: none"> <li>Enhance food wastage monitoring system and scope</li> </ul>
Track food wastage at main cafeteria		Drove food wastage down to 0.93% of net food sales (approximately 665 kg/month)	<ul style="list-style-type: none"> <li>Organise health talks and deploy healthy diet programs</li> </ul>
Adopt Food Nutritional Pyramid		Implemented Employee Healthy Diet Program to encourage low cholesterol and high fiber meals	
<b>2. CLEANING SERVICES</b>			
Performance-based contract		Deployed workforce management to track KPIs	<ul style="list-style-type: none"> <li>Quality Management System upgrade to prompt work schedule, track completion</li> </ul>
Supplier Performance Scorecard and joint initiatives		Supplier compliance to BizSAFE 3 or above safety standard	<ul style="list-style-type: none"> <li>Explore robotic scrubbers across the resort's common areas</li> </ul>
		Switched to double-jet washing machine for productivity improvement	
<b>3. F&amp;B</b>			
60% of suppliers with HACCP by 2020		69% of suppliers are HACCP certified	<ul style="list-style-type: none"> <li>&gt; 70% of HACCP certified suppliers</li> </ul>
Support local procurement and sustainable seafood		> 73% products with known Country of Origin (COO) sourced from APAC region	<ul style="list-style-type: none"> <li>&gt; 80% of F&amp;B products with known COO source of APAC region (by value)</li> </ul>
Reduce packaging waste		> 72% sustainable seafood at Ocean Restaurant	
		3 tonnes/year egg packaging waste reduction	
<b>4. HOTEL AMENITIES, LINEN AND LAUNDRY</b>			
Adopt eco-friendly products		65% of linen used in our hotels is eco-friendly	<ul style="list-style-type: none"> <li>Explore "Flush Me Not" initiative to reduce water and chemical consumption</li> </ul>
Reduce packaging waste		Achieved > 20 tonnes of packaging waste reduction by eliminating and reducing packaging materials or packaging material	<ul style="list-style-type: none"> <li>Reduce, Reuse and Recycle initiatives</li> </ul>
Reduce, Reuse or Recycle		Participated in "Linen for Life" and donated about 2,000 kg/year of used linen	

2017 TARGET	STATUS	WHAT WE HAVE ACHIEVED	GOING FORWARD
<b>5. LIVE ANIMAL FEED</b>			
Enhance sustainable sourcing of fish feeds in S.E.A.A.	 On track	Increased sustainable sourcing of fish feeds in S.E.A.A. from 32% in 2015 to 47% in 2017	<ul style="list-style-type: none"> <li>Achieve 50% by 2018 and 60% by 2020</li> </ul>
<b>6. OUTSOURCED LABOUR</b>			
Supplier Performance Scorecard and joint initiatives	 On track	Implemented Performance scorecard and KPI management	<ul style="list-style-type: none"> <li>Automated job management system</li> </ul>
Compliance with regulatory requirement	 On track	100% compliance to regulatory requirements	
Automation and Productivity	 On track	Implemented automated pool cleaning and monitoring for productivity and chemical usage reduction	
<b>7. PULP-BASED MATERIAL/PACKAGING</b>			
Sustainable pulp based materials	 On track	Implemented Forest Stewardship Council (FSC) certified paper for playing cards	<ul style="list-style-type: none"> <li>Explore alternate eco-friendly material for prints and packaging material</li> </ul>
		Implemented FSC certified copier paper	
<b>8. RETAIL MERCHANDISE<sup>15</sup></b>			
Reduce packaging waste	 On track	100 kg packaging waste reduction by removing individual T-shirt poly bags	<ul style="list-style-type: none"> <li>Explore packaging waste reduction or alternative eco-friendly materials</li> </ul>
Adopt eco-friendly materials			
<b>9. VEHICLES AND TRANSPORT</b>			
Reduce carbon emission	 On track	Deployed Euro5 standard vehicle (shuttle bus and food distribution truck)	<ul style="list-style-type: none"> <li>Explore management system to reduce bus shuttle fleet and increase utilisation</li> </ul>
		Implemented plugged in power for stationary chiller trucks	
<b>10. WAREHOUSING AND LOGISTICS</b>			
Reduce, Reuse and Recycle	 On track	5.8 tonnes pallets recycled	<ul style="list-style-type: none"> <li>Target 15K CO<sub>2</sub>e/tonne emission (60% of goods distribution transportation via sea freight)</li> </ul>
Automation and productivity		Implemented motorised tugs deployed to improve team members' safety and productivity	
		Tracked freight shipment emission output	

<sup>15</sup> We have dropped our prior initiative to achieve 100% biodegradable carrier bags at retail outlets by 2018 due to the immateriality in Singapore waste treatment context.

## 2. SUSTAINABLE BUSINESS PRACTICES

Our tender management committee ensures that all our suppliers engaged by Genting Singapore are selected through a fair and ethical tendering process. We abide by a rigorous set of criteria for evaluation of all potential suppliers. The criteria provide guidance on assessing the potential suppliers based on but not limited to price, quality, track record, technical competency, financial stability, service support and sustainability initiatives.

All high value tenders involving more than S\$200,000 are conducted through electronic tender submission. We continue to adopt the e-tender submission process through the two-envelope system for enhanced efficiency, security, transparency and equality of treatment across the suppliers.



We adopt fair payment terms with all suppliers as part of our commitment to advocate good business ethics and in support of local Small and Medium Enterprises where more than 97% of our payments are made within 30 days.

## 3. SUPPLIER CODE OF CONDUCT

We aim to work with suppliers who share similar business values as us by adopting a strategic Supplier Code of Conduct which sets out our expectations across four dimensions, namely:

ETHICAL BUSINESS PRACTICE

LABOUR AND HUMAN RIGHTS

HEALTH AND SAFETY

ENVIRONMENTAL RESPONSIBILITY

This year, we updated our Supplier Code of Conduct to include packaging requirements as part of our efforts to reduce packaging waste arising from consumer products and foster sustainable use of resources in packaging.

To date, all suppliers have accepted our Supplier Code of Conduct as part of our Purchase Orders Standard Terms and Conditions, and there has been no adverse reported finding. We continue to monitor and track Strategic Suppliers' compliance with our Supplier Code of Conduct, incorporated in our Supplier Rating Scorecard.



# PROTECTING OUR FUTURE: ENVIRONMENT

Recognising our impact on the environment from our inception, we continue to seek improvement in our environmental efforts through building a sustainable business environment.

.....

1

ENERGY &  
EMISSIONS

3

EFFLUENTS  
AND WASTE

2

WATER

4

BIODIVERSITY

# ENERGY AND EMISSIONS

As the largest integrated resort destination in Singapore, we are cognizant of the significant environmental impact of our operations, as well as the contribution we could make in reducing our environmental footprint. In support of Singapore's recent reaffirmation of its 2015 Paris Agreement commitment to reduce the nation's overall energy intensity level by 36%<sup>16</sup> by 2030, we continue to align ourselves to the national commitment to combat climate change.

At Genting Singapore, our Facilities Management & Engineering (FM&E) team oversees our energy use by setting targets, tracking, monitoring and auditing our energy efficiency on a monthly basis (Table 12).

Table 12: Energy saving performance

2020 TARGET	STATUS	WHAT WE HAVE ACHIEVED
<b>FOSSIL FUEL USE (I.E. DIRECT ENERGY USE)</b>		
<b>Cumulative energy savings of 63% by 2020<sup>17</sup> (Figure 17)</b>	 On track	<ul style="list-style-type: none"> <li>96% of our energy consumption arising from fossil fuels was natural gas, sourced from City Gas, which is mainly used for kitchen activities and the Universal Studios Singapore rides. The remaining fossil fuel use arose from diesel, liquefied petroleum gas (LPG) and motor gasoline to support operations of boomerangs, WaterWorld Jetskis and buggies (Figure 18 and 21).</li> <li>In 2017, the use of fossil fuel remained relatively stable at 50.6 TJ<sup>18</sup>.</li> </ul>
<b>GRID ELECTRICITY USE (I.E. INDIRECT ENERGY USE)</b>		
		<ul style="list-style-type: none"> <li>Grid electricity use has fallen by about 4% this year. (Figure 19 and 22), as a result of various energy reduction initiatives (Table 13).</li> </ul>
<b>ENERGY USE ARISING FROM UPSTREAM AND DOWNSTREAM TRANSPORTATION ACTIVITIES</b>		
		<ul style="list-style-type: none"> <li>Energy consumption and intensity arising from upstream and downstream transportation activities<sup>19</sup> has remained relatively stable over the past few years (Figure 20 and 23)<sup>20</sup>.</li> </ul>

<sup>16</sup> Source: Carbon Brief, Tracking Country Climate Pledges.

<sup>17</sup> 2013 is selected as the baseline year.

<sup>18</sup> The direct energy consumption level for 2016 has been restated as 51.2 TJ from 47.2 TJ in reflection of minor human error. We are constantly reviewing our reporting and monitoring procedures and are always aiming to achieve zero human error to provide accurate data and information to our stakeholders.

<sup>19</sup> The upstream and downstream energy consumption activities relevant to Genting Singapore is identified in Figure 20 and 23.

<sup>20</sup> We are continually updating our methodologies to measure our carbon footprint. Our restatement for 2016 for Scope 3 related emissions relates to employees commuting.

Figure 17: Energy savings and performance against target

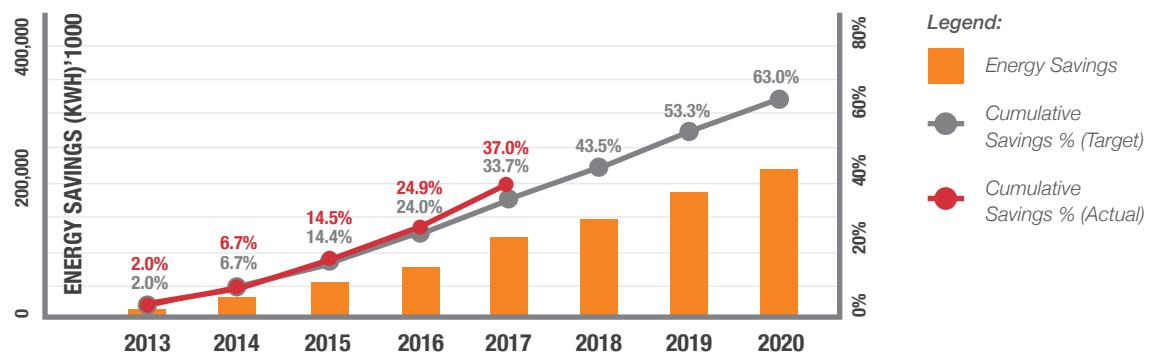


Figure 18: Direct energy use and intensity from fuel consumption

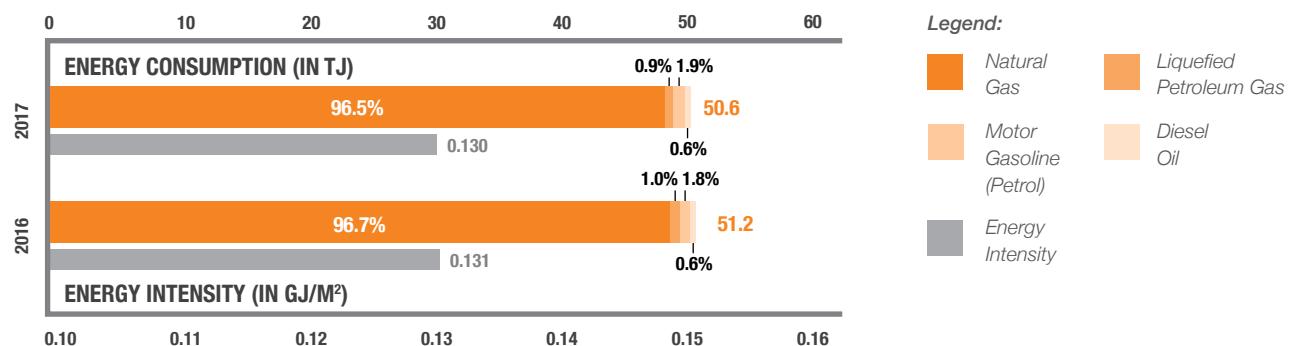


Figure 19: Indirect energy use and intensity from electricity used

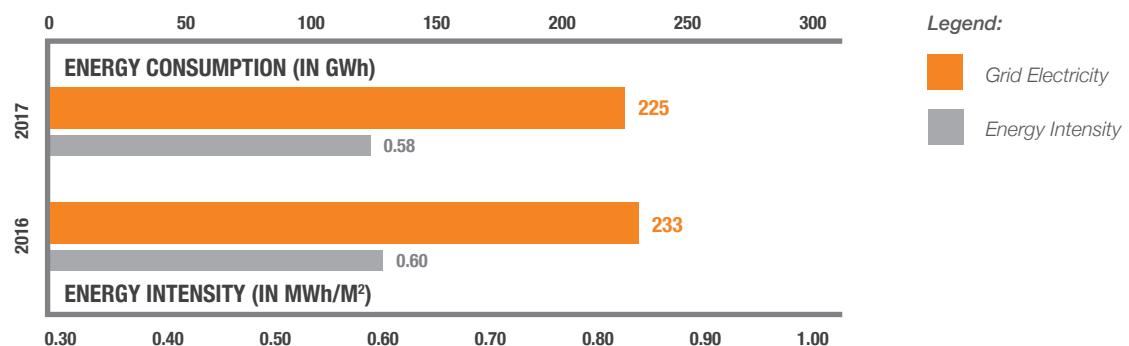
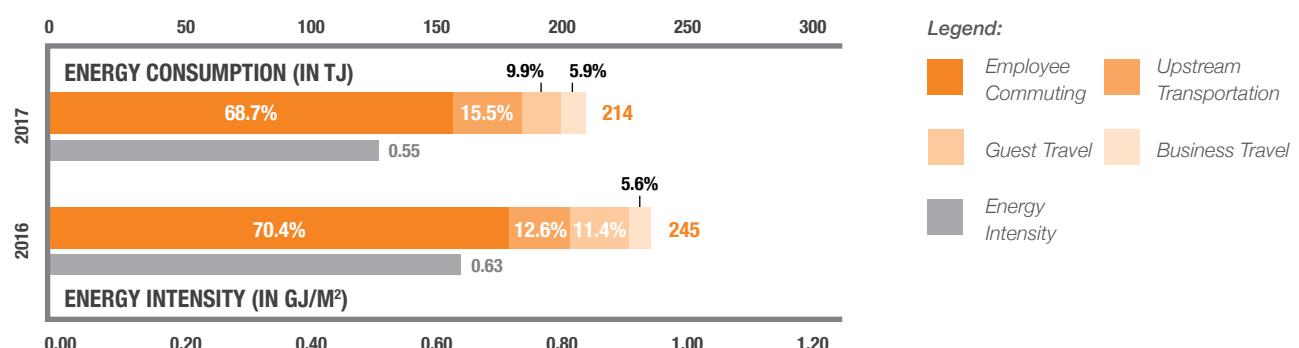
Figure 20: Energy consumption and intensity arising from upstream and downstream activities<sup>21</sup>

Figure 21: Carbon emissions and intensity arising from fuel consumption (Scope 1)

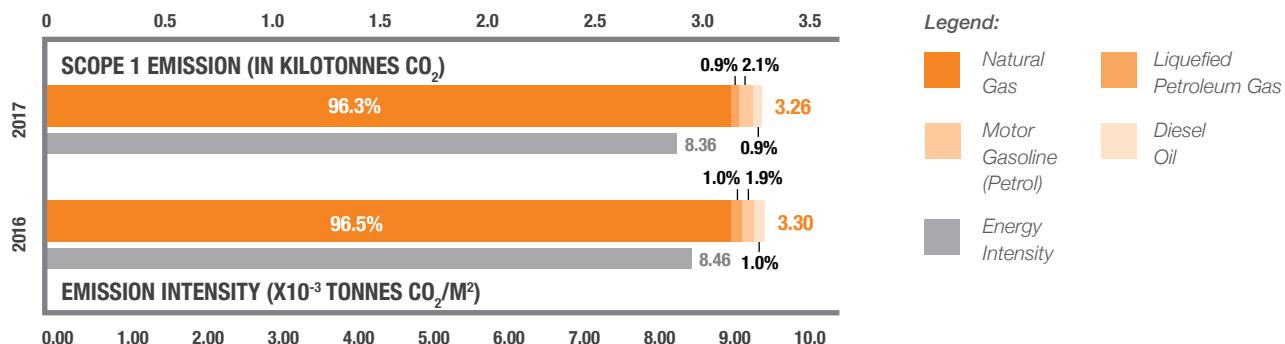
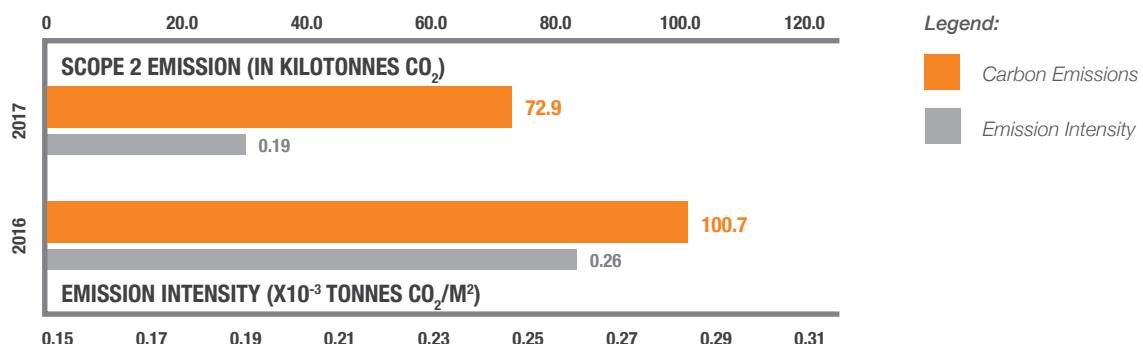


Figure 22: Carbon emissions and intensity arising from electrical consumption (Scope 2)

Figure 23: Carbon emissions and intensity arising from upstream and downstream activities (Scope 3)<sup>22</sup>

<sup>21</sup> We are continually updating our methodologies to measure our carbon footprint. Our restatement for 2016 for Scope 3 related emissions relates to employees commuting. Consequently, energy consumption from upstream and downstream activities for 2016 was 245.18 TJ as against 188.40 TJ reported in Sustainability Report 2016. Corresponding correction has also been made in energy intensity.

<sup>22</sup> We are continually updating our methodologies to measure our carbon footprint. Our restatement for 2016 for Scope 3 related emissions relates to employees commuting. Consequently, Scope 3 emission from upstream and downstream activities for 2016 was 18.08 KT CO<sub>2</sub>e as against 13.83 KT CO<sub>2</sub>e reported in Sustainability Report 2016. Corresponding correction has also been made in emission intensity.

Table 13: Environmental initiatives

LOCATIONS	INITIATIVES	ENERGY SAVED (kWh)
RWS	Completion of the phase four of Light-Emitting Diode (LED) retrofitting throughout RWS.	1,888,228
	Upgrading of air-conditioners' Air Handling Unit (AHU) at Hard Rock Hotel, ESPA gym, Universal Studios Singapore's Donkey Live attraction and carpark.	1,172,792
	Optimisation of nine heat exchanger pumping control systems in place which is aimed at reducing oversupplying and circulation of heated water.	511,936
	Installation of hypermizers in kitchen exhaust fans across the kitchens to enable the fans to operate at a constant speed, reducing up to 20% of electric load by ensuring optimal power is supplied at all times.	293,327
	Installation of EndoCube in refrigeration units such as fridges and freezers which is designed to mimic the temperature of food instead of air which changes more quickly than food and minimise the air temperature fluctuations.	137,501
	Retrofitting of air-conditioners from Fan Coil Unit (FCU) to DC motor at Hotel Michael for greater energy efficiency.	20,867
	Replacement of electric heater at Beach Villa to heat pump, which is a device producing hot water with improved efficiency.	10,713
<b>Total Savings</b>		<b>4,035,364</b>

# WATER

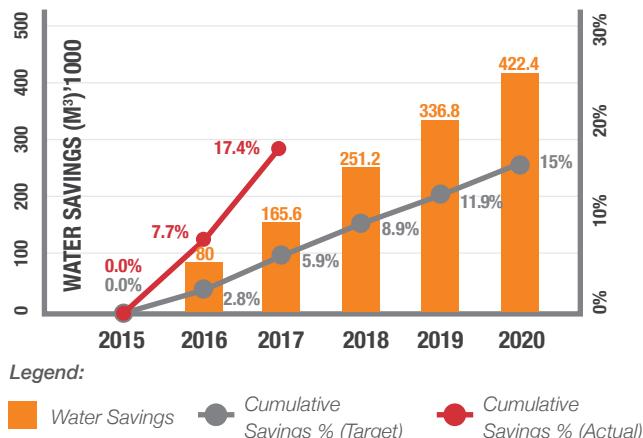
Water is a scarce and precious resource in Singapore. At the same time, it is a critical resource for our operations, especially in our water-based attractions such as Adventure Cove Waterpark (ACW). The freshwater consumed at Genting Singapore is sourced from the Public Utilities Board (PUB), a small portion of which is NEWater, a high-grade reclaimed water. Genting Singapore also substantially relies on the use of seawater. An estimated amount of 60 million litres is drawn

from Keppel Harbour which is filtered through an Ocean Water Supply (OWS) system to support our operations at S.E.A. Aquarium (S.E.A.A.) where water remains the basic necessity for the survival of our marine animals. We balance the competing needs of our business operations with the needs of the Singapore community, by seeking to continuously improve our use of water through various initiatives.

Table 14: Water saving performance

2020 TARGET	STATUS	WHAT WE HAVE ACHIEVED
<b>Cumulative freshwater savings of 15% by 2020<sup>23</sup> (Figure 24)</b>	 On track	<p>Our freshwater consumption has fallen by around 8% this year (Figure 25). This was achieved through a number of initiatives such as:</p> <ul style="list-style-type: none"> <li>• Collecting rainwater for specific uses<sup>24</sup></li> <li>• Improving the water top-up control method at Adventure River in ACW to reduce overflow losses</li> <li>• Cooling tower blowdown water recovery</li> </ul> <p>We plan to implement regimen of water use monitoring to detect abnormal usage patterns by respective business unit weekly.</p>

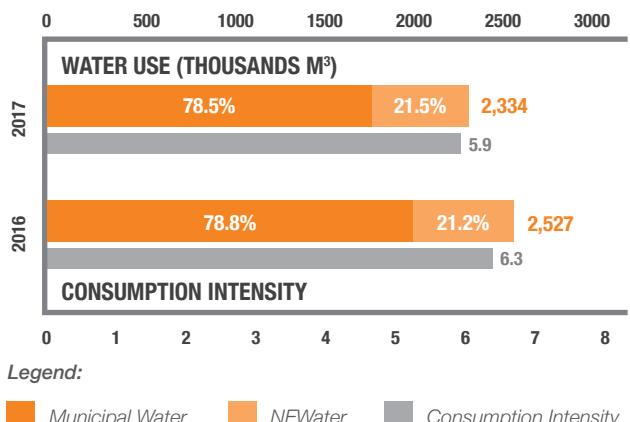
Figure 24: Water target



<sup>23</sup> 2015 is selected as the baseline year.

<sup>24</sup> We are working on restoring our rainwater harvesting system which has been shut down for a major overhauling.

Figure 25: Water use and intensity



# EFFLUENTS AND WASTE

The effluents and waste produced in Singapore has increased significantly in the past years. Land availability in Singapore is a serious constraint and our only landfill at Semakau is due to fill up by 2035 at current rates of waste disposal and filling. With the additional recent scrutiny on food waste, Genting Singapore is acutely sensitive to the urgency of tackling the nation's waste management challenge and to achieve Singapore's goal of becoming a zero-waste nation.

Our waste management system monitors and categorises our waste by type and disposal methods in accordance with the National Environmental Agency (NEA) requirements.

Table 15: Non-hazardous waste reduction performance

2017 TARGET	STATUS	WHAT WE HAVE ACHIEVED	GOING FORWARD
<b>10% waste-to-landfill reduction cumulative<sup>25</sup></b>	 On track	Our continuous and new efforts achieved a 9% reduction in total effluents and wastes produced in 2017 (Figure 26) and a 25% increase in the use of recycled materials (Figure 27).	We plan to kick start new and ongoing recycling efforts including: <ul style="list-style-type: none"> <li>• Casino playing card recycling</li> <li>• Wooden pallet recycling</li> <li>• SPA promotional activities</li> <li>• Green Fest 2017 Upcycling competition</li> </ul>

Figure 26: Total effluents and waste produced

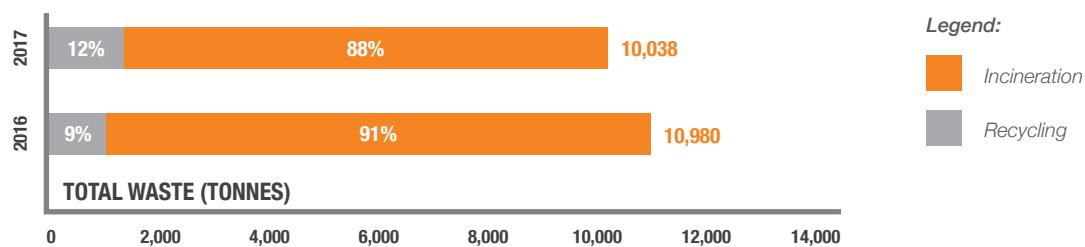
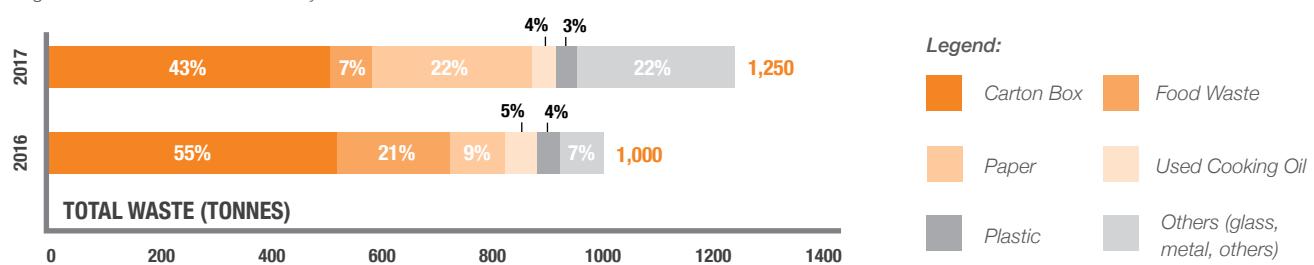


Figure 27: Effluents and waste recycled



<sup>25</sup> 2012 is selected as the baseline year.

At Genting Singapore, some of our operations especially at the S.E.A.A. require the handling of some hazardous substances, which when disposed, could potentially be detrimental to health and the environment. Hence we ensure these hazardous effluents and wastes are disposed through certified<sup>26</sup> and licensed vendors. This year, we have engaged a new vendor who is NEA certified to replace the prior vendor undergoing recovery from the recent fire breakout at their plant.

In addition, our team members are trained to identify any hazardous substances which are then collected in marked

and sealed bags or containers and stored in areas with restricted access, until the collection by our vendors.

In 2017, the hazardous waste disposed reduced significantly (Table 16). Ever since Marine Aquaculture and Research Centre (MARC) was relocated to RWS early this year, there was less chemicals required as the operations were streamlined. Although there is no target set for hazardous waste reduction due to insignificant amount generated, we continue to further reduce overall hazardous waste disposal through careful acquisition and process.

Table 16: Summary of hazardous waste produced in Genting Singapore

TYPE	WEIGHT	DISPOSAL METHOD	LOCATION
BIOLOGICAL WASTE (I.E. CARCASS AND EXPIRED MEDICINES <sup>27</sup> )	2,050 kg	Incineration	Across RWS
CADMUM	50 ml	Recovery	Across RWS

#### Case study: 2017 Upcycling Competition

In 2017, RWS Green Committee explored a 3R initiative to re-use clothes and linens generated from hotels and wardrobe. By doing so, 7 tons of waste was re-used and diverted from disposal. During the end of the year, the committee organised an inter-business unit Upcycling Competition to promote such initiatives and encourage our team members to donate their re-useable clothes and linens from home. The clothes were sent to South West Community Development Council, where they were upcycled into curtains and carpets in overseas factories. The competition was well received, with participation from 10 major business units and collection of more than 1,140 kilogrammes of clothes and linen which were converted to about 380 kilogrammes of rice for needy families in the district.

#### Case study: Effluents and waste recycled



Our robust food waste management practices at our resort includes a bio-digester installation that converts food waste into liquid waste as well as conversion of coffee grounds, tea leaves and compost into garden mulch for fertiliser use. Our efforts have been recognised with our first ever Foodprints @ South West certification in 2017.

<sup>26</sup> We require our vendors to be either ISO14001, OHSAS 18001 or Biz Safe Star Level certified.

<sup>27</sup> We do not have break down of expired medicine separately from the biological waste as the new vendor, Cramoil Singapore Pte Ltd, which replaced our prior vendor, ECO Special Waste Management, does not categorically separate the expired medication from other hazardous waste types.

# BIODIVERSITY

Preserving biodiversity is of critical importance to us especially since the area occupied by RWS spans 2.9 ha of secondary coastal forest; besides, hosting an independent ecosystem of more than 100,000 animals ranging over 1,000 species under S.E.A.A.'s care

Additionally, we maintain a variety of native plants around RWS as we believe native plants are an important symbol of Singapore's cultural and natural heritage. Native flora will provide food and shelter to native fauna, which is key to maintaining a healthy ecosystem. We conduct annual surveys to record the plant, bird and marine species

sighted in our area, as diversity of these species is a good indicator of biodiversity conservation and habitat quality. Our strong commitment towards biodiversity has led us to achieve the following goals for greater biodiversity (Table 17 and 18).

Table 17: Land biodiversity conservation performance

2017 TARGET	STATUS	WHAT WE HAVE ACHIEVED	GOING FORWARD
LAND			
Maintain and keep record of native plant species in RWS premises	 Achieved	92 native plant species, were recorded and catalogued.	To plant three more native plant species annually and educate team members on benefit of adding native plant species.
Maintain and keep record of bird species in RWS premises	 Achieved	54 bird species were sighted and sightings were recorded.	To cultivate plant species that will provide food source and shelter for birds to encourage rooting.
To increase the use of compost and organic pesticides to biologically manage plants, pests and diseases for a more eco-friendly environment	 Achieved	In collaboration with contractors, the application of compost and organic pesticides improved which resulted in about 28,000 kg of compost and organic pesticides and 5.5 tonnes of coffee grounds utilised in landscape operations.	Continue to convert the use of chemical fertiliser to organic fertiliser/insecticide such as neem oil, sea weed and compost across the resort.
To increase the number of endemic plant species to improve biodiversity	 Achieved	We catered for enhancement of landscape with the planting of species such as Cyrtophyllum fragrans (Tembusu) and Muntingia calabura (Cherry trees) <sup>28</sup> .	To grow the number of native plant species through increasing.

<sup>28</sup> Please see <http://seaa.rwsentosablog.com/iucn-red-list> for the Native plant species list.

Table 18: Marine biodiversity conservation performance

2017 TARGET	STATUS	WHAT WE HAVE ACHIEVED	GOING FORWARD
<b>MARINE<sup>31</sup></b>			
To conduct breeding programs for: <ul style="list-style-type: none"><li>• Coral reefs</li><li>• Sharks</li><li>• Dolphins</li></ul>	Achieved 	We have actively bred coral reefs, sharks and dolphins. In particular, we have been successful in breeding and growing nine shark species this year which made us the first facility in the world to do so.	We continue to improve the rate of breeding for coral reefs, sharks and dolphins by ensuring a suitable environment where the species remain happy and thrive. Our focus will work towards seeing more successful births of sharks through ensuring gender diversity.
To obtain Instructor Development Course (IDC) certification	Achieved 	Our diving instructors have completed Professional Association of Diving Instructors (PADI) certification courses, which makes S.E.A.A. an IDC-certified facility to train new divers from beginners to advanced levels such as offshore diving.	Our future plan is to branch out to speciality conservation diving: <ul style="list-style-type: none"><li>• Conservation diving</li><li>• Shark diving</li><li>• Coral reef diving</li><li>• Disabled diving</li></ul> In addition, we target to certify disabled dive instructors and reach out to the community to further promote disabled diving.

At our core, we abide by three biodiversity conservation guiding principles and our management approach (Table 20 and 21), as we take greater responsibilities in conserving the fauna and flora surrounding us:

1. Adopt sustainable husbandry practices when acquiring animals and their food sources.
2. Protect animals in their natural environment to conserve global biodiversity.
3. Inspire the public to protect the oceans through interactive education (see Advocacy section later in this report for more details).

Among plants and animals under our care, several species have been listed under national and international conservation lists for their vulnerable status (Table 19):

Table 19: National and international conservation lists

Singapore Red Data Book	11 plant species 54 bird species
International Union for Conservation of Nature (IUCN) Red List <sup>30</sup>	55 marine species
Convention on International Trade in Endangered Species (CITES) I or II Lists <sup>31</sup>	45 marine species

<sup>29</sup> For targets relating to marine biodiversity conservation, please see Advocacy section in this report.

<sup>30</sup> This figure only includes species that are Critically Endangered (CR), Endangered (EN) and Vulnerable (VU) which are the top most vulnerable species on the IUCN Red List.

<sup>31</sup> This figure only includes species that are under Appendix I and II lists which list species that are most endangered among CITES-listed animals and plants and species that are not necessarily now threatened with extinction but that may become so unless trade is closely controlled respectively.

For the full lists of marine species on the IUCN Red List, and the CITES I or II lists, please refer to <http://seaa.rwsentosablog.com/iucn-red-list>.

Table 20: Genting Singapore's approach to land biodiversity conservation

LAND
USING COMPOST TO ENRICH THE SOIL AND ORGANIC PESTICIDES TO BIOLOGICALLY CONTROL PLANT PEST AND DISEASES
Apply compost, spent coffee grounds and tea leaves recycled from our food outlets as organic mulch for the plants.
Increase the use of bio-stimulants such as sea weeds extract, humic or fulvic acids and protein hydrolysates to promote plant growth and reduce the use of inorganic chemical fertilisers.
Manage the ecological balance by gradually switching to biological control using organic pesticides derived from plants such as neem oil and citronella oil or from bacteria like the <i>Bacillus thuringiensis</i> (a bacterium which is toxic to many insects). This is to reduce our dependency on the harmful toxic chemicals and protect the beneficial predators and the soil from toxic contaminants.
PROTECTING TREES AGAINST DAMAGE
We protect our forest with a perimeter hoarding during construction to reduce the impact of spillover activities.
Large trees of botanical importance are installed with lightning arresters to prevent damage from lightning.
During maintenance rounds, trees are also checked for visual pest and disease infestation as well as the tree structure.
Corrective treatment is applied, when required, to safeguard the trees and mitigate potential safety hazards.
MONITORING OUR TREES' HEALTH AND SAFETY
We conduct weekly checks on our trees and palms to ensure they are free from pest and disease infestation and are growing normally.
Corrective treatments or pruning are done when required, to mitigate any potential safety hazards.
Weak and unsound trees or palms beyond rescue are removed.
Trees in the secondary forests are checked quarterly which includes pest and disease infestation. Treatment is only applied when required to maintain the ecological balance in the forests.
INTEGRATED DESIGN WITH NATURE
We integrate nature into the resort development with green roofs, green walls and lush planting around high rise buildings.
Suitable and healthy trees are salvaged from sites before construction/expansion, and replanted upon completion of works.
Total green spaces occupy 27% of the resort <sup>32</sup> .

<sup>32</sup> We are constantly updating our methodologies to measure our green spaces across the resort. Our restatement for the total greenspace against total land area for 2017 reflects an improvement in our methodologies.

Table 21: Genting Singapore's approach to marine biodiversity conservation

MARINE
CAREFUL COLLECTION PLANNING

At Genting Singapore, our Curatorial team is always trying and looking for better ways of collection planning which includes acquisition. The evaluation and update of our collection plan is conducted by the Managers and take the Association of Zoos and Aquariums' (AZA) Animal Program Standards into consideration.

Criteria for inclusion includes the status of the species in the wild, its suitability to be living in our facilities, and value for educating the public.

Part of the collection planning process involves registering the species with AZA Taxon Advisory Groups to provide habitats for our animals that are closest to their natural habitats.

#### SUSTAINABLE FISH SOURCES

As an AZA accredited body, we ensure best practices in sustainable sourcing of fishes and do not participate in unsustainable fishing methods such as dynamite fishing or chemical fishing.

We acquire fish only from sustainable sources with international certifications such as Marine Stewardship Council (MSC), Aquaculture Stewardship Council (ASC) and Friend of the Sea (FOS). For Dolphin Island we only purchase from a regulated Canadian fishery or US fish and wildlife vendors. 47% of S.E.A.'s feed purchases were sustainable.

#### MONITORING OUR ANIMALS' HEALTH AND SAFETY

Our animals are given the highest quality of care whereby we conduct periodic veterinary and husbandry checks on them which is supported by our veterinary laboratories.

This includes complete blood cell counts, blood chemistries, cytology and microbiology, and other advanced diagnostics such as hormone analysis, ultrasound, digital X-ray, and endoscopy.

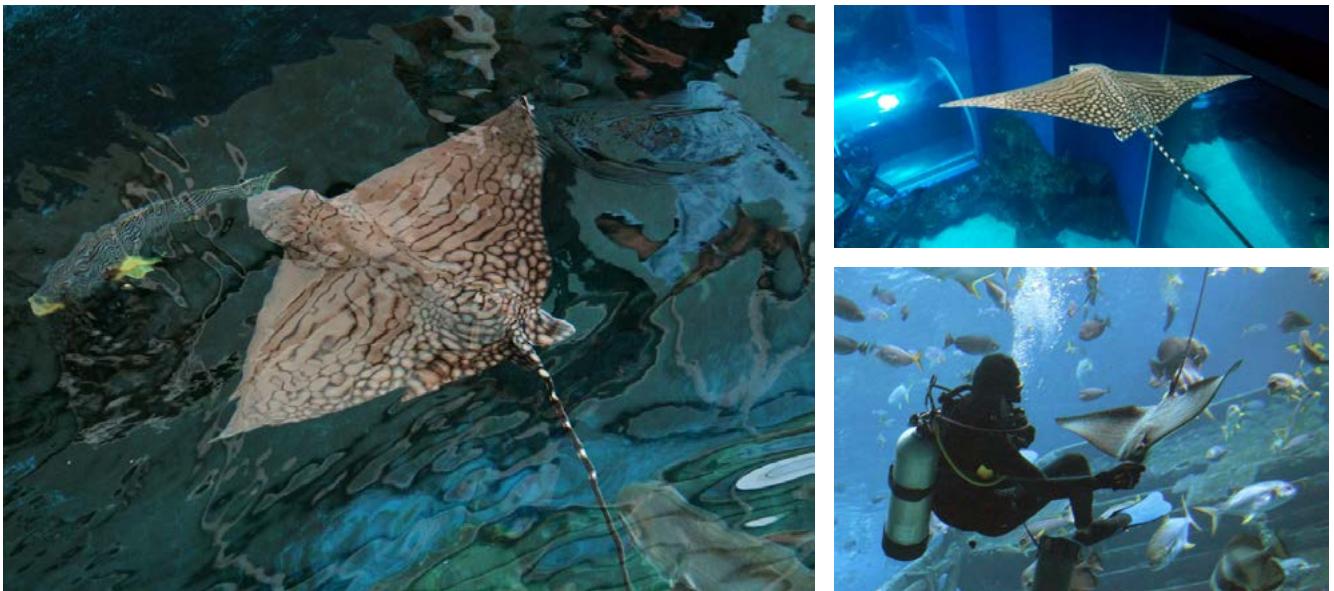
We monitor the safety of their surroundings by checking the quality of air and water where our in-house water quality laboratory takes up to 950 water samples and runs over 3,000 tests a week.

Other checks include routine monitoring of the soil, air and precipitation for microbial content and chemical composition.

#### INTER-INSTITUTIONAL EXCHANGE

We share knowledge and best practices on veterinary and husbandry techniques with other aquariums.

### Case study: One of the World's Rarest Rays Debuts at S.E.A. Aquarium



In December 2017, one of the world's rarest rays, the ornate eagle ray, (*Aetomylaeus vespertilio*), made its debut at S.E.A. Aquarium in RWS. It arrived from Cairns Marine, a WAZA-Member<sup>33</sup> which provides fish, corals and ongoing care to aquariums around the world. The ornate eagle ray is found in the Western and Eastern Indian Ocean, and the Northwest and Western Central Pacific Ocean. They are commonly seen cruising along sandy beaches in shallow waters.

This endangered species is the first of its kind to be featured in zoos and aquariums worldwide.

It is a shy sea creature known for its distinct pattern of reticulate dark lines and rings on its back, together with its whip-like tail, the ray can measure up to 5m, with a wing span of up to 240cm. Eagle rays are generally large rays with wing-like pectoral fins. The whip-like tail of

an ornate eagle ray can grow longer than its wing span. Rays usually have a stinging barb on the tail, but the ornate eagle ray is not equipped with one. It possesses extremely hard teeth to crush through the shells of snails, mussels and crustaceans. This species is viviparous, giving birth to four to six live young. This iconic species is amongst the newest residents at Shipwreck Habitat, along with other threatened species such as the shark ray, green sea turtle and hawksbill turtle.

Mr Jason Horkin, Senior Vice President of Attractions, Resorts World Sentosa, said, "The ornate eagle ray is indeed an extremely rare and precious wonder in our marine life collection. We are pleased it has settled in comfortably at S.E.A. Aquarium and has even responded positively to the aquarist and its new environment. There's so much to learn about this extremely rare species: little is known about

the ornate eagle ray and we plan to study as much as we can to broaden our scientific knowledge and understanding and further contribute to the conservation of this rare beauty. In the long run, we hope to collaborate with reputable institutions to introduce females to our male ray to kickstart the world's first conservation breeding programme for this species under human care."

The ornate eagle ray is listed as "Endangered" in the IUCN\* Red List of Threatened Species. The main threat to the species is accidental capture by fishermen in the waters of Australia, India, Indonesia, Malaysia, Maldives, Taiwan and Thailand. In addition, the species has a low reproduction rate.

<sup>33</sup> World Association of Zoos and Aquariums (WAZA), whose goal is to guide, encourage and support the zoos, aquariums and like-minded organisations of the world in animal care and welfare, environmental education and global conservation.

# EMPOWERING AND NURTURING: PEOPLE

We believe in nurturing our team members to their fullest potentials and recognising them for their contributions. We strive to maintain a safe and healthy work environment, while offering equal opportunities for our team members to upgrade their skills, empowering them to deliver memorable experiences to our guests.

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1

FAIR EMPLOYMENT  
PRACTICES

2

TALENT DEVELOPMENT

3

WORKPLACE HEALTH  
AND SAFETY

## EMPLOYMENT PROFILE

Our 2017 team headcount grew 3% at 10,710 in 2017, (Figure 28). We are mindful of our fair and inclusive commitment to hire Singaporean core while keeping an open mind to bring in foreign talents with specialised

skills necessary to support our business growth. In 2017, Singaporeans made up 56% of our workforce. This percentage remains fairly consistent with 2016.

Figure 28: "Our workforce by employment category and gender" and "Our workforce by employment contract category and gender"

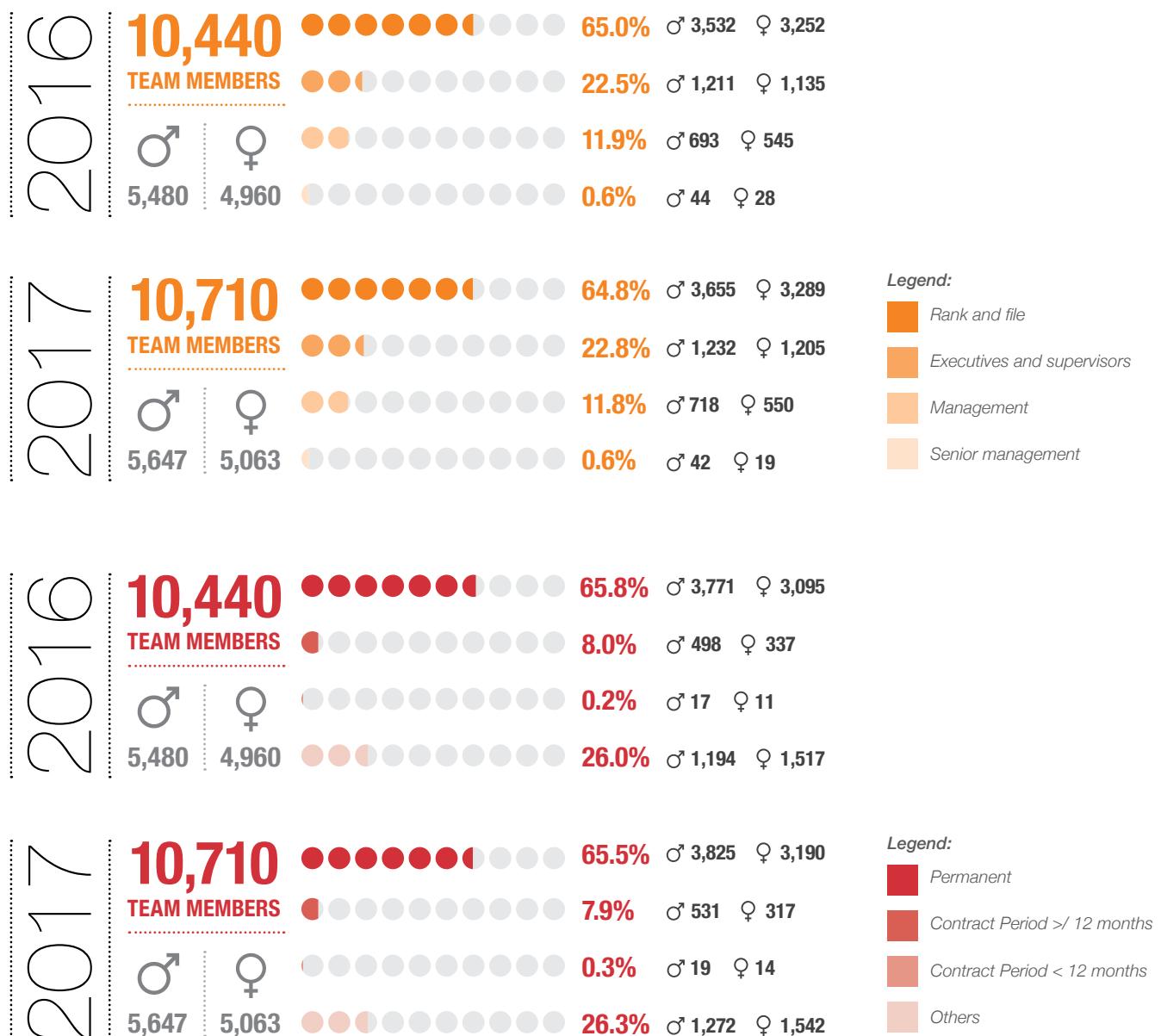
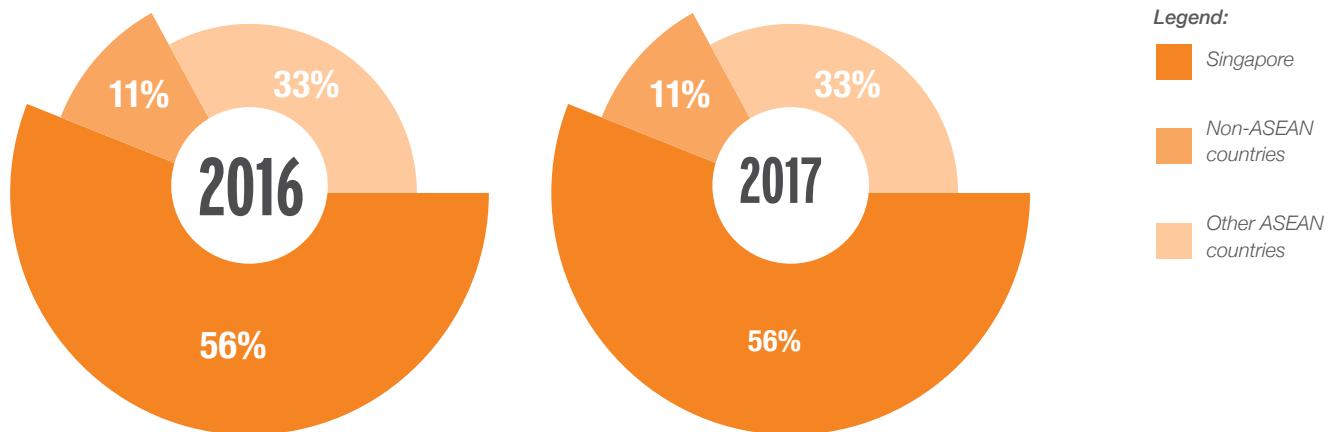


Figure 29: Our workforce by nationality



## FAIR EMPLOYMENT PRACTICES

We are committed to promoting an inclusive culture that focuses on treating everyone fairly. In our commitment, we have adopted fair and merit-based employment practices, which are aligned with the twenty International Labour Organisation (ILO) conventions Singapore has in force<sup>34</sup> as well as the five principles of the Tripartite Alliance for Fair & Progressive Employment Practices (TAFEP) since 2007 for the latter. There were no incidents of discrimination reported in 2017.

We believe every individual has a unique set of strengths. As an equal opportunities employer, we have provided opportunities to many individuals, regardless of backgrounds including the groups of people listed in Table 22 to work with us:

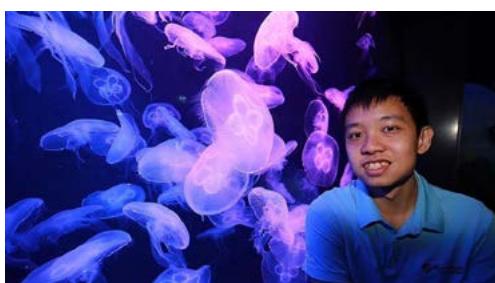


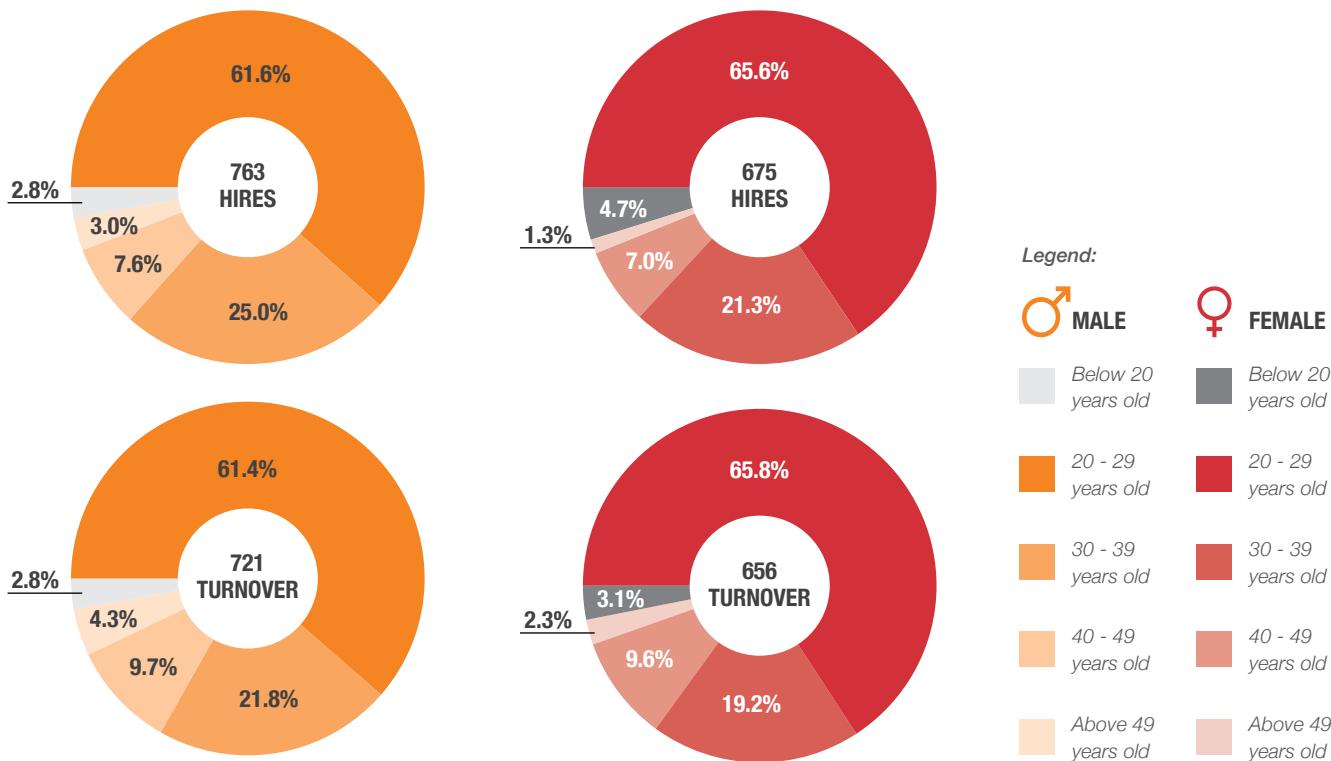
Table 22: Fair and inclusive employment at Genting Singapore

Senior citizens	Persons with special needs from Grace Orchard School and Delta Senior School	Ex-offenders in partnership with Singapore Corporation of Rehabilitative Enterprises
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<sup>34</sup> Source: ILO NORMLEX information system on international labour standards.

<sup>35</sup> The industry average turnover rates of the accommodation and food services, F&B services and arts, entertainment and recreation sectors are 4.6%, 4.8%, and 2.6% respectively which are taken from The Manpower Research and Statistics Department (Singapore). Third quarter rates were annualised for a like-for-like comparison.

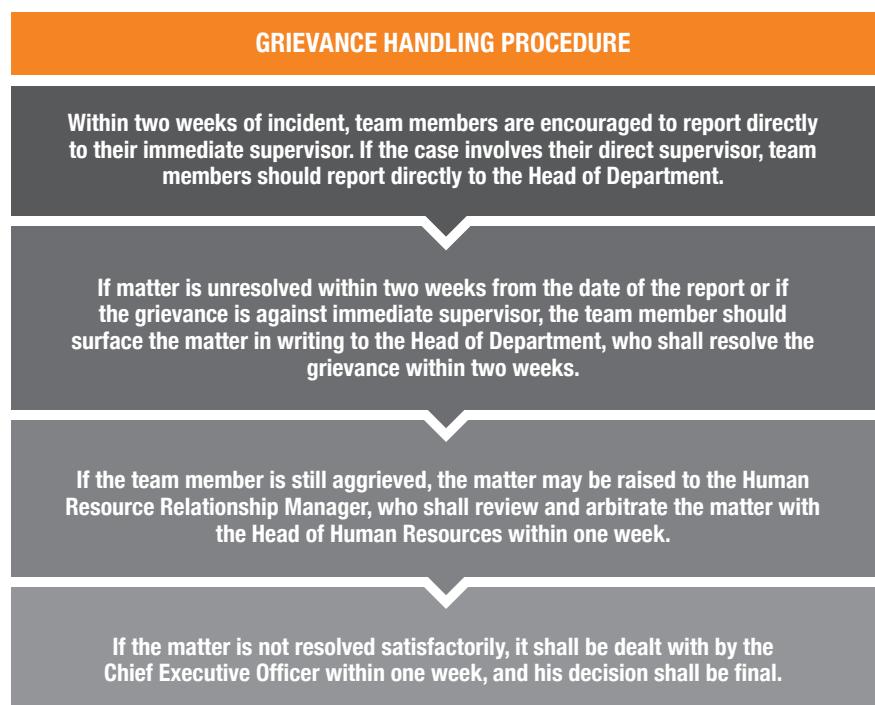
Figure 30: Hiring and turnover number and rate by gender



Our 2017 resignation rate dropped to 15.7% compared to 17.3% in 2016. This is lower than the industry average. During the year, we also hired over 1,300 new team members based on their expertise and availability of roles across our business units (Figure 30).

Whether in recruitment or dismissal, we do not discriminate on the basis of race, age, gender, religion or nationality. In the unfortunate event that a team member feels he/she has been unfairly treated, our Grievance Handling Procedure (see Figure 31) provides a confidential and objective platform to seek consultation and resolution. In 2017, there were no reported grievances on labour practices and human rights through this process.

Figure 31: Grievance Handling Procedure



## TEAM MEMBER WELLNESS

We believe that health and happiness of team members is highly correlated to their productivity at work.

Therefore, we provide wellness related benefits in support of the health of our team members and their families include life insurance, group hospitalisation and surgical care, where expenses incurred as a result of hospitalisation is reimbursed, and group term life, which provides coverage against death and total permanent disability.

Parental leave such as maternity leave, paternity leave and shared parental leave are also available and spelt out clearly in our leave policy. In 2017, out of 1,601 female and

2,264 male team members who were entitled to parental leave, 169 women and 189 men enjoyed maternity leave and paternity leave or shared parental leave, respectively, and about 90% of them returned to continue their career journey with us.

We also provide additional corporate benefits to our team members, such as discounted tickets to attractions for team members and their families to enjoy. Occasionally, team events such as the Health and Wellness Week and Health and Wellness Festival are held to show our appreciation to team members and to improve employee wellness holistically.

### Case study: Health and Wellness Week at Genting Singapore



Health and Wellness Week – We arranged on-site free health screening in the resort and Genting Centre for our team members.

National Steps Challenge Season 3 – Corporate Challenge sign up: RWS participated in this corporate challenge and arranged roadshow to promote to team members to take part.

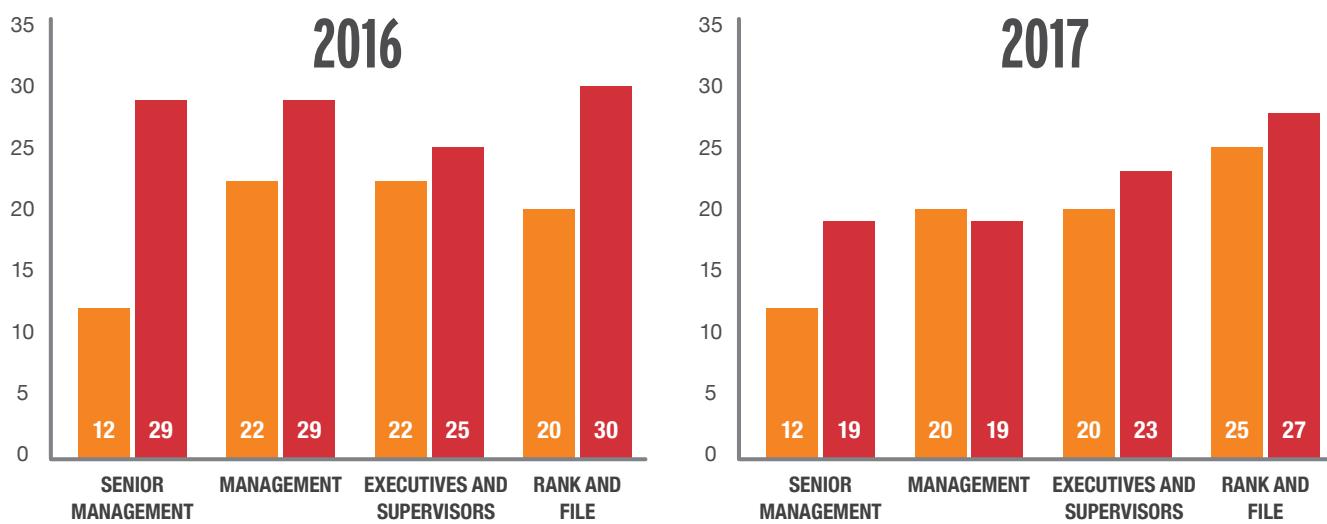
# TALENT DEVELOPMENT

Every team member poses skillsets and knowledge that contributes to the growth of our business. Building on these by equipping them with improved skillsets and knowledge has the potential to result in exponential growth, bringing us an inch closer to living up to our service vision of “Creating WOW moments together”. Additionally, providing training opportunities also provides them with valuable life skills and knowledge. At Genting Singapore, we encourage lifelong learning and have summarised our efforts placed in talent development in Table 23 and 24.

Table 23: Talent development performance and its targets

2017 TARGET	STATUS	WHAT WE HAVE ACHIEVED	GOING FORWARD
<b>Maintain average training hours of 22</b>	Achieved 	In 2017, we have accomplished providing about 24 hours of trainings (Figure 32).	To maintain average training hours of 22.
<b>Provide corporate induction programme for all new hires</b>	Achieved 	All new hires attended corporate induction programme within 1 <sup>st</sup> month of hiring.	To continue to support new hires by providing corporate induction programme.

Figure 32: Average training hours by employment category and gender



Legend:

 Male    Female

Table 24: Talent development achievements



In Genting Singapore, our team members undergo a performance appraisal cycle annually to maintain an engaged and high performing workforce. As described in Figure 33, the performance appraisal process is a continuous one, which aims to align individual's focus with the Company's goals. Performance appraisals follow a relevant set of assessment criteria and the final ratings are moderated across business units to minimise bias.

Figure 33: Performance appraisal process



# WORKPLACE SAFETY AND HEALTH

Genting Singapore upholds health and safety of team members placing utmost importance on it and considers workplace safety and health (WSH) a paramount factor in all operations within our workplace. To assure our WSH, we abide by our WHS policy which reaffirms:

## 1. MANAGEMENT'S COMMITMENT IN WSH

### SAFETY EDUCATION

- Raising WSH awareness through the RWS Safety Campaign
- Conducting monthly meetings with our Safety Working Committee during which modular education is delivered to cover safety matters
- Reminding team members on common safety matters through safety bulletins

### ENCOURAGING SAFETY INNOVATION

- Encouraging team members to contribute innovative WSH ideas by participating in the following platforms:
  - » Internal WSH-Novation project (see case study below)
  - » The Singapore WSH Council and MOM annual WSH Awards

## 2. COMPLIANCE WITH LEGAL REQUIREMENTS

- MOM's WHS requirements
- British Standard for Occupational Health and Safety Assessment Series, BS OHSAS 18001:2007
- Singapore Standard 506:2009, Occupational Safety and Health (OSH) Management Systems Part 1 – Requirements
- Workplace Safety and Health Council's bizSAFE Level STAR status (RWS)

## 3. CONTINUAL IMPROVEMENT IN REDUCING WORK-RELATED INJURY

- Every case is reviewed and where applicable, enhancement to workplace, systems and operations procedures are made to improve safety.

### INCIDENT MANAGEMENT

Reporting	Investigation	Monitoring
<ul style="list-style-type: none"> <li>• Team members are encouraged to report all incidents (including near-misses), regardless of the severity of the case</li> <li>• Feedback channels include WhatsApp, email, and a hazard reporting form</li> </ul>	<ul style="list-style-type: none"> <li>• Each work-related injury reported is investigated by the Safety &amp; Emergency Planning Team to identify the root causes and recommend future preventive measures</li> <li>• The adequacy of control measures are reviewed and monitored at department level</li> </ul>	<ul style="list-style-type: none"> <li>• Safety performance, loss-day incidents and man-day loss, are monitored at department level where the effectiveness of control measures implemented is evaluated during the quarterly Safety Steering Committee meeting</li> </ul>

### EMERGENCY PREPAREDNESS

- Mass evacuation drills are conducted throughout the year for attractions and hotels, including other areas such as Resorts World Theatre and Resorts World Convention Centre. More information may be found in the "Guest Safety and Health – emergency preparedness" section

Figure 34: Genting Singapore's Safety Committees



The WSH performance benchmarked against our targets along with our achievements this year is presented in Tables 25 and 26.

Table 25: Talent development performance and its targets

2017 TARGET	STATUS	2017 PROGRESS	GOING FORWARD
<b>5% reduction in man days lost as compared to 2016</b>	 Achieved	49.5% reduction in man days lost as compared to 2016	5% reduction in man days lost as compared to 2017
<b>5% reduction in total lost day incidents as compared to 2016</b>	 Achieved	13.3% reduction in total lost day incidents as compared to 2016	5% reduction in total lost day incidents as compared to 2017

#### Case study: Internal WSH-Novation project : Sesame Street Spaghetti Space Chase ride vehicle brake release

This year, our Technical Services team designed a brake release modification. Before this, two team members were required to climb up the ride vehicle on both sides of Sesame Street Spaghetti Space Chase ride with full body harness to release the motor brakes manually in order to push the ride vehicle in case of ride vehicle faulted in the ride track. Since the new ride vehicle brake release, it has allowed our team members to electrically release the brake mechanism without having to climb up onto the vehicle during ride vehicle recovery, thus eliminating the risk of team members falling from height.

We are committed to make RWS a safe workplace with a healthy workforce together with our Safety Committees, which are comprised of 164 representatives from key business units, as well as our Safety and Emergency Planning team (Figure 34). The committees are responsible for managing WSH system and holds a monthly meeting to ensure the management of WSH across our business units.

Table 26: Talent development performance and its targets

WHAT WE HAVE ACHIEVED	GOING FORWARD
Department level self-assessment on compliance, legal and other requirements at department level.	To raise competency level of team members involved in managing safety in their business units with scheduled trainings.
Carried out safety inspections with HODs.	To adopt a risk-based safety programme to address the top three common causes of injuries and jointly develop specific action plans and safety programme to keep workplace incidents in check.
Safety Representatives' involvement in investigating work-related injury to identify root causes, review adequacy of departments' safety risk management and recommend preventive measures to prevent recurrence.	To update the risk assessments to ensure that the control measures adequately address the hazards identified, and the risk assessment forms are reviewed and updated whenever there is a workplace incident.
General and specific safety advisories were put up to educate team members on work safety.	To educate team members on common hazards through safety advisories and other means.
Carried out monthly sharing of best practice by Departments via Safety Working Committee members.	

#### Case study: Observation program for Rockafellas show at Universal Studios Singapore

At Genting Singapore, we are mindful of our performers' safety and health. Following a heightened injury rate of our performers last year, an observation program was conducted for shows such as Rockafellas show at Universal Studios Singapore. Peers and Supervisor for the show held sessions to review video clips of performances and share their comments to the performers in the clips on what was observed. To keep the performers in the right physique to perform, a mandatory 45 minutes of intensive warm-ups have been put in place before each first show of each day.

In 2017, our Accident Frequency Rate (AFR), Accident Severity Rate (ASR), number of man days lost and number

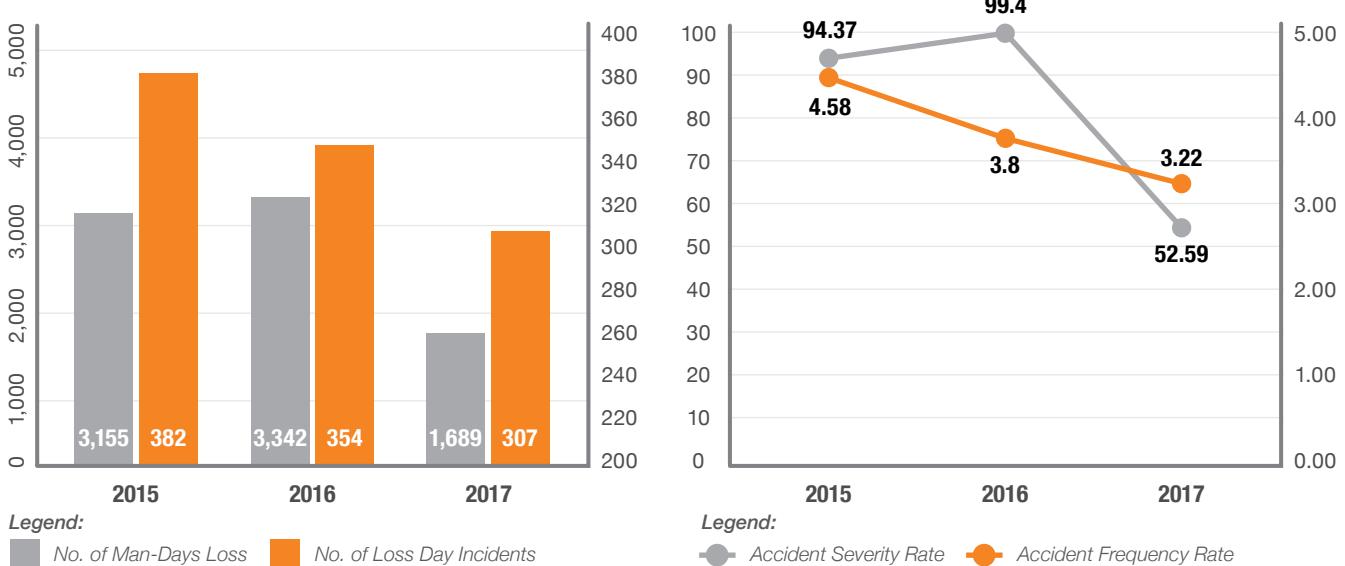
of lost-day incidents fell as compared to 2016. Overall, our number of man days lost has drastically decreased from last year. We believe this is due to the relevant action plans put up to prevent reoccurrence. Similarly, our lost days incidents waned, helping us to surpass both man days lost and loss day incidents reduction targets of 5% (Figure 32).

Common types of injuries remained similar to last year which includes slips & trips, cuts and strenuous movements (Table 27). Due to the nature of their work, our kitchen, attractions and performing team members are more prone to abovementioned injuries. We protect our performers and F&B staff by means of:

Table 27: Common workplace injuries

DESCRIPTION	ACTIONS TO PREVENT RE-OCCURENCE
<b>Slips &amp; trips</b>	Examine common areas where slips & trips cases occurred and introduce appropriate measures to improve condition such as installing anti-slip tiles, improving responsiveness in clearing spills on floor, etc.
	Educate team members to be more careful when transiting to 'hotspots' like kitchen, toilets, etc.
<b>Cuts</b>	Pro-active identification and rectification of common areas with sharp edges and/or objects.
	Educating team members on the use of personal protection equipment (PPE) such as cut-resistant and heat-resistant gloves for chefs for identified high-risk tasks that include shucking fresh oysters, butchering, and handling sharp objects to prevent cuts.
<b>Over-exertion and strenuous movement</b>	Educate team members on proper body postures and ergonomics habits when performing strenuous tasks.
	Encourage and closely monitor the performers daily on having proper warm-ups and stretching exercises so as to reduce incident of musculoskeletal injury.
	Provide additional support to the performers such as corporate gym memberships, physiotherapy and referrals to specialists for any assessment or injury concerns.
	Continual deployment of motorised tugs for F&B product distribution to improve safety in transporting heavy items.

Figure 35: WSH performance



<sup>36</sup> We are constantly updating our safety data to measure the man days lost and lost day incidents as accurately as possible. The difference observed for 2016 is due to late reporting of incidents by business units. Our restatement for 2016 reflects a true and fair statement of our team members' workplace injuries at Genting Singapore.



# GROWING TOGETHER: COMMUNITY

Anchored in our culture of giving back and investing in our community, we are committed to meaningful, impactful and rewarding projects that empower the community, engage our stakeholders and conserve our environment.

.....

1

COMMUNITY  
INVOLVEMENT

3

OUR SUPPORT FOR  
NATIONAL SERVICE

2

ADVOCACY

# COMMUNITY INVOLVEMENT

In support of the global commitment to transform the world for communities beset with various social and economic issues as underlined by the United Nations Sustainable Development Goals, Genting Singapore seeks to play an active role through our corporate social responsibility (CSR) platform, RWS Cares, by spearheading various programmes to build a stronger community (Figure 36)<sup>37</sup>.

During the year, Genting Singapore either contributed to or enabled, more than S\$6.2 million<sup>38</sup> in cash and in-kind donations to various charity organisations in Singapore. 93% of our donations went toward children, youth and elderly causes in 2017. Conferred with the Corporate Platinum Award in 2017 by the Community Chest, we were further encouraged to go beyond and reached out to more than 48,000 people this year. Our CSR outreach continues to focus its efforts on children, youth and the elderly, who are also defined as vulnerable groups by the World Health Organisation.

To further strengthen our volunteerism spirit, we launched our first ever one-day Volunteer Leave which our team members can utilise from 2017, over and above their annual leave, to take part in CSR events organised or endorsed by RWS Cares.

Figure 36: RWS Cares focus areas



<sup>37</sup> The activities relating to "Conserve Our Environment" arm under RWS Cares is found in "Biodiversity Conservation" under the Advocacy section of the report.

<sup>38</sup> The CSR contributions for 2017 included cash and in-kind donations from RWS and cash donations raised from RWS sponsored events such as ChildAid and Community Chest Charity in the Park.

We continue to stay engaged with the communities around us through our sustained efforts (Table 28) not only through philanthropic activities but environmental conservation and education (more details found in Advocacy section of this report)<sup>39</sup>.

Table 28: CSR outreach achievements

aRWSome Wishes	Cleaning up our community
<p>Christmas came early for 440 underprivileged children from the South West District during our annual aRWSome Wishes held at Universal Studios Singapore. They were the first in Singapore to witness the dazzling light-up of A Universal Christmas at the theme park and also received Christmas presents they wished for, from the generous contributions of our team members. More than 150 aRWSome volunteers comprising senior management and team members shared festive cheer with them at this event. Guests also played their part for charity where for every online ticket purchase to A Universal Christmas, RWS pledged S\$10 to Community Chest. The aRWSome Wishes Charity Drive successfully raised S\$300,000.</p>	<p>Genting Singapore also took part in South West District's Clean Up South West!, the district's annual trash-for-groceries recycling programme. We contributed more than 1,140 kilogrammes of old clothing and linen through an internal recycling competition to be converted into about 380 kilogrammes of rice for needy families in the district.</p>
 	
<b>Continuous engagement with our beneficiaries</b>	
<p>In February 2017, we hosted elderly residents from AWWA Senior Community Home to a celebratory Lunar New Year dinner at RWS. Our senior management raised more than S\$44,000 from their personal contributions to donate to the home as well as distribute red packets and goodie bags comprising household necessities to over 130 elderly residents. Subsequently, we organised a special outing to RWS in July 2017 where 150 elderly and their families from AWWA Senior Community Home and the South West District were treated to lunch at Malaysian Food Street followed by a matinee performance of our resident theatre production, CHEF: Bibimbap vs Chilli Crab.</p>	<p><b>Diving with the disabled</b></p> <p>In November 2017, Genting Singapore sponsored four clients of SPD (formerly known as Society for the Physically Disabled) to participate in our first ever disabled diving programme at the S.E.A.A.. After becoming the first and only organisation in Singapore to be accredited by Disabled Divers International to train instructors and conduct recreational dives for the disabled, we provided a rare and valuable opportunity for the disabled community to experience the joy of diving in a safe environment under the supervision of dive instructors.</p> 

<sup>39</sup> We have not set CSR targets in the hope that it encourages philanthropic activities straight from our heart instead of through any obligation to achieve a set number. Notwithstanding, we continued to focus our corporate giving on key programmes where we could provide the most positive impact on society.

### aRWSome Volunteer Day

We held our very first aRWSome Volunteer Day in April 2017 in partnership with South West Community Development Council where a record number of volunteers, comprising more than 240 senior management and team members, rolled up their sleeves to refurbish and spruce up over 30 one- and two-bedroom rental homes of low income residents in Clementi. Ahead of the event, our volunteers also spent time visiting and befriending the residents to understand their needs and living conditions, bringing on-board experts from our Facilities Management and Engineering department to support with technical repair works.

"I thank RWS for all the help – during aRWSome Volunteer Day – where their staff volunteers came to spruce up my home and introduced me to a job, guiding me onto the right path. RWS has been a great place to work, as my colleagues have been very understanding. I also feel empowered and happy to have this stable job so that I can continue to support my family" – Mr Isthereeramu, Clementi resident who secured a job as butler at the Beach Villas in RWS.



### Community Chest Charity in the Park

As part of RWS' five-year commitment of S\$5 million in corporate giving to Community Chest, Universal Studios Singapore hosted the second edition of Community Chest Charity in the Park in February 2017. Bringing together more than 4,000 donors, beneficiaries, caregivers and volunteers for an evening of food and fun, the event not only raised over S\$2 million benefitting charities supported by Community Chest but also encouraged greater understanding of people with disabilities.



### Earth Hour

For the seventh consecutive year, we participated in the global Earth Hour movement on 25 March 2017 by dimming non-essential lightings across the resort for one hour and encouraging everyone to play a part.

### 'Bring Your Own' Programme in Partnership with Zero Waste SG

S.E.A.A. also provided S\$54,000 cash funding to Zero Waste SG, a non-profit organisation, to support a new nationwide 'Bring Your Own' programme for schools reaching out to 4,000 primary students. The programme provides information, incentives and resources to encourage students to bring their own reusables and reduce plastic usage.

### ChildAid

RWS continued to be Official Venue Partner for the 13<sup>th</sup> edition of ChildAid in November 2017, a long-running children's charity concert, which raised more than S\$2.1 million to benefit children from The Straits Times School Pocket Money Fund and The Business Times Budding Artists Fund.

# ADVOCACY

For more than 30 years, Genting Singapore has been at the forefront of global integrated resort development, building ground breaking destinations. While we are not directly involved in advocacy work with policy makers, we strive to remain reliable, dedicated and committed, and most importantly, trusted by our nation by working hand-in-hand with our government, business partners and community in providing accurate information and raising awareness on our nation's interests and concerns relevant to our business (Table 29).

Table 29: Advocacy performance achievements and its targets

2017 TARGET	STATUS	2017 PROGRESS	GOING FORWARD
<b>RESPONSIBLE GAMING (RG)</b>			
		<i>We embrace our corporate responsibility to safeguard and encourage guests to gamble responsibly through our RG programme (RGP) as guided by the five main tenets (Figure 37) under our RG governance (Figure 38).</i>	
Review and refresh RGP to provide guests with safe and fun gaming experience and also to prevent any potential financial and social impacts	Achieved 	<p>Sound RG policies in place and continuously reviewed to ensure it is relevant.</p> <p>Conducted annual mandatory RG training for all RWS Casino team members on responsible gaming including problem gambling indicators and escalation procedures to effectively provide intervention in problem gambling cases.</p> <p>Continued collaboration with National Council on Problem Gambling (NCPG)<sup>40</sup> to assist guests with potential gambling problem (Figure 39).</p> <p>Continued promotion of player safeguards among our patrons such as Casino Exclusion, Visit Limit Programme and Pre-Commitment Programme which allows guests to voluntarily set their limits before gambling. RWS would initiate Persona Non Grata on patrons who approach us for self-exclusion.</p>	<p>Senior management to actively review RG policies.</p> <p>Enhance RG training and refresher contents provided to all new and existing RWS Casino team members by reviewing and updating annually.</p> <p>To continue referring guests who may have problem gambling to NCPG for help and report problem gambling incidents and follow up actions to Ministry of Social and Family Development (MSF).</p> <p>To continue to ensure those guests excluded under NCPG Casino Exclusion or Visit Limit are prohibited from entering our casinos through entry and exit checks.</p>

<sup>40</sup> The National Council on Problem Gambling (NCPG) was set up in 2005 to provide advice and feedback to the Ministry of Social and Family Development (MSF) on social concerns related to problem gambling.

2017 TARGET	STATUS	2017 PROGRESS	GOING FORWARD
<b>RESPONSIBLE GAMING (RG)</b>			
Review and refresh RGP to provide guests with safe and fun gaming experience and also to prevent any potential financial and social impacts	 Achieved	<p>Maintained safe gaming venue which includes ensuring adequate light dimness, prominent display of digital clocks around the gaming machines, controlled alcohol service as well as screening of all new gaming features against authority technical standards.</p> <p>Ensured all access to money is continued to be controlled by locating ATMs at ATM hall outside the gambling premises where bilingual reminder posters have been put up about RG in addition to close monitoring of unlicensed money lending or related activity in and around the gambling premises.</p> <p>Raised RG awareness for better informed decision making through various RG initiatives:</p> <ul style="list-style-type: none"> <li>Improved existing RG collateral by launching a new Responsible Gambling Brochure, “Be A Winner, Be A Smart Player” which focuses on preventive messages and dispel some common gambling myths.</li> <li>Collaborated with stakeholders such as MSF and RG Ambassadors to conduct roadshows at our premise during RG awareness week to educate guests and public.</li> <li>Maintained channels such as membership kiosks, Genting Rewards Portal website, post and email that gives Genting Rewards members access to their personal play information which includes visit and gambling records.</li> </ul>	<p>To continue to maintain our casino as safe gaming venue.</p> <p>No ATM inside casino is a regulatory requirement and we have complied and shall continue.</p> <ul style="list-style-type: none"> <li>Conduct timely review and update RG collaterals to effectively reach out to the guests.</li> <li>Continue to conduct roadshows during RG awareness week.</li> <li>Create more awareness on the how to access the casino visit and gaming records.</li> </ul>

<sup>41</sup> RG Check is based on a set of RG standards developed through an extensive process of research, analysis and review of international best practices in responsible gambling programmes. Currently, there are eight RG standards, along with 47 criteria which form the basis of RG Check's evaluation of written documents interviews and surveys of both RWS Casino's guests and team members.

<sup>42</sup> Responsible Gambling Council is a leading independent international authority dedicated to problem gambling prevention.

2017 TARGET	STATUS	2017 PROGRESS	GOING FORWARD
<b>RESPONSIBLE GAMING (RG)</b>			
<p><i>We embrace our corporate responsibility to safeguard and encourage guests to gamble responsibly through our RG programme (RGP) as guided by the five main tenets (Figure 37) under our RG governance (Figure 38).</i></p>			
Set high standard of responsible gaming by maintaining RG Check standard accreditation status <sup>41</sup>	 Achieved	RWS Casino continued its voluntary participation in RG Check programme which is accredited by Responsible Gambling Council <sup>42</sup> through an annual assessment of our RG approach.	Continue to benchmark our RGP with industry best practice.
Contribute as a Responsible Gambling Forum (RGF) <sup>43</sup>	 Achieved	RWS Casino has continued to be an RGF member for the third term from 1 June 2017 till 31 May 2020. Following which we will actively follow the terms of reference of RGF (Figure 40) to drive responsible gambling within our community.	To continue to support MSF/NCPG through RGF by sharing industry ideas and practices and work towards shared RG goals for the community as an active member of RGF.
<b>BIODIVERSITY CONSERVATION</b>			
<p><i>Under the environment conservation arm of RWS Cares, we inspire and lead the community on protecting our oceans, by forwarding our efforts in conserving umbrella species especially to protect all other important species making up the ecological community through pivotal approaches below.</i></p>			
Establish a conservation group to focus on plastic pollution for 2017 and 2018	 Achieved	On 8 June 2017, we launched Guardians of the S.E.A.A. (GOTS) in celebration of World Oceans Day. The group was established to take greater strides in supporting conservation research, education and public engagement efforts by bringing together a community of like-minded people and organisations to achieve its goal of marine environment protection through active education, and passive education, and public advocacy as listed below.	GOTS will spearhead and manage a Blue Committee, a sustainability group where our goal is to educate team members and guests through the resort on sustainable best practices focusing on plastic reduction.
Active education via institutional programmes	 Achieved	Under our Marine Youth Ambassador programme, we provided educational and career guidance to students aged 15 to 18, inspiring them on our conservation initiatives and public engagement programmes, and groom the next generation of marine scientists through internships.	To develop four science-based lecture series for targeted audiences from the Polytechnic and University levels.
		Invited shark experts from James Cook University (JCU) Singapore, The Dorsal Effect and S.E.A.A.'s education team to provide learning opportunities on shark habitats and equipment used for animal husbandry purposes	To support and manage science-based conservation research project/s.

<sup>43</sup> Responsible Gambling Forum (RGF) is comprised of industry and community representatives, established by Ministry of Social and Family Development in June 2013 to promote shared commitment and understand towards responsible gambling.

2017 TARGET	STATUS	2017 PROGRESS	GOING FORWARD
<b>BIODIVERSITY CONSERVATION</b>			
Passive education via activities and infographics in S.E.A.A.	Achieved	<p>Partnership with Zero Waste Singapore where GOTS presented to 2,080 students on conservation awareness and guided 380 students on completing an exercise to save 4,200 pieces of plastic disposals.</p> <p>Our team members and the community cleaned up 120 kilogrammes of marine trash in the reefs of Pulau Hantu and 1,368 kilogrammes of trash on the beach at Tanah Merah. The reef clean-up was supported by 22 local divers in June and September 2017 in support of International Coastal Cleanup Singapore (ICCS) and Project AWARE's Dive Against Debris.</p> <p>As official Singapore sponsor of World Oceans Day 2017, the S.E.A.A. organised a month-long conservation festival in June 2017 to inspire guests to protect the world's oceans with a focus on plastic pollution.</p> <p>We organised the inaugural nation-wide Ocean Conservation Art Competition to provide opportunities for students to express their knowledge of marine conservation and ocean plastic pollution through art. The competition received over 900 entries among which 20 winning artworks were awarded and recognised on a large wall mural displayed at the Ocean Dome in S.E.A.A..</p> <p>Recycling workshop which involved 80 marine enthusiasts to highlight the relationship between plastic pollution and the effect on marine life as well as a presentation by NEA on the limited landfill capacity in Singapore. It ended off with participants designing their own canvas bag to remind them on the importance of the 3Rs.</p> <p>Participated in community outreach events with community and grassroot organisations. GOTS supported 12 different community events throughout Singapore in promoting conservation awareness to an estimated 20,000 local participants.</p>	<ul style="list-style-type: none"> <li>• To continue to partner with local and international NGOs and support their efforts on cleaning up of waterways and educating the public by sharing our insights, expertise and experience.</li> <li>• To participate in a mangrove clean up in addition to our reef and beach conservation action.</li> </ul>

2017 TARGET	STATUS	2017 PROGRESS	GOING FORWARD
<b>BIODIVERSITY CONSERVATION</b>			
Public advocacy via blogs, social media, print press, scientific articles, conferences and other platforms	 Achieved	<p>The S.E.A.A. RWScoop blog continues to feature our biodiversity conservation efforts and impart knowledge gained during the activities undertaken at S.E.A.A..</p> <p>Hosted an inaugural dialogue at S.E.A.A. on marine plastic pollution with a total of 19 representatives from organisations such as National Parks Board, NEA, Maritime Port Authority of Singapore, local NGOs, Waterways Watch Society, Plastic Lite, Scientists from JCU and Singapore-MIT Alliance, along with our team members discussing marine plastic debris.</p> <p>Rolling out a docent<sup>45</sup> programme with 25 trained marine enthusiasts to create a positive and meaningful experience for guests, educate them on marine habitats, animals and plants and spread the message of marine conservation.</p>	To continue to focus on Plastic Pollution (2018)   Sustainable Seafood (2018-2019)   Climate Change (2020).
<b>ENVIRONMENT</b>			
Pledge for Singapore Packaging Agreement (SPA)	 Achieved	<p>We voluntarily signed up for SPA on 24 July 2017 (more details to be referred to Sustainable Procurement section in this report).</p>	<p>To develop and implement programmes to raise community awareness and educate them on the need to reduce packaging wastes.</p> <p>To promote and encourage participation in environmental awards in packaging.</p>
<b>FAIR AND PROGRESSIVE EMPLOYMENT</b>			
Collaborate with Attractions, Resorts and Entertainment Union (AREU) and National Trades Union Congress (NTUC)	 On track	<p>Strengthen our partnership through regular dialogues and regular engagement sessions to promote fair and progressive employment practices.</p>	<p>To leverage on the national programmes such as SkillsFuture<sup>46</sup> to further enhance our training and development initiatives.</p>

<sup>44</sup> More details on these updates may be found on <http://S.E.A.A..rwsentosablog.com>

<sup>45</sup> Docent: refers to a person who acts as a guide in a zoo or art gallery, on a voluntary basis.

<sup>46</sup> SkillsFuture is a national movement to provide Singaporeans with the opportunities to develop their fullest potential throughout life, regardless of their starting points.

### Case study: Genting Singapore's Guardians of the S.E.A.A. (GOTS)

**MISSION:** To protect our ocean by partnering with the community.



#### STRATEGIES:



**EXPLORE**  
by supporting researchers and scientists who are dedicated to increasing our understanding of the ocean.



**PROTECT**  
by leading and support conservation actions that will directly impact and improve ocean health.



**EDUCATE**  
by activating a movement of enthusiastic people who are inspired to take action.

#### CONSERVATION PRIORITIES:

GOTS will focus on tackling priority issues as below all of which will continue in perpetuity:

**2018**

Ocean plastic pollution

**2019**

Sustainable seafood

**2020**

Climate action for the ocean

#### PARTNERS AND SUPPORTERS:

Our goal is to create a movement of enthusiastic and motivated people in Singapore working together to protect the ocean, comprising:

Partners (such as Government agencies, corporates, not-for-profit groups, academic and research institutions and local interest groups)

Supporters (such as RWS team members, youth ambassadors, volunteers/docents and marine enthusiasts)

Figure 37: Five main tenets of RG programme



Figure 38: 4-tier RG governance structure

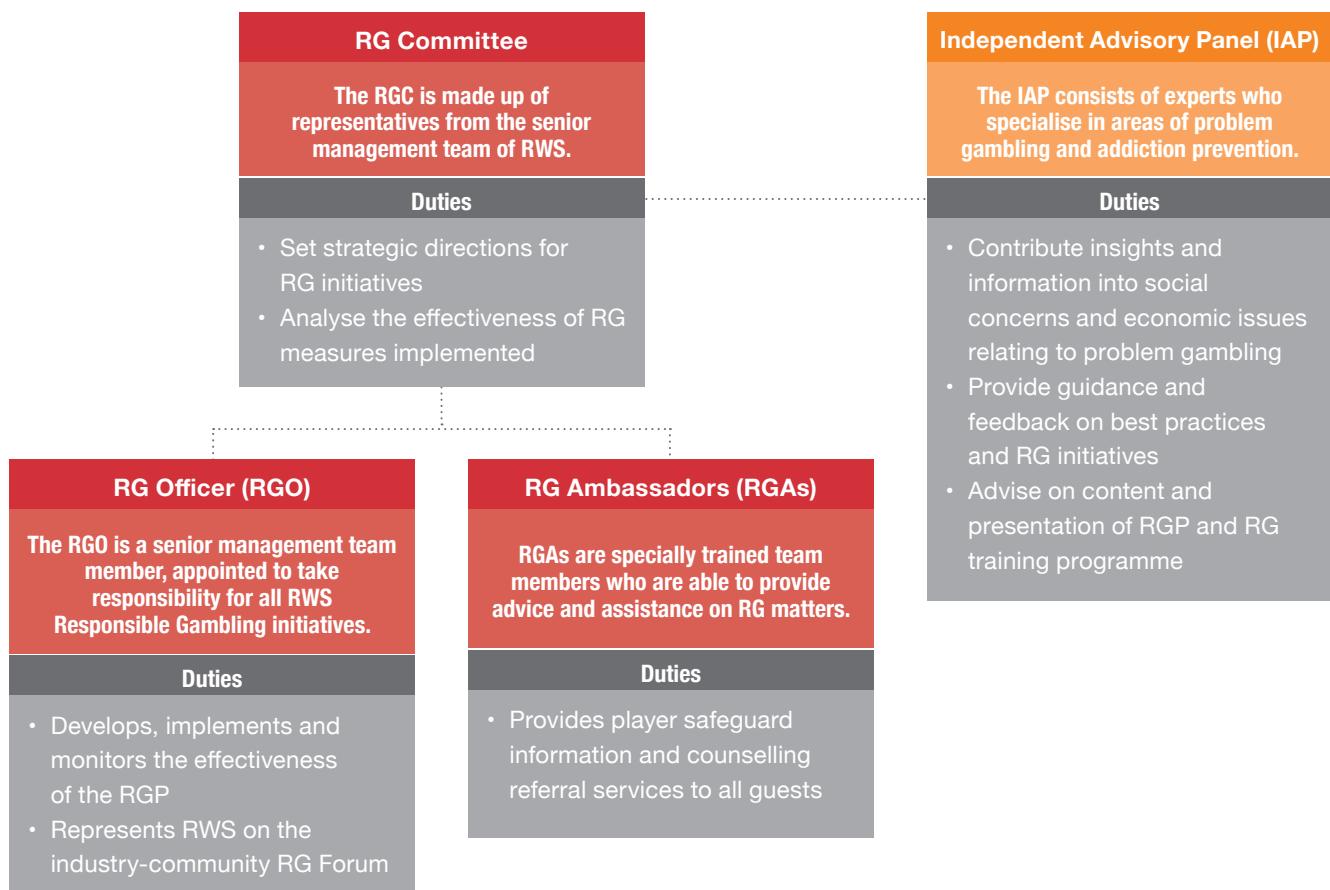


Figure 39: Procedures in assisting guests with potential problem gambling



Figure 40: Terms of reference of RGF



# OUR SUPPORT FOR NATIONAL SERVICE

In Singapore, National Service (NS) is the cornerstone of the country's peace and security. The country's National Servicemen (NSmen) fulfil their responsibilities dutifully to provide a safe and secure environment for Singapore and Singaporeans to grow and thrive.

Genting Singapore recognises the importance of National Service in Singapore and as a good corporate citizen, we acknowledge that it is a shared responsibility in the local community. Our support and recognition of our NSmen's contributions has strengthened their commitment to serve their country.

Being represented on the Advisory Council on Community Relations in

Defence (ACCORD) has allowed us to work closely with stakeholders, businesses and the community, to provide ideas and feedback on defence matters, increasing public understanding and raising support for national defence.

We also understand the importance of families and employers providing full support for operationally-ready NSmen required to fulfil their NS

obligations. Our human resources policies allow our NSmen employees to actively contribute to their In Camp Training (ICT) sessions and encourage them to maintain fitness by organising fitness activities and talks on healthy lifestyle.

In celebrating the contributions and commitments of NSmen over the last five decades, we organised the following activities in 2017:

**Resorts World Sentosa's frontliners donned the NS50 badges during the month of July until National Day in August**



**Recognising NSmen as we celebrate NS50**

As part of our NS50 celebrations, RWS also partnered with the business community in providing discounts and benefits for our NSmen team members to enjoy with their loved ones.

A number of our tenants were also running promotions to salute NSmen for their resolute commitment and contributions towards NS. We promoted these attractive deals via various media and social media channels.

2017 was the fifth year that we encouraged our NSmen team members to wear their NS uniforms to work on 30 June 2017 (Friday), a day before Singapore Armed Forces (SAF) Day which was on a Saturday.

# GRI CONTENT INDEX

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## SECTION

### STRATEGY AND ANALYSIS

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### ORGANISATIONAL PROFILE

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G4-4	Primary brands, products, and/or services	Sustainability and Genting Singapore: Genting Singapore at a glance (Page 6)
G4-5	Location of organisation's headquarters	Sustainability and Genting Singapore: Genting Singapore at a glance (Page 6)
G4-6	Number and names of countries where the organisation operates	Sustainability and Genting Singapore: Genting Singapore at a glance (Page 6)
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G4-9	Scale of the reporting organisation	Sustainability and Genting Singapore: Genting Singapore at a glance (Page 6)
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G4-13	Significant changes during the reporting period	Sustainability and Genting Singapore: Genting Singapore at a glance (Page 6)
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G4-15	Externally-developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or which it endorses	Empowering and Nurturing: People: Fair employment practices (Page 50); Growing together: Community: Advocacy (Page 64)
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G4-23	Significant changes from previous reporting periods in the scope and Aspect boundaries	There were no significant changes in the reporting scope this year.

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G4-28	Reporting period for information provided	How We Report (Page 14)
G4-29	Date of most recent previous report	31 December 2016
G4-30	Reporting cycle	How We Report (Page 14)
G4-31	Contact point for questions regarding the report or its contents	We welcome your questions and value your feedback on how our sustainability practices can be improved. Please send all feedback to <a href="mailto:csr@RWSentosa.com">csr@RWSentosa.com</a> .
G4-32	Report on 'In accordance' option, GRI Content Index, reference to External Assurance	How We Report (Page 14)
G4-33	Policy and current practice with regard to seeking external assurance for the report	We have not sought external assurance for this reporting period and will consider it when our reporting matures over time.
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G4-34	Governance structure of the organisation	Staying ahead: Marketplace: Governance (Page 16)
G4-35	Process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees	Sustainability and Genting Singapore: Sustainability21 Strategy (Page 9)
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G4-37	Processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics	Sustainability and Genting Singapore: Sustainability21 Strategy (Page 9)
G4-38	Composition of the highest governance body and its committees	Staying ahead: Marketplace: Governance (Page 16)
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G4-40	Nomination and selection process for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members	Annual Report 2017: Corporate Governance
G4-41	Processes in place for the highest governance body to ensure conflicts of interest are avoided	Annual Report 2017: Corporate Governance
G4-42	Highest governance body's and senior executive's roles in the development, approval and updating of the organisation's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental, and social impacts	Message from our President (Page 3); Sustainability and Genting Singapore: Sustainability21 Strategy (Page 9)
G4-43	Measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social impacts	Annual Report 2017: Corporate Governance
G4-44	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance	Annual Report 2017: Corporate Governance
G4-45	Highest governance body's role in the identification and management of economic, environmental, and social impacts, risks and opportunities. Whether stakeholder consultation is used to support the highest governance body's identification and management of economic, environmental and social impacts, risks and opportunities	Our President's Take On Sustainability (Page 3); Sustainability and Genting Singapore: Sustainability21 Strategy (Page 9)
G4-46	Highest governance body's role in reviewing the effectiveness of the organisation's risk management processes for economic, environmental and social topics	Board Statement (Page 4)
G4-47	Frequency of the highest governance body's review of economic, environmental and social topics	Annual Report 2017: Corporate Governance; Sustainability and Genting Singapore: Sustainability21 Strategy (Page 9)

GENERAL STANDARD DISCLOSURES		SECTION
GOVERNANCE		
ETHICS AND INTEGRITY		
CATEGORY: ECONOMIC	MATERIAL ASPECT: ECONOMIC PERFORMANCE	
CATEGORY: ENVIRONMENTAL	MATERIAL ASPECT: ENERGY	
G4-48	Highest committee or position that formally reviews and approves the organisation's sustainability report and ensures that all material Aspects are covered	Board Statement (Page 4)
G4-49	Process for communicating critical concerns to the highest governance body	Staying Ahead: Marketplace: Governance (Page 16)
G4-50	Nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them	Staying Ahead: Marketplace: Governance (Page 16)
G4-51	Remuneration policies for the highest governance body and senior executives	Annual Report 2017: Corporate Governance
G4-52	Process for determining remuneration	Annual Report 2017: Corporate Governance
G4-53	How stakeholders' views are sought and taken into account regarding remuneration, including the results of votes on remuneration policies and proposals	Annual Report 2017: Corporate Governance
G4-54	Ratio of the annual total compensation for the organisation's highest-paid individual in each country of significant operations to the median total compensation for all employees (excluding the highest-paid) individual in the same country	We have not reported this due to confidentiality and sensitivity of the information.
G4-55	Ratio of percentage increase in annual total compensation for the organisation's highest-paid individual in each country of significant operations to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual) in the same country	We have not reported this due to confidentiality and sensitivity of the information.
G4-56	Organisation's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics	Staying Ahead: Marketplace: Governance (Page 17)
G4-57	Internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organisational integrity, such as helplines or advice lines	Staying Ahead: Marketplace: Governance (Page 17)
G4-58	Internal and external mechanisms for reporting concerns about ethical and lawful behavior, and matters related to organisational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines	Staying Ahead: Marketplace: Governance (Page 17)
G4-DMA	Disclosure on Management Approach (DMA)	Annual Report 2017: Year in Review
G4-EC1	Direct economic value generated and distributed	Sustainability and Genting Singapore: Performance Overview (Page 8)
G4-EC2	Risks and opportunities posed by climate change	Sustainability and Genting Singapore: Sustainability21 Strategy (Page 9)
G4-EC3	Coverage of the organisation's defined benefit plan obligations	Pursuant to the Central Provident Fund (CPF) Act, we also contribute to the CPF savings of our team members who are Singapore citizens and Permanent Residents. For more information on the contribution rates for different age groups, please visit <a href="https://www cpf gov sg/">https://www cpf gov sg/</a> .
G4-EC4	Financial assistance received from the government	Sustainability and Genting Singapore: Performance Overview (Page 8)
G4-DMA	Disclosure on Management Approach (DMA)	Protecting Our Future: Environment: Energy and Emissions (Page 37)
G4-EN3	Energy consumption within the organisation	Protecting Our Future: Environment: Energy and Emissions (Page 37)
G4-EN4	Energy consumption outside the organisation	Protecting Our Future: Environment: Energy and Emissions (Page 37)
G4-EN5	Energy Intensity	Protecting Our Future: Environment: Energy and Emissions (Page 37)
G4-EN6	Reduction of energy consumption	Protecting Our Future: Environment: Energy and Emissions (Page 40)
G4-EN7	Reductions in energy requirements of products and services	We did not re-design or re-engineer any of our products and services to achieve energy reductions this year.

GENERAL STANDARD DISCLOSURES		SECTION
CATEGORY: ENVIRONMENTAL	MATERIAL ASPECT: WATER	
G4-DMA	Disclosure on Management Approach (DMA)	Protecting Our Future: Environment: Water (Page 41)
G4-EN8	Total water withdrawal by source	Protecting Our Future: Environment: Water (Page 41)
G4-EN9	Water sources significantly affected by withdrawal of water	We obtain all of our fresh water from the public utilities and reclaimed water. While we extract seawater from Keppel Harbour, no Environmental Impact Assessment has been carried out.
G4-EN10	Percentage and total volume of water recycled and reused	Protecting Our Future: Environment: Water (Page 41)
CATEGORY: ENVIRONMENTAL		MATERIAL ASPECT: BIODIVERSITY
G4-DMA	Disclosure on Management Approach (DMA)	Protecting Our Future: Environment: Biodiversity (Page 44)
G4-EN11	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Protecting Our Future: Environment: Biodiversity (Page 44)
G4-EN12	Description of significant impacts of activities, products and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	Protecting Our Future: Environment: Biodiversity (Page 44)
G4-EN13	Habitats protected or restored	Protecting Our Future: Environment: Biodiversity (Page 44)
G4-EN14	Total number of IUCN red list species and national conservation list species with habitats in areas affected by operations, by level of extinction risk	Protecting Our Future: Environment: Biodiversity (Page 44)
CATEGORY: ENVIRONMENTAL		MATERIAL ASPECT: EMISSIONS
G4-DMA	Disclosure on Management Approach (DMA)	Protecting Our Future: Environment: Energy and Emissions (Page 37)
G4-EN15	Direct Greenhouse Gas (GHG) Emissions (Scope 1)	Protecting Our Future: Environment: Energy and Emissions (Page 37)
G4-EN16	Energy Indirect GHG Emissions (Scope 2)	Protecting Our Future: Environment: Energy and Emissions (Page 37)
G4-EN17	Other indirect greenhouse gas emissions (Scope 3)	Protecting Our Future: Environment: Energy and Emissions (Page 37)
G4-EN18	GHG Emissions Intensity	Protecting Our Future: Environment: Energy and Emissions (Page 37)
G4-EN19	Reduction of greenhouse gas emissions and reductions achieved	Protecting Our Future: Environment: Energy and Emissions (Page 37)
G4-EN20	Emissions of ozone-depleting substances by weight	19.58 kg CFC-11 equivalent of ozone-depleting substances
G4-EN21	NO, SO, and other significant emissions by type and weight	Our preliminary estimation of NOx and SOx air emissions is insignificant. As such, there is no further statistics to be disclosed.
CATEGORY: ENVIRONMENTAL		MATERIAL ASPECT: EFFLUENTS AND WASTE
G4-DMA	Disclosure on Management Approach (DMA)	Protecting Our Future: Environment: Effluents and Waste (Page 42)
G4-EN22	Total water discharge by quality and destination	We will review the need to monitor the quality of our seawater discharge. At present, it is not required under local regulations
G4-EN23	Total weight of waste by type and disposal method	Protecting Our Future: Environment: Effluents and Waste (Page 42)
G4-EN24	Total number and volume of significant spills	For the year 2017, there were no incidents of oil spills, or any kind of chemical spills at in Genting Singapore. The Corporate Safety Team will continue to track any spillage incidents via the Security reporting system. In the event of a spillage, the Business Unit involved will present details of such incidents at the Safety Working Committee together with their corrective and preventive measures to avert recurrence.

GENERAL STANDARD DISCLOSURES		SECTION
CATEGORY: ENVIRONMENTAL	MATERIAL ASPECT: EFFLUENTS AND WASTE	
G4-EN25	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally	Protecting Our Future: Environment: Effluents and Waste (Page 43)
G4-EN26	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organisation's discharges of water and runoff	Most of our wastewater is discharged into the public sewerage system. While we extract discharged seawater back to Keppel Harbour, no Environmental Impact Assessment has been carried out
CATEGORY: ENVIRONMENTAL		MATERIAL ASPECT: COMPLIANCE
G4-DMA	Disclosure on Management Approach (DMA)	Marketplace: Governance (Page 19)
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	Marketplace: Governance (Page 19)
CATEGORY: ENVIRONMENTAL		MATERIAL ASPECT: ENVIRONMENTAL GRIEVANCE MECHANISMS
G4-DMA	Disclosure on Management Approach (DMA)	Staying Ahead: Marketplace: Governance (Page 19)
G4-EN34	Number of grievances about environmental impacts filed, addressed and resolved through formal grievance mechanisms	Staying Ahead: Marketplace: Governance (Page 19)
CATEGORY: SOCIAL		SUB-CATEGORY: LABOUR PRACTICES AND DECENT WORK
MATERIAL ASPECT: EMPLOYMENT		
G4-DMA	Disclosure on Management Approach (DMA)	Empowering and Nurturing: People: Fair Employment Practices (Page 51)
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender, and region	Empowering and Nurturing: People: (Page 52)
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	Empowering and Nurturing: People: Fair Employment Practices (Page 53)
G4-LA3	Return to work and retention rates after parental leave, by gender	Empowering and Nurturing: People: Fair Employment Practices (Page 53)
MATERIAL ASPECT: OCCUPATIONAL HEALTH AND SAFETY		
G4-DMA	Disclosure on Management Approach (DMA)	Empowering and Nurturing: People: Workplace Safety and Health (Page 56)
G4-LA5	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs	Empowering and Nurturing: People: Workplace Safety and Health (Page 56)
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities by region and by gender	Empowering and Nurturing: People: Workplace Safety and Health (Page 59)
G4-LA7	Workers with high incidence or high risk of diseases related to their occupation	Empowering and Nurturing: People: Workplace Safety and Health (Page 59)
G4-LA8	Health and safety topics covered in formal agreements with trade unions	Growing together: Community: Advocacy (Page 68)
MATERIAL ASPECT: TRAINING AND EDUCATION		
G4-DMA	Disclosure on Management Approach (DMA)	Empowering and Nurturing: People: Talent Development (Page 54)
G4-LA9	Average hours of training per year per employee by employee category	Empowering and Nurturing: People: Talent Development (Page 54)
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	Empowering and Nurturing: People: Talent Development (Page 55)
G4-LA11	Percentage of employees receiving regular performance and career development reviews	Empowering and Nurturing: People: Talent Development (Page 55)

GENERAL STANDARD DISCLOSURES		SECTION
CATEGORY: SOCIAL	SUB-CATEGORY: LABOUR PRACTICES AND DECENT WORK	
MATERIAL ASPECT: LABOUR PRACTICES GRIEVANCE MECHANISMS		
G4-DMA	Disclosure on Management Approach (DMA)	Empowering and Nurturing: People: Fair Employment Practices (Page 52)
G4-LA16	Number of grievances about labour practices filed, addressed and resolved through formal grievance mechanisms	Empowering and Nurturing: People: Fair Employment Practices (Page 52)
CATEGORY: SOCIAL	SUB-CATEGORY: HUMAN RIGHTS	
MATERIAL ASPECT: NON-DISCRIMINATION		
G4-DMA	Disclosure on Management Approach (DMA)	Empowering and Nurturing: People: Fair Employment Practices (Page 51)
G4-HR3	Total number of incidents of discrimination and corrective actions taken	Empowering and Nurturing: People: Fair Employment Practices (Page 51)
MATERIAL ASPECT: FORCED OR COMPULSORY LABOUR		
G4-DMA	Disclosure on Management Approach (DMA)	Empowering and Nurturing: People: Fair Employment Practices (Page 51)
G4-HR6	Operations and suppliers identified as having significant risk for incidents of forced or compulsory labour	Empowering and Nurturing: People: Fair Employment Practices (Page 51)
MATERIAL ASPECT: HUMAN RIGHTS GRIEVANCE MECHANISMS		
G4-DMA	Disclosure on Management Approach (DMA)	Empowering and Nurturing: People: Fair Employment Practices (Page 52)
G4-HR12	Number of grievances about human rights impacts filed, addressed and resolved through formal grievance mechanisms	Empowering and Nurturing: People: Fair Employment Practices (Page 52)
CATEGORY: SOCIAL	SUB-CATEGORY: SOCIETY	
MATERIAL ASPECT: LOCAL COMMUNITIES		
G4-DMA	Disclosure on Management Approach (DMA)	Growing Together: Community: Community Involvement (Page 61)
G4-SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programmes	Growing Together: Community: Community Involvement (Page 61)
G4-SO2	Operations with significant potential or actual negative and positive impacts on local communities	Growing Together: Community: Community Involvement (Page 61); Growing Together: Community: Advocacy (Page 64)
MATERIAL ASPECT: ANTI-CORRUPTION		
G4-DMA	Disclosure on Management Approach (DMA)	Staying Ahead: Marketplace: Governance (Page 16)
G4-SO3	Total number and percentage of business units analysed for risks related to corruption and the significant risks identified	Staying Ahead: Marketplace: Governance (Page 16)
G4-SO4	Communication and training on anti-corruption policies and procedures	Staying Ahead: Marketplace: Governance (Page 17)
G4-SO5	Confirmed incidents of corruption and actions taken	Staying Ahead: Marketplace: Governance (Page 19)
MATERIAL ASPECT: PUBLIC POLICY ADVOCACY		
G4-DMA	Disclosure on Management Approach (DMA)	Growing Together: Community: Advocacy (Page 64)
G4-SO6	Total value of political contributions by country and recipient/beneficiary	Not applicable for Singapore's context

GENERAL STANDARD DISCLOSURES		SECTION
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G4-DMA	Disclosure on Management Approach (DMA)	Staying Ahead: Marketplace: Governance (Page 18)
G4-SO7	Total number of legal actions for anti-competitive behaviour, anti-trust and monopoly practices and their outcomes	Staying Ahead: Marketplace: Governance (Page 18)
<b>MATERIAL ASPECT: COMPLIANCE</b>		
G4-DMA	Disclosure on Management Approach (DMA)	Staying Ahead: Marketplace: Governance (Page 19)
G4-SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	Staying Ahead: Marketplace: Governance (Page 19)
<b>MATERIAL ASPECT: GRIEVANCE MECHANISMS FOR IMPACTS ON SOCIETY</b>		
G4-DMA	Disclosure on Management Approach (DMA)	Staying Ahead: Marketplace: Governance (Page 19); Growing Together: Community: Advocacy (Page 64)
G4-SO11	Number of grievances about impacts on society filed, addressed and resolved through formal grievance mechanisms	Growing Together: Community: Advocacy (Page 64); As the National Council on Problem Gambling (NCPG) problem gambling helpline is externally managed by the national organisation NCPG, we do not have access to data on grievances filed.
CATEGORY: SOCIAL	SUB-CATEGORY: PRODUCT RESPONSIBILITY	
<b>MATERIAL ASPECT: CUSTOMER HEALTH AND SAFETY</b>		
G4-DMA	Disclosure on Management Approach (DMA)	Staying Ahead: Marketplace: Guest Safety and Health (Page 20)
G4-PR1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	Staying Ahead: Marketplace: Guest Safety and Health (Page 21)
G4-PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes	Staying Ahead: Marketplace: Guest Safety and Health (Page 24)
<b>MATERIAL ASPECT: PRODUCT AND SERVICE LABELING</b>		
G4-DMA	Disclosure on Management Approach (DMA)	Staying Ahead: Marketplace: Guest Safety and Health (Page 20)
G4-PR3	Type of product and service information required by the organisation's procedures for product and service information and labelling, and percentage of significant product and service categories subject to such information requirements	Staying Ahead: Marketplace: Guest Safety and Health (Page 21)
G4-PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by types of outcomes	Staying Ahead: Marketplace: Governance (Page 19)
G4-PR5	Results of surveys measuring customer satisfaction	Staying Ahead: Marketplace: Guest Satisfaction (Page 28)
<b>MATERIAL ASPECT: MARKETING COMMUNICATIONS</b>		
G4-DMA	Disclosure on Management Approach (DMA)	Growing Together: Community: Advocacy (Page 64)
G4-PR6	Sale of banned or disputed products	Growing Together: Community: Advocacy (Page 64)
G4-PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	Staying Ahead: Marketplace: Governance (Page 19)

GENERAL STANDARD DISCLOSURES		SECTION
CATEGORY: SOCIAL	SUB-CATEGORY: SOCIETY	
<b>MATERIAL ASPECT: CUSTOMER PRIVACY</b>		
G4-DMA	Disclosure on Management Approach (DMA)	Staying Ahead: Marketplace: Guest Information Privacy (Page 30)
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	Staying Ahead: Marketplace: Guest Information Privacy (Page 30)
<b>MATERIAL ASPECT: COMPLIANCE</b>		
G4-DMA	Disclosure on Management Approach (DMA)	Staying Ahead: Marketplace: Governance (Page 19)
G4-PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	Staying Ahead: Marketplace: Governance (Page 19)

**HEAD OFFICE**

10 Sentosa Gateway  
Resorts World Sentosa  
Singapore 098270

T : +65 6577 8888  
F : +65 6577 8890  
[www.gentingsingapore.com](http://www.gentingsingapore.com)

**SINGAPORE**

Resorts World at Sentosa Pte. Ltd.  
8 Sentosa Gateway  
Resorts World Sentosa  
Singapore 098269

T : +65 6577 8888  
F : +65 6577 8890  
[www.rwsentosa.com](http://www.rwsentosa.com)

**GENTING SINGAPORE PLC**

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