



GENTING SINGAPORE



SUSTAINABILITY
REPORT 2016

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MESSAGE FROM OUR PRESIDENT

Dear Stakeholders,

We are pleased to present Genting Singapore PLC's fourth annual Sustainability Report, which marks our third comprehensive sustainability report in accordance with Global Reporting Initiative (GRI) G4 guidelines - Comprehensive. This year, we became one of the pioneering companies to be listed in the Singapore Exchange Sustainability Leaders Index and Sustainability Leaders Enhanced Index. We also continue to hold the record as the first and only casino destination in Asia Pacific with the RG Check Accreditation by the Responsible Gambling Council, one of the world's most comprehensive and rigorous responsible gambling accreditor.

We remain dedicated to our corporate social responsibility (CSR) philosophy and accountability in our environmental, social and governance (ESG) topics. As part of our ongoing sustainability journey, we have officially launched our Sustainability21 Strategy to better align ourselves to both national and international sustainability interests. We believe that our new strategy comprising mid-term targets and action plans will help us achieve the business goals and bring us closer to attaining a stronger sustainable growth by 2020.

These efforts are bearing fruits in many areas. On our CSR front, we remain committed to giving back to the community through RWS Cares programme. During 2016, we contributed to and supported with over \$5.8 million in cash and in-kind donations, impacting over 42,000 beneficiaries. In recognition of these efforts, RWS was honoured with the Corporate Platinum Award in the 2016 Community Chest Awards.

Numerous environmental efforts were carried out throughout 2016 as we strived to seek improvements in building a more sustainable business environment and executing our conservation initiatives. We are well on track in achieving our targets of cumulative energy and water savings of 63% and 15%, respectively, by 2020. The total energy savings for 2016 was 4.2GWh, equivalent to the annual electrical energy consumption of 915 Singapore four-room HDB flats, while our fresh water consumption saw an impressive reduction of approximately 11%. Around 20% of our total fresh water consumption came from rainwater, which translates to approximately 173 Olympic-size swimming pools.

We would like to thank our partners, friends and stakeholders for your continued support in our sustainable journey. Staying true to our "kampung spirit", we value our partnership and will continue to work together to improve the environmental, social and economic well-being of the community we live in.



- Tan Hee Teck,
President and Chief Operating Officer

BOARD STATEMENT



As we continue on our journey to become one of the region's brand leaders in sustainable integrated resort developments, we are acutely aware of how our business practices impact the environment and the communities we operate in.

Hence, Genting Singapore's sustainability approach remains focused on value creation for all stakeholders. In 2016, we officially launched our Sustainability21 Strategy to better align ourselves to both national and international sustainability.

Built on 4 key pillars -- Marketplace, People, Community and Environment, the strategy enables the Board and the management to identify and focus on material non-financial matters aligning Genting Singapore's policies and practices to best-in-class Environmental, Social and Governance (ESG) standards, and set performance targets and action plans for continuous value creation to all stakeholders. The Company has also set in practice regular engagement with stakeholders to incorporate their views and expectations.

Our current ESG endeavors, and our position as a forerunner in the disclosure of non-financial performance through a balanced sustainability report, has allowed us to enjoy positive results. The Board believes that the Company is well positioned to continue contributing to a more sustainable future for Singapore.

We would like to express heartfelt appreciation to our stakeholders for supporting us in our sustainability journey.

2016 OVERVIEW

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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COMPANY**

ABOUT THIS REPORT

This report addresses Genting Singapore PLC's (Genting Singapore) material Environmental, Social and Governance (ESG) topics and presents our progress in our sustainability journey to date. Unless otherwise stated, our report covers the period from 1 January to 31 December 2016, and encompasses our operations and facilities in Figure 1.

Figure 1: Reporting Scope³



REPORTING STANDARD

We have been putting out our sustainability report annually since 2013, and are an early adopter, in Singapore, of the "Comprehensive" reporting requirements of the Global Reporting Initiative ("GRI") G4 guidelines in 2014. We have chosen the GRI G4 guidelines¹ due to its internationally-recognized, robust guidance and universal application, which allows for comparability of our performance. The relevant references may be found in the GRI Index (page 72).

In addition, this report also takes reference from the primary components of report content under the Singapore Exchange's (SGX) "Comply or Explain" requirements² for sustainability reporting.

OUR SUSTAINABILITY AT A GLANCE



1. The GRI Event Organizers sector supplement has not been referenced as we focus the reporting on our integrated business operations.

2. More details on the SGX "Comply or Explain" requirements on sustainability reporting can be found on http://rulebook.sgx.com/net_file_store/new_rulebooks/sig/SGX_Mainboard_Practice_Note_7.6_July_20_2016.pdf.

3. We have excluded our warehouse at Pandan Gardens from the report, as the small scale of its activities bears a minimal impact on our sustainability performance. We have also excluded the Trick Eye Museum and all our resort tenants, as the data is not available, being outside our operational control.

PERFORMANCE HIGHLIGHTS

MARKETPLACE



CORPORATE GOVERNANCE	GUEST SAFETY	AVERAGE GUEST SATISFACTION	RESPONSIBLE SOURCING
No reported corruption cases	No regulatory summons for non-compliance of safety laws and regulations for all attractions, hotels and F&B outlets	Rating of 72.4 for all attractions, based on the Customer Satisfaction Index of Singapore for Universal Studios Singapore®, S.E.A. Aquarium, Adventure Cove Waterpark and RWS hotels	100% of copier papers, playing cards and sanitary papers used in the resort are procured by sustainable sources

ENVIRONMENT



BIODIVERSITY	ENERGY	WATER	WASTE
Protecting 40 species ⁴ on IUCN Red List and 37 species on CITES I & II List	Cumulative energy savings of 24.9% with 2013 as the baseline	Cumulative water savings of 7.7% with 2013 as the baseline	984 tonnes of waste recycled in 2016

PEOPLE



SUPPORT FOR LOCAL TALENT	EMPLOYEE WELLNESS	CAREER DEVELOPMENT	OCCUPATIONAL LOST DAY INCIDENTS
73% of our team members are Singaporeans and Singaporean PRs	All male and female team members who had children and had gone on parental leave returned to work	Piloted Career Development Plans for 5 business units	8% reduction in total lost day incidents as compared to 2015

COMMUNITY



RWS CARES

- More than 42,000 people impacted
- 2 school drop-outs were inspired to return to studies
- Volunteer hours worth S\$52,000 in salary cost
- Contributed to and supported with over S\$5.8 million cash and in-kind donations
- More than 10,000 books collected and distributed to children of low income families

⁴. This figure only includes species that are Critically Endangered (CR), Endangered (EN), and Vulnerable (VU) on the IUCN red list.

FINANCIAL



*All figures are in thousands.

REVENUE	OPERATING COSTS	EMPLOYEE WAGES AND BENEFITS
S\$2,228,050	S\$1,785,512	S\$499,296
PAYMENTS TO PROVIDERS OF CAPITAL	PAYMENTS TO GOVERNMENT	FINANCIAL ASSISTANCE FROM THE GOVERNMENT
S\$512,827	S\$344,041	S\$15,896

AWARDS AND ACCOLADES

BRAND

- BEST INTEGRATED RESORT**
Travel Trade Gazette (TTG)
Travel Awards
(for the 6th consecutive year)
- BEST LEISURE EVENT**
Singapore Tourism Awards 2016:
Universal Studios Singapore
Halloween Horror Nights 5
- 7 MICHELIN STARS**
received across four restaurants in the Singapore Michelin Guide 2016
- SINGAPORE EXCHANGE SUSTAINABILITY LEADERS INDEX AND SUSTAINABILITY LEADERS ENHANCED INDEX**
Listed as one of the pioneer index companies

SOCIAL

- INNOVATION AWARD**
Ministry of Manpower ("MOM")
Workplace Safety and Health Council ("WSHC") National Workplace Safety and Health Awards: RWS
- INNOVATION AWARD**
Singapore Hotel Association ("SHA") Workplace Safety and Health Awards: RWS

ENVIRONMENT

- GREEN MARK PLATINUM AWARD**
Building & Construction Authority ("BCA"): Resorts World Convention Centre



For the full list of the awards and accolades received, please refer to <http://www.rwsentosa.com/language/en-US/Homepage/Awards>.

OUR COMPANY

Genting Singapore is a renowned brand in sustainable integrated resort development worldwide. We aim to develop world-class integrated resorts that transform destinations, create jobs and reinvest in local economies through sustainable practices and development.



ABOUT GENTING SINGAPORE

Today, Genting Singapore is widely recognized for its award-winning flagship project, Resorts World Sentosa (RWS), one of Southeast Asia's largest integrated resort destinations located in Singapore. We are one of Singapore's largest companies listed on the Main Board of SGX, at a market capitalization of more than \$10 billion as at 31 December 2016, and a constituent stock of the FTSE Straits Times Index, as well as the SGX Sustainability Leaders Enhanced Index and Sustainability Leaders Index.

ABOUT RESORTS WORLD SENTOSA

Resorts World Sentosa (RWS), Asia's ultimate premium lifestyle destination resort, is located on Singapore's resort island of Sentosa. Spanning 49 hectares, RWS is home to four world-class attractions including Southeast Asia's first and only Universal Studios theme park, S.E.A. Aquarium (one of the world's largest aquariums), Adventure Cove Waterpark and Dolphin Island. Other attractions include the Asian flagship of a world-renowned destination spa, a casino, seven unique hotels and the Resorts World Convention Centre. The resort also offers dining experiences at Michelin-starred and award-winning celebrity chef restaurants, and top-notch entertainment from original resident productions to concerts and public shows such as the Crane Dance and the Lake of Dreams. RWS has been named "Best Integrated Resort" since 2011 for six consecutive years at the TTG Travel Awards which recognizes the best of Asia-Pacific's travel industry.

RWS is wholly owned by Genting Singapore, a company of the Genting Group.

WHO WE ARE

Brand leader in sustainable integrated resort developments worldwide

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 and Mutual Respect.
"Kampung Spirit" ("Village Spirit"); warm and caring, always looking out for one another, sharing resources.



For more information, please visit
www.gentingsingapore.com &
www.rwsentosa.com

PRINCIPAL BUSINESSES OF RWS



GAMING

15,000m² of gaming space for the guests to enjoy a variety of treats while providing them with a holistic entertainment experience.



HOTELS

Seven hotels with more than 2,000 rooms in inventory.



ADVENTURE COVE WATERPARK

Aquatic adventure park featuring thrilling waterslides, such as Southeast Asia's first hydro-magnetic coaster.



ENTERTAINMENT

Spectacular shows and events including original productions and visiting performances.



S.E.A. AQUARIUM

One of world's largest oceanariums.



SPA

ESPA's award-winning flagship spa in Asia.



UNIVERSAL STUDIOS SINGAPORE

Southeast Asia's only Universal Studios theme park and voted as the No. 1 Amusement Park in Asia for three consecutive years by TripAdvisor Travelers' Choice.



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.



DINING

60 restaurants, cafes and bars with notable accomplishment of being the first integrated resort to receive the most number of Michelin stars (seven) under one dining destination.



RETAIL

45 retail outlets in total.

OUR SUSTAINABILITY APPROACH

We engage with our stakeholders regularly, making their key interests our priorities. Through our sustainability strategy, we work closely with our stakeholders to address the material issues.

1 STAKEHOLDERS ENGAGEMENT

2 MATERIALITY ASSESSMENT

3 SUSTAINABILITY21 STRATEGY

STAKEHOLDERS ENGAGEMENT

HOW WE ENGAGE WITH OUR KEY STAKEHOLDERS

KEY STAKEHOLDER	OUR GOALS	HOW WE ENGAGE
GUESTS	Create memorable experiences for guests.	<ul style="list-style-type: none">Guest satisfaction surveysPersonalised servicesLoyalty programmes: RWS Invites and Genting Rewards
TEAM MEMBERS	Provide training and career progression opportunities to team members based on merit and create an open communication in the workplace to engage our team members.	<ul style="list-style-type: none">Annual performance appraisalNetwork sessionsFocus group discussionsInternal communicationsMonthly magazines: aRWSome and Backstage PassCEO townhalls
GOVERNMENT AND REGULATORS	Comply with all regulations and laws that impact our businesses.	<ul style="list-style-type: none">PartnershipsRegular meetings and dialogues
INVESTORS	Provide timely and regular updates on financial performance, business strategy and other shareholder issues for investors to make informed decisions.	<ul style="list-style-type: none">Dedicated Investor Relations team available to address concernsMore than 300 investor briefings per year through individual and group meetings and major investor conferencesQuarterly financial results announcementsRegular updates on company website, with dedicated Investor Relations sectionAnnual General Meeting for shareholders
LOCAL COMMUNITIES	Improve lives and bring hope to the communities we operate in, through engagement, empowerment and environmental conservation.	<ul style="list-style-type: none">RWS Cares ProgrammeOngoing dialogueCharity and donationsResponsible Gambling ("RG")

HOW WE ENGAGE WITH OUR KEY STAKEHOLDERS

KEY STAKEHOLDER	OUR GOALS	HOW WE ENGAGE
MEDIA	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.	<ul style="list-style-type: none"> Press releases Media interviews Media hospitality Respond to media queries and requests in a timely manner
NON-GOVERNMENTAL ORGANISATIONS (NGOS)	Foster collaborative partnerships and hold ongoing dialogues to improve lives.	<ul style="list-style-type: none"> Regular meetings Ongoing dialogues
SUPPLIERS	Selection of suppliers based on a fair and competitive value policy.	<ul style="list-style-type: none"> Tender evaluation procedure Ongoing and collaborative dialogues
TRADE UNION	Foster collaborative partnerships and hold ongoing dialogues to ensure we maintain fair and equal treatment of our team members.	<ul style="list-style-type: none"> Membership in trade union Industry forums and dialogues

MATERIALITY ASSESSMENT

In 2013, we conducted a formal materiality assessment workshop with our senior management, to identify the ESG matters most relevant and significant to our internal and external stakeholders. With the help of an external consultant, we prioritized the ESG topics. Building on the results of the formal materiality assessment, we have reviewed the material ESG issues every subsequent year, leading to an additional three material issues identified in 2015. The full current list of material issues, as set out in Figure 2, remain valid following our review in 2016.

Figure 2: Materiality Matrix

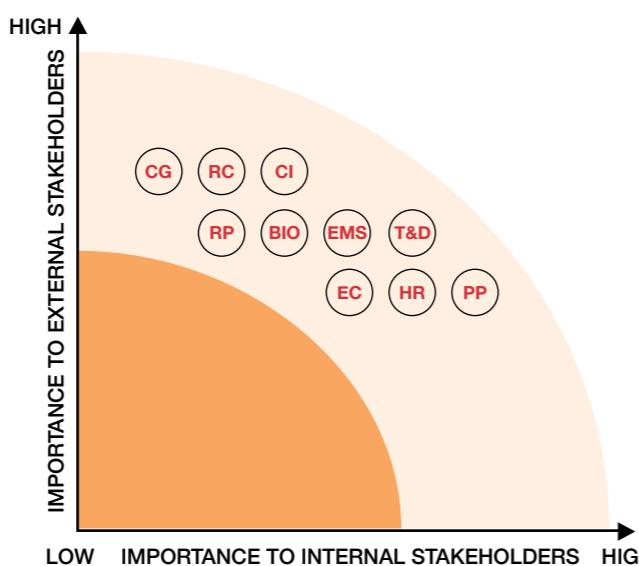
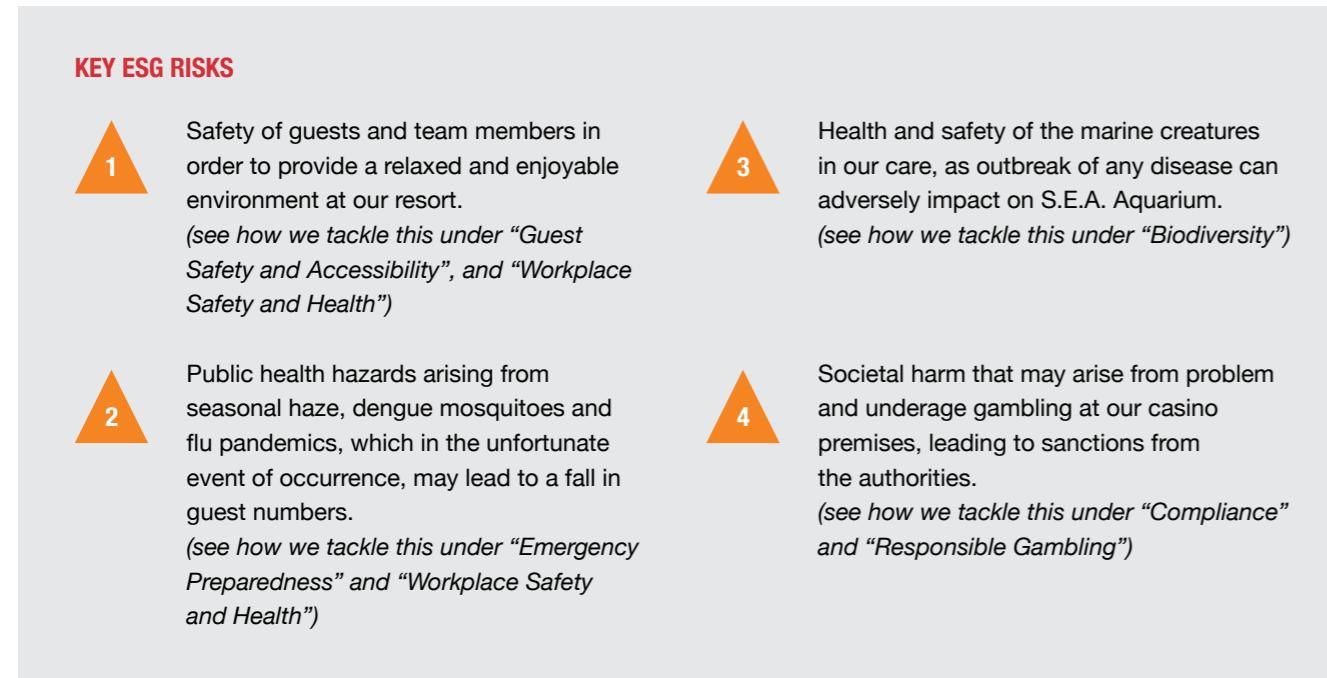


Table 1: List of Material Issues in 2016

TOPICS	MAPPED GRI G4 ASPECTS
CG Corporate Governance	<ul style="list-style-type: none"> Anti-Corruption Anti-Competitive Behavior Grievance Mechanisms for Impacts on Society Environmental Grievance Mechanisms Labor Practice Grievance Mechanisms Human Rights Grievance Mechanisms
RC Regulatory Compliance	<ul style="list-style-type: none"> Product and Service Labelling Marketing and Communications Compliance
CI Community Investment	<ul style="list-style-type: none"> Local Communities
RP Responsible Provision of Products and Services	<ul style="list-style-type: none"> Customer Health and Safety Product and Service Labelling Customer Privacy
BIO Biodiversity	<ul style="list-style-type: none"> Biodiversity
EMS Environmental Management System	<ul style="list-style-type: none"> Energy Water Emissions Effluents and Waste
T&D Training and Development	<ul style="list-style-type: none"> Training and Education Employment Occupational Health and Safety
EC Economic Performance	<ul style="list-style-type: none"> Economic Performance
HR Human Rights	<ul style="list-style-type: none"> Non-Discrimination Forced or Compulsory Labor Human Rights Grievance Mechanisms
PP Public Policy	<ul style="list-style-type: none"> Public Policy Advocacy

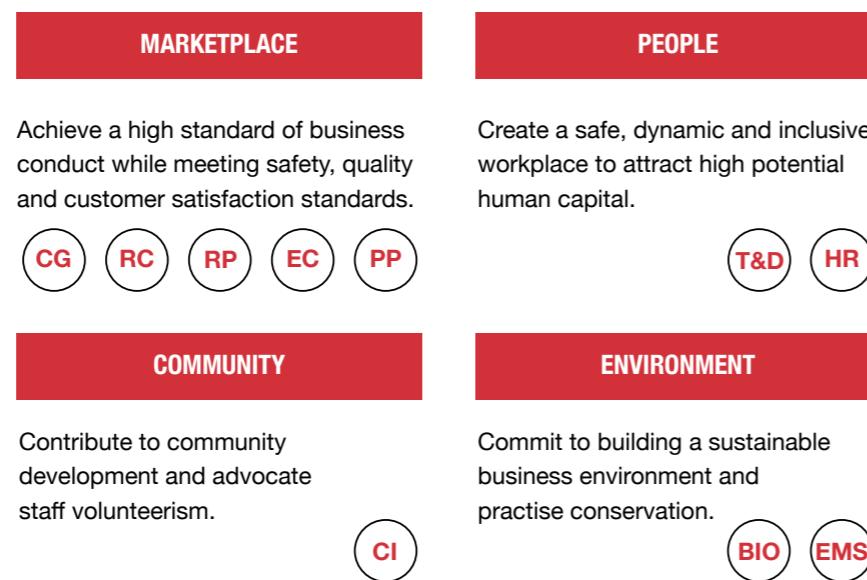
SUSTAINABILITY21 STRATEGY

Supplemented by our stakeholder engagement and materiality assessment, we have identified and assessed our ESG risks and opportunities. Where we have assessed the impact of our ESG risks and opportunities to be substantial, we have addressed them, as below:



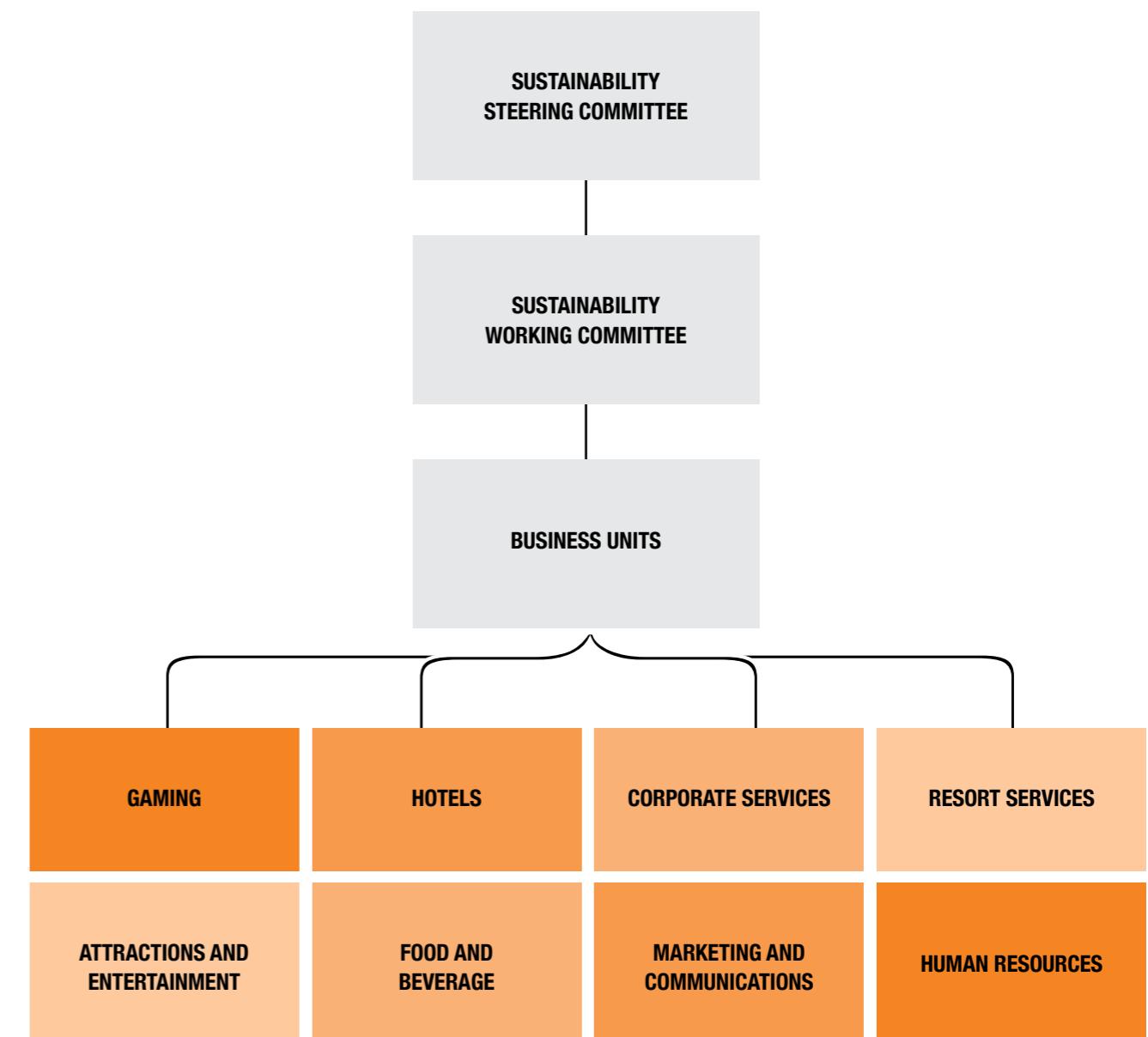
In 2016, we officially launched our Sustainability21 Strategy to better align ourselves to both national and international sustainability interests – this includes, for example, Singapore's commitment to reduce emission intensity by 36% by 2030 in support of the global Paris Agreement to combat climate change. We believe that our new strategy comprising mid-term targets and action plans on identified areas for improvement (Figure 3), will bring us closer to achieving sustainable growth by 2020, while we maintain our performance in other areas where we have done well over the years.

Figure 3: The Four Pillars of Our Sustainability21 Strategy



A Sustainability Steering Committee, supported by a Sustainability Working Committee, is responsible for driving the Sustainability21 Strategy across the business. These respective committees are made up of the Heads of Department and representatives from each business unit. Within the Sustainability Working Committee, a coordinating team of selected representatives reports the progress of the strategy to the Chairman of the Sustainability Steering Committee on a quarterly basis.

Figure 4: Sustainability Steering Committee and Sustainability Working Committee



MARKETPLACE

Staying true to our “kampung spirit”, we work with our stakeholders to offer world-class guest service experience and achieve sustainable economic growth, while meeting regulatory compliance requirements.

1
CORPORATE
GOVERNANCE

2
GUEST SAFETY
AND ACCESSIBILITY

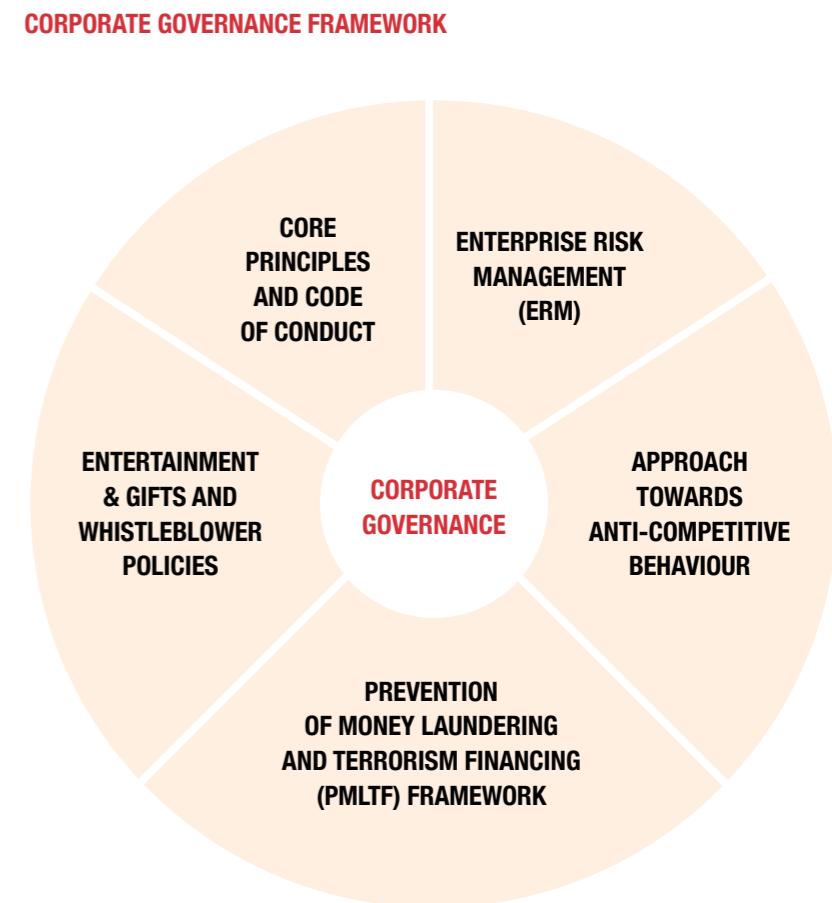
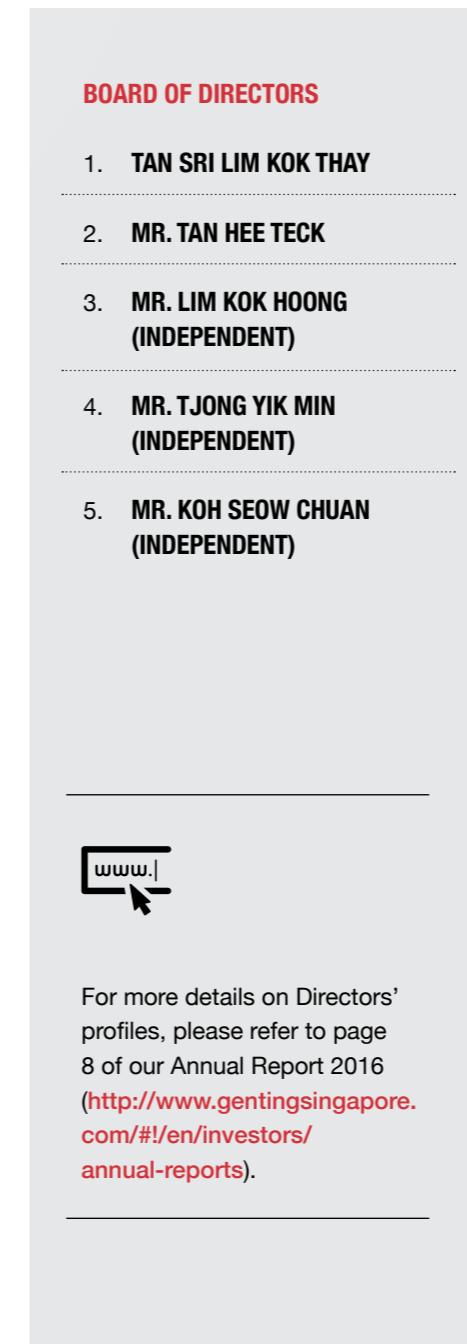
3
GUEST
SATISFACTION

4
GUEST
PRIVACY **5**
RESPONSIBLE
SOURCING

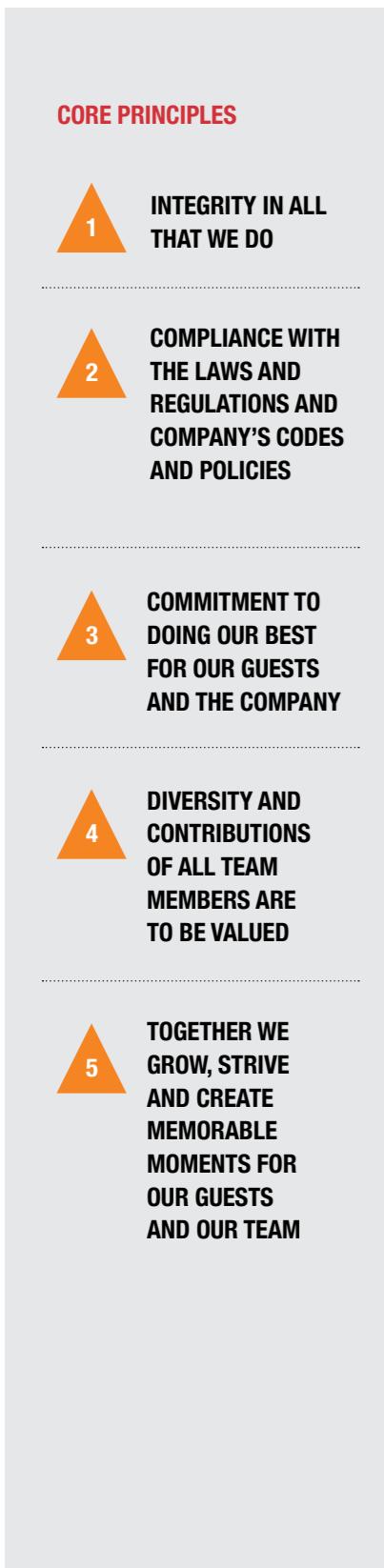
CORPORATE GOVERNANCE

In order to excel in our marketplace, we are committed to upholding integrity and honesty in our operations. This is achieved through a committed and watchful Board of Directors and a sound corporate governance framework. We comply with all relevant local and international laws and regulations including the Code of Corporate Governance 2012 issued by the Monetary Authority of Singapore, and the Company's codes, standards and policies. More details can be found in the Genting Singapore Annual Report 2016.

OUR CORPORATE GOVERNANCE FRAMEWORK



CORE PRINCIPLES AND CODE OF CONDUCT

**RELATED COMMUNICATION AND TRAINING**

We expect all team members within Genting Singapore ("the Group"), including Casino Special employees, exempt persons under the Casino Control (Entry Levy Regulations) 2010, and management level team members, to understand, acknowledge and adhere to our Code of Conduct ("the Code").

- During corporate induction, all new hires have to attend compulsory training on the Code of Conduct, which includes educating new hires on our whistleblower policy.
- Following the training, new hires are subjected to an assessment on their understanding of the Code, where passing is mandatory.
- All team members within the Group are required to acknowledge online that they have read, understand and agree to comply with the Code on an annual basis.
- The Code is easily accessible at any time, in a bilingual form on the Company's intranet.

ENTERPRISE RISK MANAGEMENT (ERM)

ERM FRAMEWORK

The Group established the ERM Framework pursuant to Singapore Exchange Securities Trading Limited Listing Rule 1207(10) and Singapore Code of Corporate Governance 2012 Principle 11. The ERM Framework governs the function of risk management for the Group.

The objectives of the ERM Framework are to:

- Manage risks in a planned and coordinated manner.
- Provide assurance to the Board and stakeholders on the adequacy and effectiveness of the Company's risk management
- and internal control system.
- Assure risk reporting through an established risk management methodology.
- Provide good governance on management oversight of the risk function.

RISK MANAGEMENT COMMITTEE (RMC)

Comprising Senior Management at the Group level, RMC provides management oversight of the ERM Framework and the risk management process. The RMC members meet quarterly to review risk management matters, and its duties are to:

- Monitor the implementation of the Group's risk management policies and processes, and their effectiveness for the Group.
- Review and provide management direction on risk matters.
- Review inspection findings and ensure remediation of issues.
- Decide on management action for alignment to risk management requirements.
- Review issues of serious violations of risk controls.

ENTERTAINMENT & GIFTS POLICY AND WHISTLEBLOWER POLICIES

ENTERTAINMENT & GIFTS POLICY
We have instituted standard protocols for the giving and acceptance of entertainment and gifts by all team members.

WHISTLEBLOWER POLICY

To manage our fraud risks, we have a robust internal control system, which includes our whistleblower policy. Our whistleblower hotline and email is accessible throughout the year by all team members and external parties. In 2016, we received eight reports through the whistleblower channel, all of which have been investigated and resolved during the year.

These policies have been implemented at all business units.

PREVENTION OF MONEY LAUNDERING AND TERRORISM FINANCING ("PMLTF") FRAMEWORK

The Board's commitment to PMLTF efforts is supported with the establishment of our PMLTF framework, which consists of the following related procedures and controls:

- Reduction in the risk of having products and services used for MLTF activities.
 - Protection of our reputation.
 - 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.
- No** legal actions or outcomes regarding anti-competitive, anti-trust or monopoly practices.
 - No** dealings or co-operation with other companies involving anti-competitive, anti-trust or monopoly practices.

We are against, and do not engage in any anti-competitive behavior, including activities that prevent, restrict, or distort competition within Singapore. As evidenced below, we are proud of our unblemished record. In 2016:

COMPLIANCE

We strive to ensure that all our operations are conducted lawfully, and any non-compliance of the Company's codes, policies and procedures, and relevant regulatory requirements are tracked and addressed. Notwithstanding our best efforts, there were eight reported cases of warnings, and eight reported cases of fines. The eight warnings mainly concerned credit, chip sets, mode of game play while cases with fines are detailed below. We promptly undertook corrective actions which have become part of our continual improvement efforts to enhance the quality and efficiency of our compliance activities. We would also like to take this opportunity to revisit the case of corruption involving a former employee who was charged in 2015 for obtaining gratification from contractors. He has been prosecuted in court in 2016.

Table 2: List of Fines

DESCRIPTION OF COMPLIANCE CASE	AMOUNT	CORRECTIVE ACTIONS
A fine from the Casino Regulatory Authority (CRA), for failure to conduct game play in accordance with the approved rules in 2016. The contraventions had taken place between 2010 and 2015.	S\$50,000	<ul style="list-style-type: none"> Promptly ceased the incorrect practice and revised the Standard Operating Procedures of game dealing. Internal training on the new procedures with periodic refreshers was conducted for all new and existing employees who are deployed in game dealing. Revised procedures are highlighted at all pre-shift briefings.
Fines from CRA, for five cases of minors being permitted to enter or remain on casino premises of RWS in 2015 and 2016. In addition, two other cases that happened in 2016 are pending the outcome from CRA.	S\$55,000	<ul style="list-style-type: none"> All security officers and ambassadors deployed at the casino entrances have been briefed on the circumstances leading to the breaches and strictly reminded to perform "buddy checks" where necessary. Additional signages have been placed at the casino entrances to remind minors of the regulation prohibiting them from entering the casino.
Fines from Inland Revenue Authority of Singapore (IRAS), for two cases of failure to comply with the requirement to verify the identity and status of a premium player in 2015 and 2016.	S\$4,000	<ul style="list-style-type: none"> Internal training on the requirements with periodic refreshers was conducted for all new and existing employees who are deployed in game dealing.

GUEST SAFETY AND ACCESSIBILITY

We want our guests to have peace of mind while enjoying their time with us. That is why we create a safe and welcoming environment for all at our integrated resort, through our full commitment to safety laws and regulations, and the best of industry standards.

All safety representatives from our attractions are encouraged to actively identify and prevent non-compliances by contributing innovative ideas. We share some of these key suggestions, which we have implemented in 2016, in the following pages.



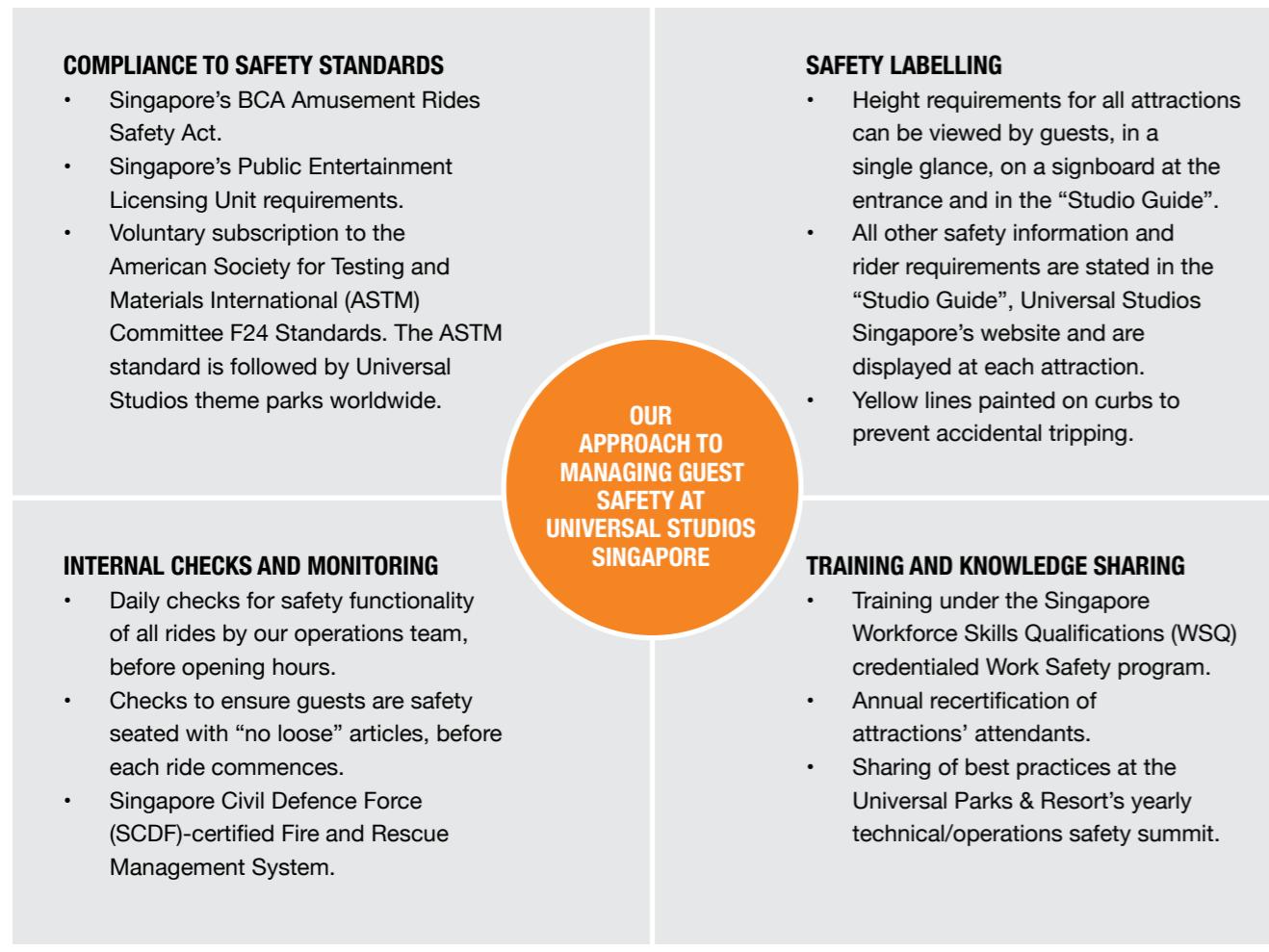
Table 3: Guest Safety and Accessibility Targets and Performance

TARGETS	2016 PERFORMANCE
Zero regulatory summons for non-compliance of safety laws and regulations for all attractions, hotels and F&B outlets	 Target achieved
Maintain 'A' grading at all F&B outlets	 Target achieved

FORTHCOMING PLANS TO IMPROVE GUEST SAFETY

- Continue to engage our team members to identify safety hotspots for improvement
- Conduct regular safety inspections and audits to ensure compliance with legal and other requirements

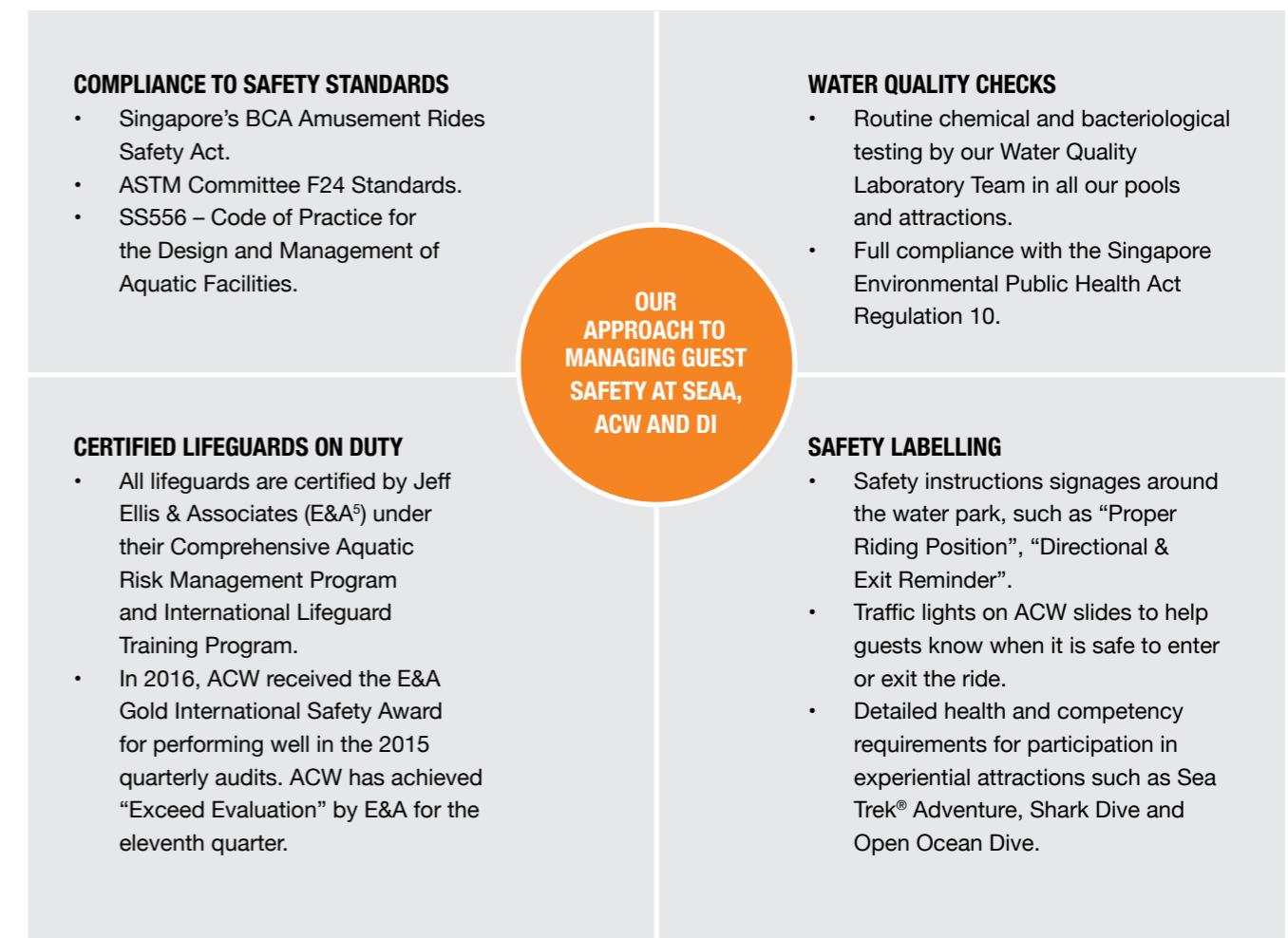
UNIVERSAL STUDIOS SINGAPORE



SAFETY INITIATIVES AT UNIVERSAL STUDIOS SINGAPORE IN 2016

INITIATIVES	BENEFITS TO GUEST SAFETY AND ACCESSIBILITY
Enhancement work done for WaterWorld™	Enhance guest safety and experience through refurbishment of stadium seats and flooring which improved the traction and has helped to alleviate injuries related to falls
New evacuation platform for Canopy Flyer® and Puss In Boots' Giant Journey	Improve guest safety at a specific section of the ride area in the event that evacuation is needed
Removal of smoking point near Accelerator control booth	Improve air quality affecting health of guests and team members around the vicinity
Anti-slip enhancement paint work done on the bridge of Madagascar: A Crate Adventure® and park-wide curbs	Improve slip resistance of stairway to minimise slips and falls

S.E.A. AQUARIUM (SEAA), ADVENTURE COVE WATERPARK (ACW) AND DOLPHIN ISLAND (DI)



5. 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.

SAFETY INITIATIVES AT SEAA, ACW AND DI IN 2016

ATTRACTIOnS	INITIATIvES	BENEFITS TO GUEST SAFETY AND ACCESSIBILITY
SEAA	Enhance CCTV coverage along SEAA	Improve safety and aid incident investigation (if any), by enhancing our monitoring capabilities at the attraction
ACW	Enhancement floor work done to Bluwater Bay and Adventure River which involved refurbishing of tiles to improve surface quality	Prevent laceration injuries such as cut and abrasion
	Better quality anti-slip paint on stairways leading to Wet Maze and ACW Entrance Plaza	Improve slip resistance of stairway to minimise slip and fall incidents
	Installation of safety warning signages at stairways leading to Wet Maze advising guests to hold on to handrail when climbing the stairs	Minimise slip and fall incidents through guest reminder and education
DI	Enhance CCTV coverage at ACW	Improve safety and aid incident investigation (if any), by enhancing our monitoring capabilities at the attraction
	Enhancement floor work done for the wooden deck where the old and worn-out wooden slabs were replaced to improve stability	Minimize trip and fall incidents

HOTELS

OUR APPROACH TO MANAGING GUEST SAFETY AT HOTELS



CLEANING SUPPLIES

Green Sealed certified cleaning chemicals – non-toxic, non-irritating to skin and eyes, and readily biodegradable.



WATER QUALITY IN SWIMMING POOLS

Regular inspections of chlorine and pH levels at swimming pools by our Quality Assurance team, in compliance with NEA requirements.



FLOORING

Proactive upgrades of high footfall deluxe and superior rooms with laminated flooring to ready allergens.

FOOD AND BEVERAGE (F&B) SAFETY AND HYGIENE

OUR APPROACH TO MANAGING GUEST SAFETY AT F&B OUTLETS

COMPLIANCE TO SAFETY STANDARDS

- HACCP-based food safety management system at all F&B outlets, covering vendor assessment and approval, temperature control, stock control, food preparation hygiene and sanitation.
- NEA "A" grade at all F&B outlets within RWS and GHJ.

MICROBIOLOGICAL SAMPLING

- Microbiological sampling for ready-to eat and cooked food, water/ice, and equipment.
- Hand swab testing on food handlers.
- Standard Operating Procedures to immediately highlight, investigate and implement corrective measures of any non-compliance cases.

RESPONSE PLAN TO MASS FOOD POISONING

- Establish the source of food contamination and isolate it.
- Clean, disinfect and deodorize all areas where affected guests or team members have suffered vomiting and other food poisoning symptoms.
- Provide necessary medical attention to affected guests or team members.
- Trace guests who may have consumed the contaminated food.
- Conduct an internal investigation into the matter, and support National Environment Agency ("NEA") or Ministry Of Health ("MOH") in their investigations.

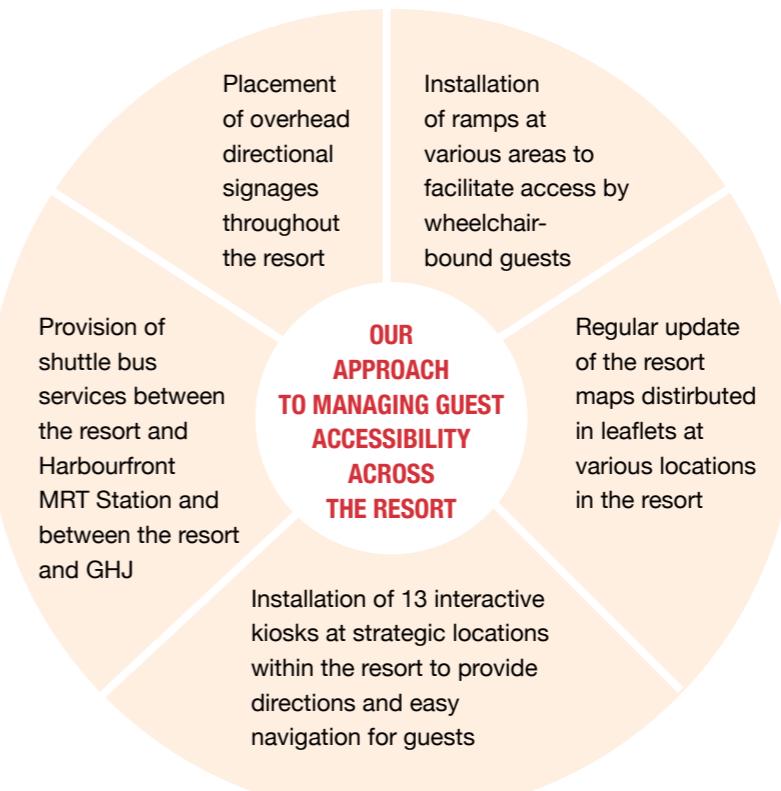
TRAINING

- All chefs and food handlers are mandated to attend food safety training based on their experience and work activities.
- Includes an NEA-approved F&B hygiene course prior to employment, and various WSQ courses around the year.

INTERNAL CHECKS AND MONITORING

- Daily inspection visits by our Quality Assurance ("QA") team for all F&B outlets and kitchens.
- Monthly food hygiene audits.
- Formalized food incident checklist for investigation on cases of food contamination.

ACCESSIBILITY ACROSS THE RESORT



FORTHCOMING PLANS TO IMPROVE GUEST ACCESSIBILITY

- Set up two additional interactive kiosks near the main entrance of Universal Studios Singapore and S.E.A. Aquarium.
- 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.

EMERGENCY PREPAREDNESS



OUR APPROACH TO MANAGING GUEST SAFETY IN TIMES OF ADVERSITY AND PUBLIC HEALTH HAZARDS

HAZE

FOR GUESTS:

- Recommending hotel guests to close all windows and balcony doors.
- Limiting operating hours of outdoor facilities.
- Temporary replacement of Universal Studios Singapore outdoor shows and “Meets and Greets” with indoor sessions.

FOR EMPLOYEES:

- Staff cafeterias to serve more liquids such as herbal drinks to keep team members hydrated.
- Staff rotation at outdoor attractions and services.
- Sufficient stock of N95 masks.
- Limiting the number of outdoor performers in Universal Studios Singapore.

FOR AIR QUALITY MANAGEMENT:

- Install indoor air purifiers and ionizers.
- Reduce the use of sliding doors.
- Abstain from opening external doors at lobbies and Resorts World Convention Centre, etc.
- Install filters at Air Handling Units (AHU).

FIRE SAFETY

- Compliance to Fire Safety Act.
- Constant maintenance and testing of automated fire detection and protection system.
- Fire evacuation drills at locations with high human traffic flow.

FLU PANDEMICS

- Flu pandemics response plan, in line with Ministry of Health (MOH)’s national response plan, including laundry disinfection and bio-hazard waste disposal procedures.
- Control measures for four Disease Outbreak Response System Condition (DORSCON) alert levels as defined by MOH’s DORSCON framework.
- Temperature screenings at strategic locations upon the occurrence of a flu outbreak.
- Ready stock of Personal Protective Equipment for frontline team members on duty.

TERRORISM

- Putting in place walk-through metal detectors at designated entry points.
- Security Checks at various entry points of the resort’s attractions.
- Stationing of armed security personnel.
- Training team members on SGSecure protocols.

GUEST SATISFACTION

Every satisfied guest is an indication of our success in providing a world-class service experience. We view feedback from our guests as instrumental towards raising the bar for our service standards. We conduct yearly guest satisfaction surveys to track and address guest needs and concerns.



In 2016, we improved our survey methodology, adopting a more objective process by providing unprompted survey opportunities where our Consumer Insights team members approached guests randomly with iPads, for guests to provide their feedback by self-administration. Previously, our Guest Research team members would approach guests for a short interview to carry out the surveys. This change in our survey methodology puts our

guests at ease to give their opinions. Because of this, we have seen our overall guest satisfaction scores for our attractions decreased slightly as compared to 2015, which is also aligned to the softening industry forecast for the tourism sector in 2017, and the fact that the novelty factor of the parks is beginning to wear off. Notwithstanding, our guest satisfaction scores remained higher than the industry average for Universal Studios Singapore and

on par with the industry average for S.E.A. Aquarium and our Hotels.

In response, our line managers have started to conduct internal audits on the service and efficiency of our team members at all our attractions. With hopefully a more accurate reflection of both our guests’ experience and our service quality, we will be better equipped to set about improving our services in the future.

HOW WE SURVEY OUR GUESTS

ATTRACTI0NS (UNIVERSAL STUDIOS SINGAPORE, SEAA, ACW)

1. Surveys carried out daily on random basis
2. Guests provide their feedback by self-administration via iPads
3. Collected more than 6,270, 4,785 and 4,231 surveys for Universal Studios Singapore, SEAA and ACW respectively, for a representative sample of guest sentiments

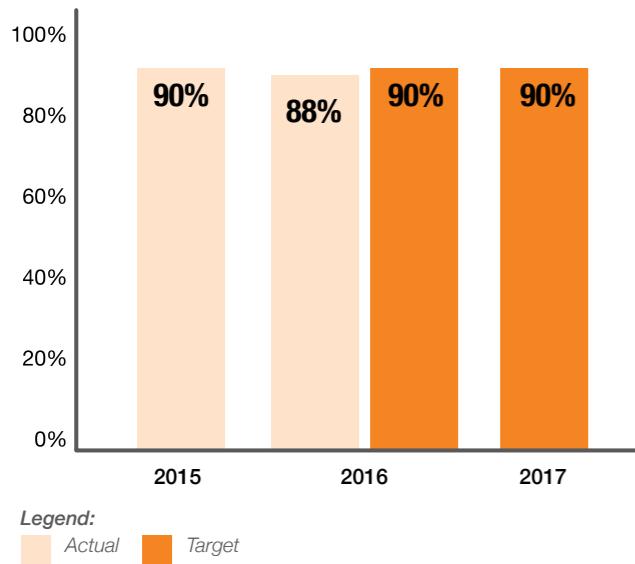
HOTELS AND ESPA

1. Surveys conducted monthly
2. Hotel guests provide feedback through forms in guest rooms, social media, verbal comments etc.
3. SPA guests provide feedback on the guest comment card

UNIVERSAL STUDIOS SINGAPORE

Figure 5: Guest Satisfaction at Universal Studios Singapore Based on In-House Surveys

GUEST SATISFACTION AT UNIVERSAL STUDIOS SINGAPORE



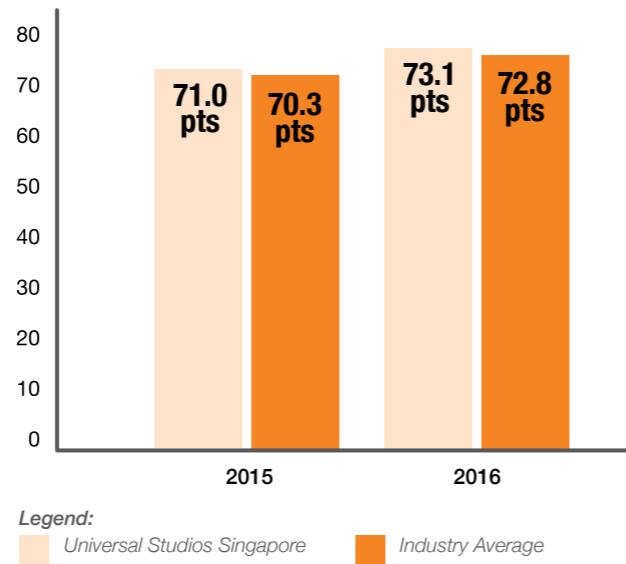
Legend:
Actual Target

“Excellent customer experience with aesthetic beauty and charm of the themed neighborhood and the thrills of the rides, as well as the friendly service of the staff.”
— A GUEST FROM UNITED STATES

“Improve estimated wait times.”
— A GUEST FROM SINGAPORE

Figure 6: Guest Satisfaction at Universal Studios Singapore Based on the Customer Satisfaction Index of Singapore (CSISG)

GUEST SATISFACTION AT UNIVERSAL STUDIOS SINGAPORE IN COMPARISON TO INDUSTRY AVERAGE



Legend:
Universal Studios Singapore Industry Average

INITIATIVES AT UNIVERSAL STUDIOS SINGAPORE TO ENHANCE GUEST SATISFACTION IN 2016

- Enhanced training programs to improve service standards
 - Introduction of new training programs with on-the-job service focus, such as “Fun Patrol” and the 4-pillars campaign.
 - Mandatory participation in “Deliver the WOW” training program for all team members, including our casual labour. This program will be an ongoing program.

- Refined product mix at dining and retail outlets to cater to price-sensitive markets.

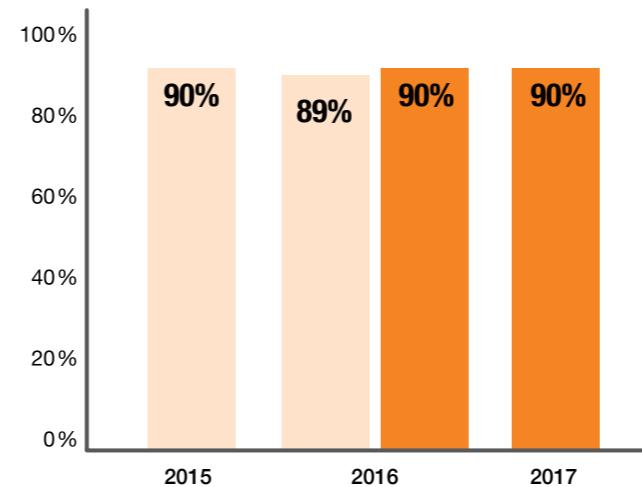
FORTHCOMING PLANS TO IMPROVE GUEST SATISFACTION

- Further strengthen training programs to improve service standards.
 - Implementation of “Service Up! Program”.
 - Introduction of “Lead the WOW” service leadership for the managers.
 - Conduct team building programs for the managers.
- Leveraging on technology to improve guest ticketing and payment experiences.
- Review the launch efficiency of rides to shorten queueing time.
- Introduce more marquee events and entertainment to mitigate queuing times.

S.E.A. AQUARIUM (SEAA)

Figure 7: Guest Satisfaction at SEAA Based on In-House Surveys

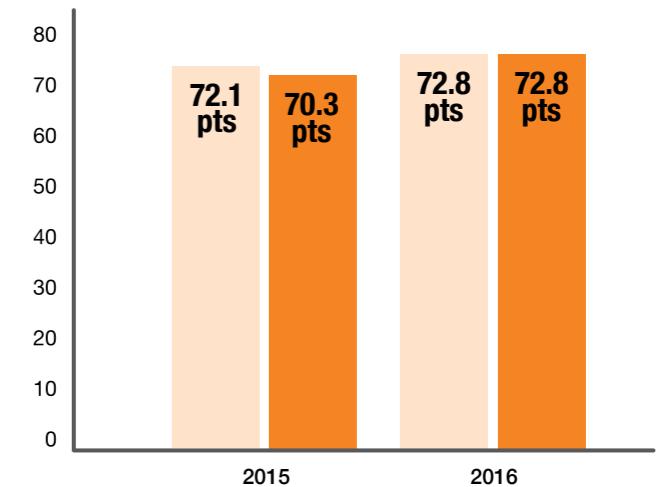
GUEST SATISFACTION AT SEAA



Legend:
Actual Target

Figure 8: Guest Satisfaction at SEAA Based on the Customer Satisfaction Index of Singapore (CSISG)

GUEST SATISFACTION AT SEAA IN COMPARISON TO INDUSTRY AVERAGE



Legend:
SEAA Industry Average

INITIATIVES AT SEAA TO ENHANCE GUEST SATISFACTION IN 2016

- Refreshed the collection with the introduction of new exhibits such as the Blue Lobster, Poison Arrow Frog, Caribbean and Hawaiian tanks.
- Incorporated a learning zone and a kids’ craft zone during events.
- Increased mascot appearances during marquee events such as Spooky Seas, Merry Fishmas and Gong SEA Fa Cai.
- In the progress of increasing the number of infographics throughout the aquarium, the most recent being the signages about manta rays and the Open Ocean Habitat at the Open Ocean Gallery.
- Increased the number of patrolling team members to provide more proactive assistance to guests.
- Increased cleaning trips to restrooms and the entire park, for cleanliness and upkeep.

FORTHCOMING PLANS TO IMPROVE GUEST SATISFACTION

- Continue with more signage updates to further engage and educate guests.
- Enhance visibility on community outreach and education of the public, for a deeper appreciation of endangered species and our conservation efforts.

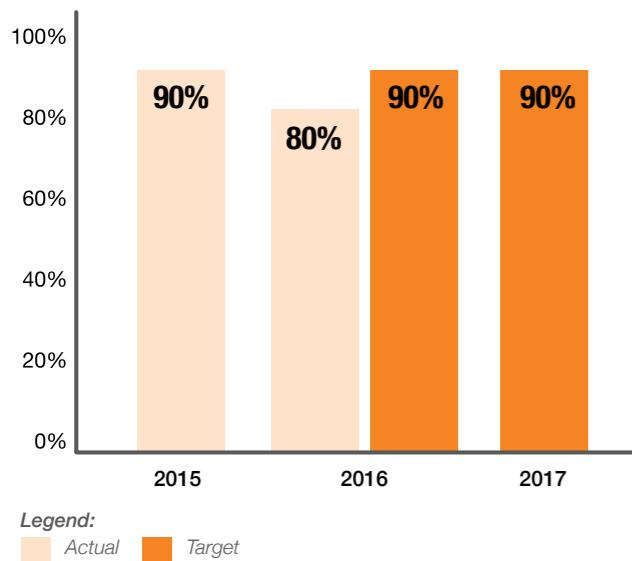
“Great variety of aquatic life and different species I hadn’t seen before.”
— A GUEST FROM UNITED KINGDON

“Add more interesting activities instead of just fish seeing and fish feeding.”
— A GUEST FROM MALAYSIA

ADVENTURE COVE WATERPARK (ACW)

Figure 9: Guest Satisfaction at ACW Based on In-House Surveys

GUEST SATISFACTION AT ACW



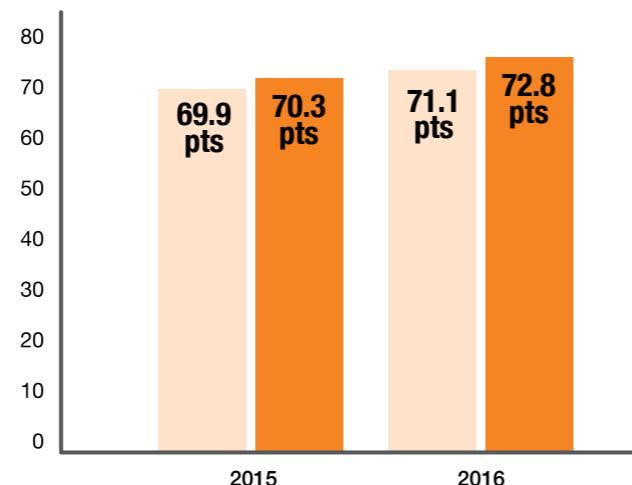
Legend:
Actual Target

“The employees at ACW were very alert and approachable. I felt safe and well taken care of by them. I particularly enjoyed the rainbow reef and maze rides.”
— A GUEST FROM SINGAPORE

“Add more rides and slides and the queuing time is very long for each of the rides.”
— A GUEST FROM SINGAPORE

Figure 10: Guest Satisfaction at ACW Based on the Customer Satisfaction Index of Singapore (CSISG)

GUEST SATISFACTION AT ACW IN COMPARISON TO INDUSTRY AVERAGE



Legend:
ACW Industry Average

INITIATIVES AT ACW TO ENHANCE GUEST SATISFACTION IN 2016

1. Added more sunbrellas in outdoor guest queuing areas to provide a more comfortable and pleasant waiting time.
2. Conducted more systematic cleaning during busy periods.
3. Deployed team members to assist guests with directions in the park.
4. Carried out regular review and refreshment of food offerings with quarterly menu specials.

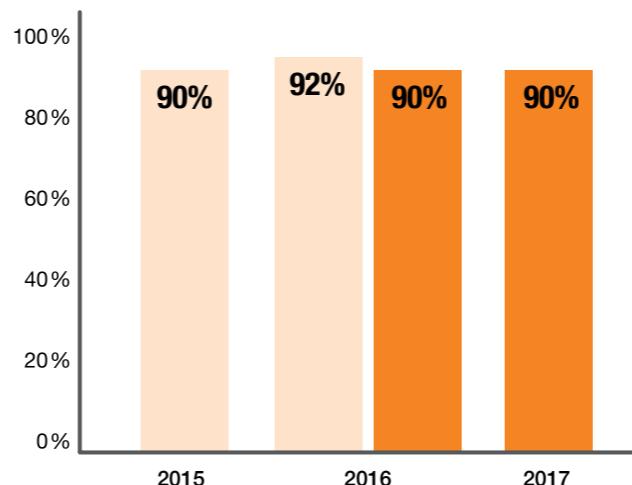
FORTHCOMING PLANS TO IMPROVE GUEST SATISFACTION

1. Introduce new offerings such as “Dunk Tank” during peak hours and Wall Climbing over waters at SplashWorks.
2. Enhancing the conduciveness of the environment for night events.

HOTELS AND ESPA

Figure 11: Guest Satisfaction at Hotels Based on In-House Surveys

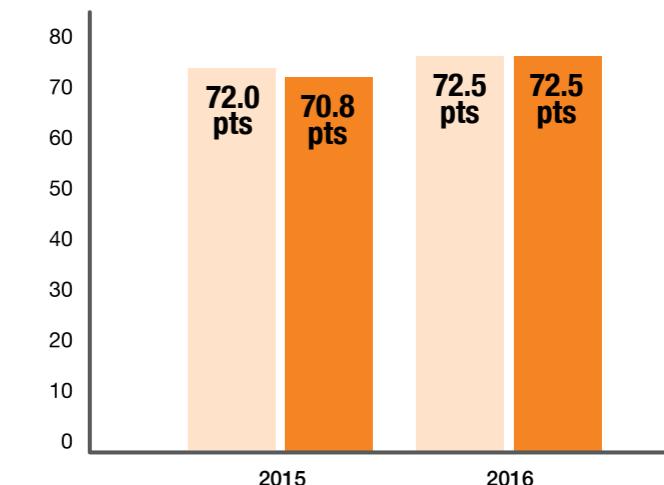
GUEST SATISFACTION AT HOTELS



Legend:
Actual Target

Figure 12: Guest Satisfaction at Hotels Based on the Customer Satisfaction Index of Singapore (CSISG)

GUEST SATISFACTION AT HOTELS IN COMPARISON TO INDUSTRY AVERAGE



Legend:
RWS Industry Average

“Unbelievably great value and great service! Special thanks to the staff at the check-in desk for the bigger balcony.”
— A GUEST FROM AUSTRALIA

“The signage in the car park was horrible. There were only 2 signs, one for exit out to the city and another back to the car park. It took me 30 minutes to get to the hotel lobby. Didn’t help that the staff at the reception was arrogant and not helpful.”
— A GUEST FROM MALAYSIA

GUEST PRIVACY

In the course of our business, we collect the personal details of our guests in order to serve them better. We are mindful of the value of any information that a person may share with us, and take the privacy and confidentiality of this information seriously.

OUR DATA PROTECTION OFFICE ENSURES WE COMPLY WITH THE PERSONAL DATA PROTECTION ACT 2012 (PDPA), THROUGH THE FOLLOWING ACTIONS:

- 1 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.
- 2 Communicating our internal policies and practices to all our team members, so that they are aware of their responsibilities toward guest privacy.
- 3 Providing an opt-in / opt-out choice to guests, and respecting their decision on receiving marketing updates from us on their preferred platforms.

In 2016, a clerical mistake was made by one of our sales staff in an email communication, which caused the email addresses of the recipients to be visible to all others copied. While the Personal Data Protection Commission ("PDPC") has looked into this incident and concluded that no enforcement action will be taken in respect of such incident, our sales team undertook prompt remedial action by requiring all team members to undergo a periodic PDPA refresher training course. We have also taken actions to improve the process by assigning a dedicated team to handle future dissemination of electronic direct mailers ("EDM").



RESPONSIBLE SOURCING⁶

As the region's integrated resort leader, we work with over 3,000 suppliers from around the world. The scale of our business gives us a good opportunity to promote sustainability efforts across our supply chain.

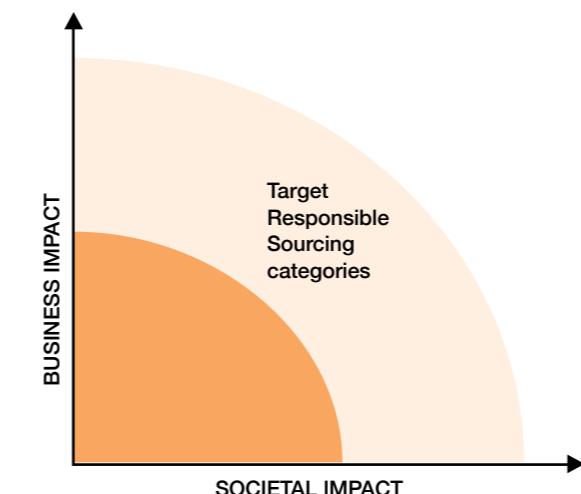
Together with our key suppliers, we aim to minimize our negative upstream impact on the environment and communities. At the same time, we promote community development through supporting local businesses. We achieve this with our responsible sourcing strategy that focuses on three main areas:



SUSTAINABILITY PROCUREMENT

NEW ACHIEVEMENTS IN 2016

In line with Genting Singapore Sustainability21 Strategy to drive improvement in Marketplace, People, Community and Environment, we set up a cross-category team to champion responsible sourcing for top 10 categories by 2020. The top 10 categories identified based on its business and societal impact are as follows:



10 TARGETED RESPONSIBLE SOURCING CATEGORIES BY 2020

- CATERING AND FOOD MANAGEMENT
- CLEANING SERVICES
- FOOD AND BEVERAGE
- HOTEL AMENITIES, LINEN, LAUNDRY
- LIVE ANIMAL FEED
- OUTSOURCED LABOR
- PULP-BASED MATERIAL / PACKAGING
- RETAIL MERCHANDISE
- VEHICLES AND TRANSPORT
- WAREHOUSING AND LOGISTICS

6. Our responsible sourcing efforts are mainly focused on our products and services in the casino, theme park, hotels and F&B, as these are the key business categories where we have the most impact.

We are pleased to report that significant progress has been made and a summary of progress is outlined as below:

FOOD AND BEVERAGES	CLEANING
<ul style="list-style-type: none"> > 60% of our food suppliers are HACCP certified, meeting our 2020 target ahead of time. > 70% of F&B products with known Country of Origin is sourced from the APAC region. 	<ul style="list-style-type: none"> Implemented performance based contract for cleaning contracts. Implemented Supplier Performance Scorecard for strategic suppliers.
RETAIL MERCHANDISE	CATERING AND FOOD MANAGEMENT
<ul style="list-style-type: none"> 20% of carrier bags used in our retail outlets are biodegradable. Target to achieve 100% biodegradable carrier bags at retail outlets by 2018. 	<ul style="list-style-type: none"> Food waste from our key caterer is recycled using food digestor systems. Implemented a monitoring system to track food wastage at main cafeteria. Implemented colour coding of dishes accordingly to the Food Nutritional Pyramid to encourage a healthy diet.
HOTEL AMENITIES, LINEN AND LAUNDRY	OUTSOURCED LABOR
<ul style="list-style-type: none"> 65% of the linen used in our hotels are eco-friendly. Used hotel soaps are recycled for use in other industries. 	<ul style="list-style-type: none"> Implemented Supplier Performance Scorecard. All service providers are screened for compliance with regulatory requirement. Implemented auto pool cleaner for pool cleaning to improve effectiveness and efficiency.
LIVE ANIMAL FEED	VEHICLES AND TRANSPORT
<ul style="list-style-type: none"> Increased sustainable sourcing of fish feeds in SEAA from 32% in 2015 to 43%. 	<ul style="list-style-type: none"> All shuttle buses for guest and staff meet Euro 5 standards for exhaust emissions. All new food distribution trucks meet at least Euro 5 standards for exhaust emissions.
PULP BASED MATERIALS / PACKAGING	WAREHOUSING AND LOGISTICS
<ul style="list-style-type: none"> Playing cards are made of Forest Stewardship Council ("FSC") certified paper. 	<ul style="list-style-type: none"> Deployed motorized tugs for goods distribution to improve team members' safety and productivity. Enhance F&B incoming quality control process and framework at Central Receiving.

SUSTAINABLE BUSINESS PRACTICES

Our Tender Management Committee ensures all our suppliers are selected through a fair and ethical tendering process. Potential suppliers are evaluated by their merit based on a rigorous set of criteria that includes their competency, track record, product quality, service support, financial reliability, litigation history, ethical profile, sustainability policy and initiative, and energy conservation. All high value tenders (> \$200k) are conducted through electronics tender submission.

We extend fair payment terms to our vendors as an essential element of doing business ethically and also support local Small and Medium Enterprises. More than 97% of payment terms (by amount) are payable within 30 days.

NEW ACHIEVEMENTS IN 2016

- We implemented an e-tender submission process for increased efficiency, security, transparency and equality of treatment across suppliers.
- We implemented a two-envelope system for submission of tenders relating to all operating expense for ordinary course of business.
- We implemented technical scoring for all tenders > \$200k.

SUPPLIER CODE OF CONDUCT

We purchase from reputable suppliers who meet our purchasing standards and share our business values. Supplier Code of Conduct was implemented in 2015 and sets out our expectations on our suppliers in four components below:

- ETHICAL BUSINESS PRACTICE**
- LABOUR AND HUMAN RIGHTS**
- HEALTH AND SAFETY**
- ENVIRONMENTAL RESPONSIBILITY**

NEW ACHIEVEMENTS IN 2016

- To date, all suppliers have accepted our Supplier Code of Conduct as part of our Purchase Orders Standard Terms and Conditions.
- We incorporated Supplier Code of Conduct compliance in our Supplier Rating Scorecard for all Strategic Suppliers.

IN 2016, WE HAVE MET THE FOLLOWING TARGETS:

-  Achieved 60% suppliers with HACCP ahead of original schedule by 2020.
-  Identified top 10 responsible sourcing categories of business and societal impact.
-  Rolled out responsible sourcing efforts for the 10 identified categories, progress as outlined on page 36.
-  Implemented Supplier Rating Scorecard for strategic suppliers.

IN 2017, WE AIM TO:

- Continue to champion responsible sourcing efforts for 10 categories identified focusing on:
 - Supplier Performance
 - Green initiatives
 - Certification and quality / safety standards
 - Social responsibility
- Source and adopt technology for productivity for insourced and outsourced labour.

ENVIRONMENT

We continuously seek improvements in building a sustainable business environment and practising conservation.

1
**ENVIRONMENTAL
EFFORTS**

4
WATER

2
BIODIVERSITY

5
WASTE

3
**ENERGY AND
CARBON EMISSIONS**

6
**HAZARDOUS
WASTE**

ENVIRONMENTAL EFFORTS

OUR ENVIRONMENTAL EFFORTS SINCE THE BEGINNING

LAND BIODIVERSITY

1. 2.9 ha of secondary coastal forest preserved within our boundaries, and protected with a perimeter hoarding during construction to reduce impact of spillover activities.
2. Over 8,000 trees, 3,000 palms and tens of thousands of shrubbery/ground cover plants, from more than 250 species, have been planted in the resort, including up to 384 conserved trees replanted at our sites following completion of construction and extension works.
3. Total green spaces occupy 42.3% and the blue spaces (lagoons and ponds) 7.5% of the resort.
4. Conservation of heritage trees, including Dracaena maingayi and Garcinia hombroniana.
5. 16,600 sq meters of turf, 35 green roofs occupying 23,900 sq meters and 632 sq meter of green walls have been established to enhance the green continuum throughout the resort.
6. Protection of large trees with botanical importance, with the installation of lightning arresters.

35.2% of total species of wild birdlife in Sentosa Island are found in our resort, signaling our eco-friendly and naturally integrated landscapes.

MARINE BIODIVERSITY

1. Relocated 200 pieces of corals across 20 varieties from Sentosa to Southern Island, following the construction of our resort.
2. Rescued and rehabilitated two juvenile sea turtles.
3. In-house coral propagation project.
4. 43% of fish feeds for our marine animals are from certified sustainable sources.
5. Successfully bred 74 marine creatures through in-house elasmobranch reproduction efforts of key species including 12 shark rays, 8 black tip sharks, 15 bonnet head sharks, 31 tasselled wobbegong, 2 giant shovelnose rays, and 6 black-blotched rays.
6. Series of public outreach programmes at our aquarium to educate visitors on marine conservation.
7. 6 partnerships with 6 organisations to further marine conservation, including manta ray tagging, a study of mercury levels in Indo-Pacific bottlenose dolphins, population assessment surveys of Irrawaddy dolphins, and breeding of mud crabs.

S.E.A. Aquarium and Dolphin Island are the

2 of only 3

facilities in Asia to be accredited with the Association of Zoos and Aquariums ("AZA"), due to extensive systems in supporting the health and safety of our marine life.

ENERGY

1. Our resort design is recognized for its sustainability with the Green Mark GoldPlus Award from BCA and Singapore Institute of Landscape Architect ("SILA") Merit award for effective integration of the landscape and the environment.
2. 638,043 kWh of renewable electricity generated through our photovoltaic solar panels, on the roof of our Revenge of the Mummy® attraction in Universal Studios Singapore.
3. Variable speed drives in our machinery and optimization of equipments' operations to reduce avoidable energy consumption.
4. Reduced ambient temperatures with our double-layered ethylene tetrafluoroethylene ("ETFE") canopy shielding system, and eco-coolers in outdoor areas instead of air-conditioners.
5. Reduced external heat gain and hence reduced air-conditioning requirement of our buildings by incorporating green roofs and walls, lowering the envelope thermal transfer value to 12.88W/m².
6. Installation of an online utilities monitoring system.
7. Retrofitting of Light-emitting Diode ("LED") lights in various locations throughout the resort, spread across 5 phases.
8. Retrofitting of the cooling tower system at our District Cooler Plant.
9. Operation of lighting based on actual visibility conditions in the resort, reducing operating hours when not required.
10. Increased the capacity of heat exchanger at our District Cooler Plant to reduce the pumping power required when generating energy.
11. Hot water recovery system at our hotels, producing hot water with waste heat recovered from the air-cooled condenser and eliminating the use of energy-intensive gas boilers.

WATER

1. 680,000 m³ rainwater harvested for reuse annually, through our multiple catchment points at RWS.
2. Optimized our chilled water pumping systems to better manage water consumption.
3. Installation of an online water consumption tracking system.

MATERIALS AND WASTE MANAGEMENT

1. 3Rs programme (e.g. plastic bottles recycling campaign).
2. Recycling bins at 51 locations throughout our resort.
3. 100% of cleaning chemicals used in our F&B outlets and 100% of carrier bags used in our retail outlets are biodegradable.
4. Implemented a monitoring system to track food wastage at Bagus Cafeteria.
5. Food waste from our key food caterers are recycled using digester systems.
6. 100% of RWS' bottled drinking water is made of recyclable material.
7. Cake soaps containing bleach are replaced with liquid soaps at the hotels.
8. Playing cards are made of Forest Stewardship Council ("FSC") certified paper.
9. Hotel soap is recycled.
10. Room cards have been placed in our hotel rooms to inform guests to reuse their towels to help save water consumption.
11. Used furniture and fixtures are upcycled, for example, by selling 50 empty plastics tubs to fisheries for reuse.
12. 65% of the linen used in our hotels are eco-friendly.

BIODIVERSITY

The protection of biodiversity is especially important to us, due to the wide range of flora and fauna in our care. Within the boundaries of RWS sits a 2.9ha secondary coastal forest, and our S.E.A. Aquarium is home to an independent ecosystem of more than 100,000 animals across over 800 species.

We have also dedicated 900m² of the area in our garden-in-the-city hotel at GHJ to greenery. In particular, we have in our care 11 plant and 2 bird species listed on the Singapore Red Data Book, 40⁷ marine species that are on the International Union for Conservation of Nature ("IUCN") Red List, as well as 37 marine species that are on the Convention on International Trade in Endangered Species ("CITES") I or II lists⁸.

The health and safety of our flora and fauna, as well as promoting public education on wildlife conservation, is a responsibility that we take seriously. In our efforts, we aim to:

1 Adopt sustainable husbandry practices when acquiring animals and their food sources

2 Protect animals in their natural environment to conserve the global biodiversity

3 Inspire the public to protect the oceans through interactive education in the following manner:

- Active education via school programs
- Passive education via infographics and activities in the aquarium
- Online blogs, social media, printed press, scientific articles, conferences

Table 4: Targets and Performance for Biodiversity

TARGETS	2016 PERFORMANCE
Focus on Singapore's coastal conservation issues	 <p>Activities conducted in 2016:</p> <ul style="list-style-type: none"> • World Oceans Day • Beach Cleanup 2016 • Recycling Art Competition
Joint programs to be finalized and implemented with Polytechnics, including:	 <p>Completed programs:</p> <ul style="list-style-type: none"> • Mud Crabs breeding • Horseshoe crabs breeding <p>Actively ongoing:</p> <ul style="list-style-type: none"> • Coral breeding

7. This figure only includes species that are Critically Endangered (CR), Endangered (EN) and Vulnerable (VU) on the IUCN Red List.

8. For the full list of marine species on the International Union for Conservation of Nature ("IUCN") Red List, and the Convention on International Trade in Endangered Species ("CITES") I or II lists, please refer to <http://seaa.rwsentosablog.com/iucn-red-list>.

TARGETS

Develop and strengthen partnerships with local polytechnics, conservation groups, universities and research institutes to develop and enhance curriculum for schools and guests

**2016 PERFORMANCE**

6 actively ongoing partnerships with 6 organisations

Collaborate with other institutions to exchange husbandry knowledge and work on potential collaborative projects



Actively ongoing

Continue breeding programs and dedicate resources to focus on flagship species



Breeding programs of flagship species on hold due to relocation of our MARC facilities

2017 TARGET

Obtain Instructor Development Course ("IDC") Certification

FORTHCOMING PLAN

Further train our diving instructors to qualify for the facilitation of the Professional Association of Diving Instructors ("PADI") certification courses for guests at our aquarium, including the Open Water Diver Course, Advanced Open Water Diver Course, Rescue Diver Course and Divemaster course.

This will allow us to broaden our shark awareness programme, where guests are taken on dives to see the sharks up-close.

OUR APPROACH TO PROTECTING LAND BIODIVERSITY AT OUR RESORT**USING COMPOST TO ENRICH THE SOIL AND ORGANIC PESTICIDES TO BIOLOGICALLY CONTROL PLANT PESTS 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 fertilizers.
- 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 *Bacillus thuringiensis* (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.

OUR APPROACH TO PROTECTING LAND BIODIVERSITY AT OUR RESORT**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 42.3% of the resort.

Table 5: List of Endangered Tree Species under the Singapore Red Data Book

CATEGORY	NO. OF SPECIES	NAME
Critically Endangered	1	<ul style="list-style-type: none"> <i>Garcinia forbesii</i>
Endangered	3	<ul style="list-style-type: none"> <i>Ficus vasculosa</i> <i>Garcinia hombroniana</i> <i>Symplocos adenophylla</i>
Vulnerable	7	<ul style="list-style-type: none"> <i>Archidendron contortum</i> <i>Bhesa robusta</i> <i>Dracaena maingayi</i> (Dragon Blood Tree) <i>Palaquium obovatum</i> <i>Pouteria obovata</i> <i>Syzygium palembanicum</i> <i>Syzygium polyanthum</i>

Table 6: List of Endangered Bird Species under the Singapore Red Data Book

CATEGORY	NO. OF SPECIES	NAME
Endangered	2	<ul style="list-style-type: none"> <i>Arthraoceros albirostris</i> (Oriental Pied Hornbill) <i>Copsychus saularis</i> (Oriental Magpie Robin)

CASE STUDY

WILD BIRDS RETURN TO RWS GROUNDS



The Oriental Pied Hornbill was a former resident of our forests in Singapore. Listed as endangered in the Singapore Red Data Book 2008 and classed as nationally threatened in the Singapore Checklist 2015, they went extinct in the late 1890s but made a reappearance when two wild birds were seen in Pulau Ubin in 1994. With the help of the National Park Board's reintroduction, they are now seen all over Singapore, including the old forests at Sentosa, which offer ideal nesting holes for these birds. A few pairs have been seen foraging at RWS regularly.

In November 2016, we began an exciting collaboration with the Bird Group, a Special Interest Group of the Nature Society of Singapore ("NSS"), to carry out a survey of the wild birdlife across RWS and study their population growth and migratory patterns.

Findings revealed that after the completion of the integrated resort development, wild birdlife from pre-RWS days has made a return to the same grounds. A total number of 43 species were recorded in the survey – 34 of which were residents, seven of which were migrant, while the rest included non-breeding, breeding visitors and a newly introduced species. Two nationally endangered species based on the Singapore Red Data Book (2008) were spotted – the Oriental Magpie Robin (*Copsychus saularis*) and the Oriental Pied Hornbill (*Arthraoceros albirostris*).

The current 43 species in our resort represents 35.2% of the total species in the whole of Sentosa Island, and 11.0% of the total 392 species recorded in the Bird Group's Singapore checklist. This is a positive sign that our resort has reinstated the natural environment conducive for birds to make their habitats. Our extensive green roofs, green walls and lush planting around the resort supports a high level of biodiversity down the bird food chain. The green roofs, besides cooling the buildings, also facilitate bird life and bird movements in the resort.

The bird survey has provided a good indicator of biodiversity and eco-friendliness of our resort and we will continue to explore opportunities to increase the avian diversity and density of the resort over time.

FORTHCOMING PLANS TO FURTHER OUR LAND BIODIVERSITY COMMITMENTS

- To increase the use of compost and organic pesticides to biologically manage plants, pests, and diseases for a more eco-friendly environment.
- To increase the number of endemic plant species which are more robust and tolerant to future environmental and weather changes such as fig sea apple, tembusu, Malayan teak, silver back, cherry trees and others which could also produce flowers and berries to support the avian population.

OUR APPROACH TO PROTECTING MARINE BIODIVERSITY AT S.E.A. AQUARIUM

CAREFUL COLLECTION PLANNING

- We re-evaluate and update our collection plan of our species every five years, under the Association of Zoos and Aquariums' ("AZA") Animal Program.
- Criteria for inclusion: the status of the species in the wild, its suitability to be living in our facilities, and value for educating the public.
- The collection planning process is facilitated by AZA Taxon Advisory Groups.
- We provide habitats for our animals that are closest to their natural habitats.

MONITORING OUR ANIMALS' HEALTH AND SAFETY

- We conduct periodic clinical and biological checks on our animals in our 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.
- Our in-house water quality laboratory takes up to 950 water samples and runs over 4,200 tests a week.
- Other checks include routine monitoring of the soil, air and precipitation for microbial content and chemical composition.
- For our dolphins, during gestation, we monitor the mother dolphin and the calves through ultrasound. When the mother dolphin is expected to deliver, we will isolate her from the general population. In some instances, a "nanny" dolphin will accompany the new mother dolphin and the calf.

INTER-INSTITUTION EXCHANGE

- We share knowledge and best practices on animal biology and husbandry techniques with other aquariums.
- From time to time, we exchange or acquire new

and unique species from other institutes, to avoid in-breeding and raise conservation awareness about different creatures.

SUSTAINABLE FISH SOURCES

- To encourage self-sustaining and genetically diverse species, we have collaborative and in-house breeding programs.
- We acquire fish only from sustainable sources following the guidelines from:
 - Agri-Food and Veterinary Authority of Singapore (AVA)
 - AZA the Australasian Species Management Programme (ASMP)
 - Convention on International Trade in Endangered Species (CITES) guidelines ASTM Committee F24 Standards.

CONSERVATION EFFORTS

- Our conservation effort focuses on the umbrella species and the Coral Triangle. By focusing on umbrella species, which are typically species with large habitat needs on which many other organisms depend, we aim to multiply the benefits of conservation.
- We partner with local, regional and international organizations to combine expertise for strategic conservation research and projects.
- Some of our collaborations include: manta ray tagging in partnership with Conservation International, research on mercury levels in dolphins with Johns Hopkins, Irrawaddy Dolphin conservation in collaboration with Chulalongkorn University Thailand and Thailand's Department of Marine and Coastal Resources, and sea turtle conservation and rehabilitation in partnership with Seamarc.

* More details on these projects may be found on <http://seaa.rwsentosablog.com/iucn-red-list/>

CASE STUDY

SEA TURTLE RESCUE AND REHABILITATION



In the first quarter of 2016, aquarists from S.E.A. Aquarium welcomed not one, but two sea turtles into its living collection. A juvenile green sea turtle (above), listed as "endangered" in the IUCN Red List of Threatened Species, was handed over to S.E.A. Aquarium by the AVA. In March, the aquarium welcomed another rare turtle into its collection – a critically endangered hawksbill turtle (below) that is believed to be abandoned by its owner who had kept it as an illegal pet. The latter arrived with a poorly developed carapace – a sign of poor nutrition and care.

Sea turtles are amongst the ocean's most iconic species, and aquarists spare no effort in caring for these rare animals. In addition to providing proper nutrition, housing and medical care for these turtles, aquarists continue to build a bond with the turtles through a series of training which includes operant conditioning and positive reinforcement. Such training will allow aquarists and vets to conduct medical and physical checks easily on the turtles to monitor their progress. The turtles are growing well and healthy, and can now be found swimming in their new home at Shipwreck Habitat. By bringing visitors up-close to these threatened species, S.E.A. Aquarium hopes to deepen its impact on marine life conservation, particularly in raising awareness on issues such as poaching and ocean pollution.



ENERGY AND CARBON EMISSIONS

As one of the largest integrated resort destinations in the region, we require a lot of energy to run our operations. This in turn generates carbon emissions. We are aware of our impact and fully support Singapore's commitment towards reducing the nation's overall energy intensity levels by 35% by 2030. To achieve this, we set targets, track, monitor and audit our energy efficiency on a monthly basis, and continuously seek innovative ways to improve our performance.

Similar to previous years, we consumed energy derived from both fossil fuels (direct sources) and grid electricity (indirect source). 95% of our fuel energy consumption (see Figure 14) came from natural gas, which was mainly used for kitchen activities and central heating. The rest was consumption of diesel, liquefied petroleum gas and motor gasoline to support our backup power generators, forklifts, and operations of buggies.

In 2016, we reduced our fuel energy and electrical energy consumption and intensity by 5% and 3%, respectively. The overall energy reduction was achieved through various initiatives such as completing Phase 4 of our LED retrofitting project throughout the resort, and improving the

efficiency of our heat exchangers to reduce the pumping power required from our District Cooling Plant. In total, the energy savings yielded directly from these initiatives was 4.2GWh, equivalent to the annual electrical energy consumption of 915 Singapore 4-room HDB flats⁹.

In our upstream and downstream activities, we achieved a higher reduction of more than 10% in energy consumption and intensity. This was as a result of introducing hybrid buses into our operations, which consumed less energy. The hybrid buses began ferrying our guests and employees from HarbourFront to Sentosa Island and back since July 2016.

Table 7: Target and Performance for Energy

TARGETS	2016 PERFORMANCE
Cumulative energy savings of 63% by 2020 ¹⁰	 On Track

Figure 13: Energy Savings Targets

SR ENERGY TARGET



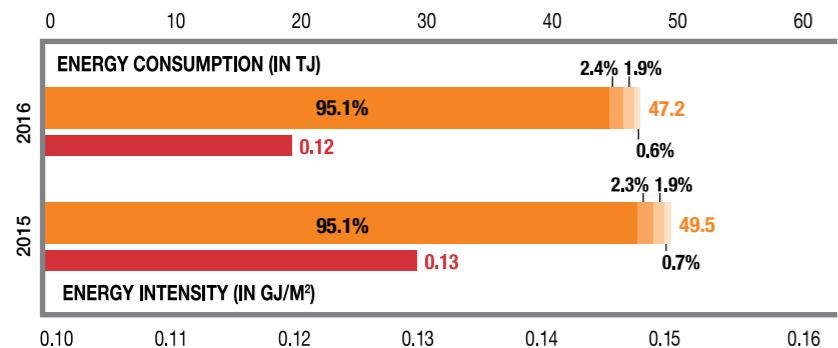
9. Note: average consumption of electricity (kWh) of 1 HDB 4-Room from Sep'15 to Sep'16 = 4,967 kWh.
10. 2013 is selected as the baseline year.

11. Heat recovery system is an energy efficient hot water generation equipment using heat pump technology.

FORTHCOMING PLANS TO FURTHER ENERGY AND CARBON EMISSIONS COMMITMENT

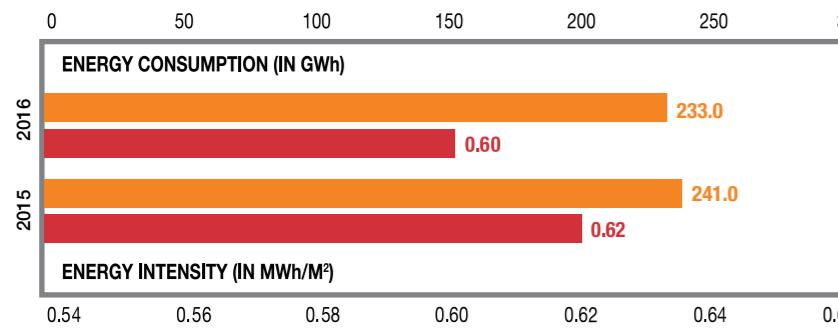
- To complete the last phase of LED retrofitting (i.e. Phase 5).
- To complete retrofitting of hot water electric heaters to heat recovery system¹¹.
- To undertake heat recovery improvement of hot water.

Figure 14: Fuel Energy Consumption and Intensity

FUEL ENERGY CONSUMPTION AND INTENSITY**Legend:**

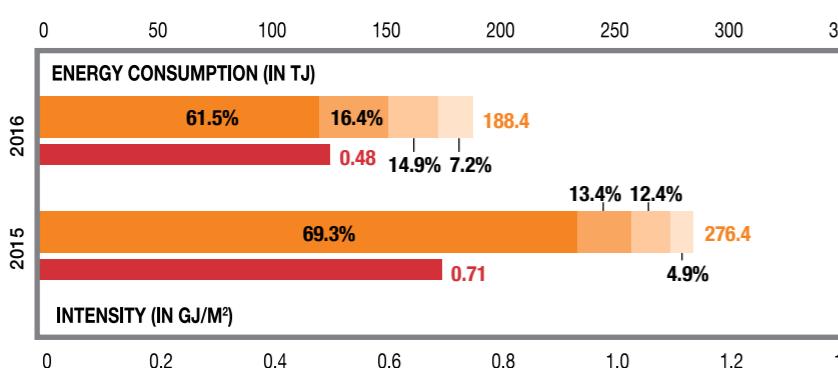
Natural Gas	Liquefied Petroleum Gas
Motor Gasoline	Diesel Oil
Consumption Intensity	

Figure 15: Electrical Energy Consumption and Intensity

ELECTRICAL ENERGY CONSUMPTION AND INTENSITY**Legend:**

Electrical Energy	Electrical Energy Intensity
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Figure 16: Energy Consumption and Intensity Arising from Upstream and Downstream Activities

ENERGY CONSUMPTION AND INTENSITY ARISING FROM UPSTREAM AND DOWNSTREAM ACTIVITIES^{12,13}**Legend:**

Employee Commuting	Upstream Transportation
Guest Travel	Business Travel
Emission Intensity	

12. Assumptions used for Figure 16:

Note 1: Taking reference from the 2006 IPCC Guidelines for National Greenhouse Gas Inventories and GHG Protocol for emission factors.

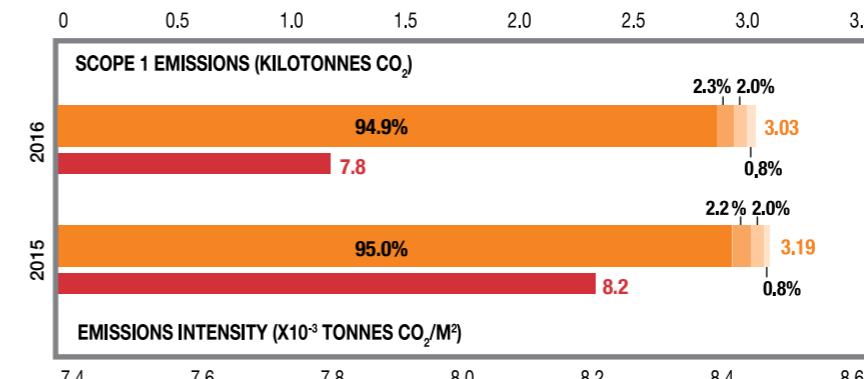
Note 2: Using average delivery per day for trucks.

Note 3: Customer travel by company private jet, limousine fleet and shuttle bus only.

Note 4: Using Land Transport Authority (LTA) Annual Vehicle Statistics, average mileage per trip from the heartlands to Sentosa, and Genting Singapore's work calendar for employee commuting.

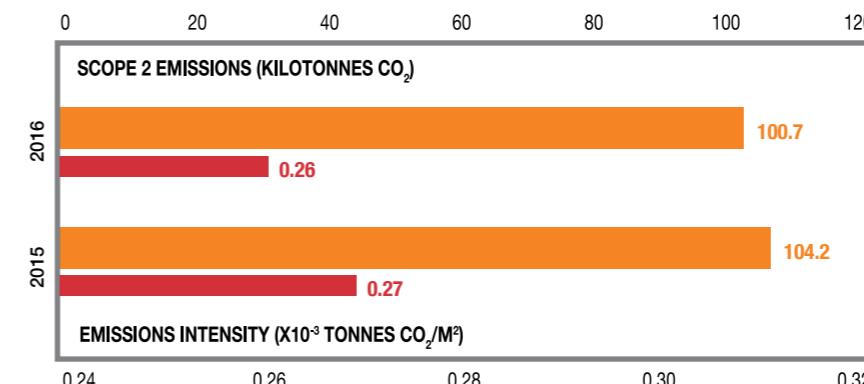
13. We are constantly updating our methodologies to measure our carbon footprint, especially those arising from upstream and downstream activities, which are more complex to calculate. Our restatement for 2015 and 2016 for scope 3 related emissions and underlying energy usage reflects an improvement in our methodologies.

Figure 17: Carbon Emissions and Intensity Arising from Fuel Consumption (Scope 1)

CARBON EMISSIONS AND INTENSITY ARISING FROM FUEL CONSUMPTION (SCOPE 1)¹⁴**Legend:**

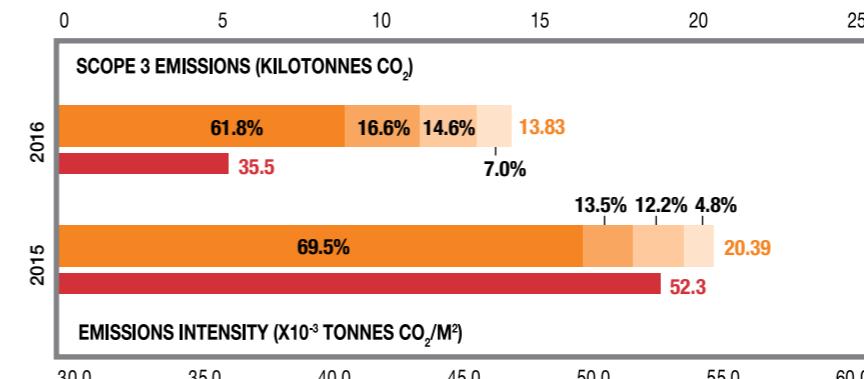
Natural Gas	Liquefied Petroleum Gas
Motor Gasoline	Diesel Oil
Emission Intensity	

Figure 18: Carbon Emissions and Intensity Arising from Electrical Consumption (Scope 2)

CARBON EMISSIONS AND INTENSITY ARISING FROM ELECTRICAL CONSUMPTION (SCOPE 2)**Legend:**

Carbon Emissions	Emission Intensity
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Figure 19: Carbon Emissions and Intensity Arising from Upstream and Downstream Activities (Scope 3)

CARBON EMISSIONS AND INTENSITY ARISING FROM UPSTREAM AND DOWNSTREAM ACTIVITIES (SCOPE 3)¹³**Legend:**

Employee Commuting	Upstream Transportation and Distribution
Guest Travel	Business Travel
Emission Intensity	

14. Assumptions used for Figures 15-17:

Note 1: Taking reference from the 2006 IPCC Guidelines for National Greenhouse Gas Inventories, GHG Protocol and "Technical Note: Conversion of fuel data to MWh" from the Carbon Disclosure Project for Scope 1 and Scope 3 emission factors.

Note 2: Using the national average CO₂ emissions per kWh from the Singapore Energy Statistics 2015 for Scope 2 emission factor.

WATER

Water is a natural resource that is lacking in Singapore. At the same time, some of our attractions, such as SEAA and ACW, are heavily dependent on water for survival of our marine animals and theme park rides. Water is also crucial for the operation of our hotels and F&B outlets.

As such, where possible, we try to minimize our usage of water. For a few years now, we have been collecting rainwater for specific uses, and reusing our drainage water.

In 2016, we kickstarted several new initiatives, including educating employees on the importance of saving water through posters and email reminders, and installing an online water consumption tracking system for employees to monitor their water usage. As a result, we saw an

Table 8: Target and Performance for Water

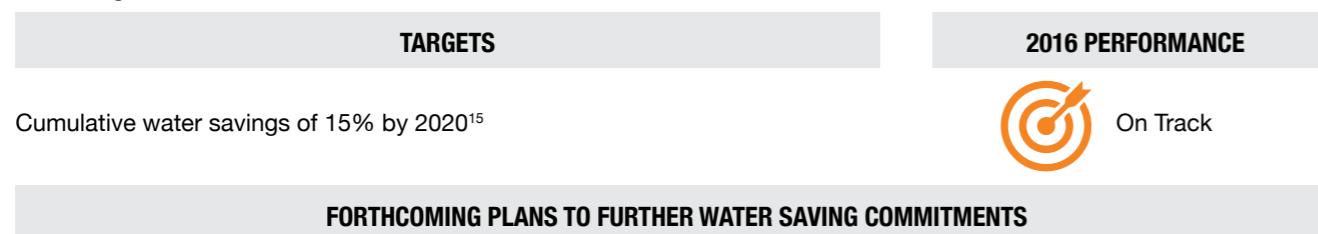


Figure 20: Water Saving Targets

WATER SAVINGS TARGETS

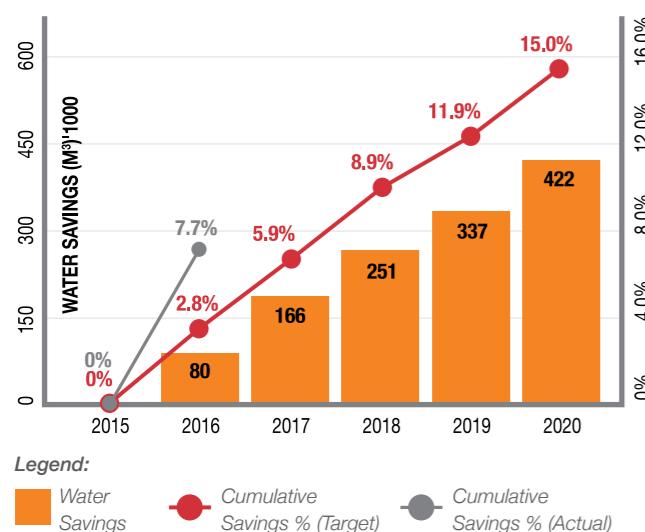
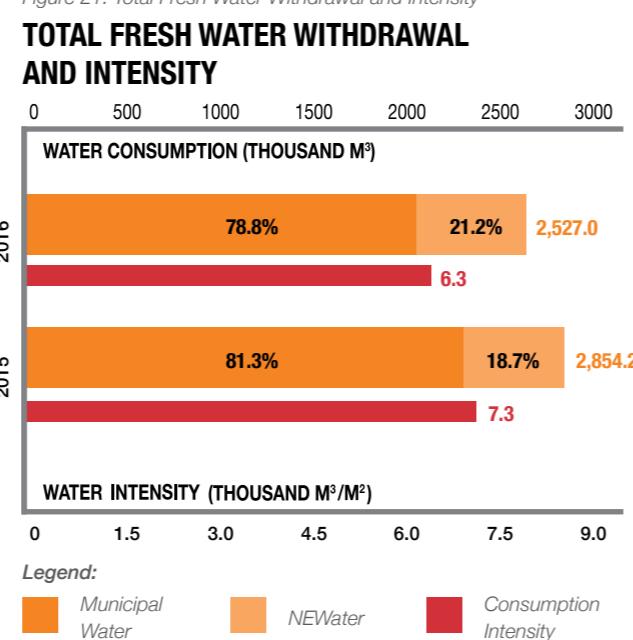


Figure 21: Total Fresh Water Withdrawal and Intensity



WASTE

In Singapore, land availability 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. In response, the Ministry of Environment and Water Resources (MEWR) has created a vision of a zero-waste nation in order to extend the life of our country's landfill beyond 2035. We recognize more than ever, that it is crucial to manage our waste responsibly, and strive to monitor and reduce, recycle and reuse our waste in our operations.

A major integrated resort operator like Genting Singapore bears a special responsibility in waste management due to the vast number of visitors we host through the year. Our efforts in 2016 achieved a 4.6% reduction in waste and a 39.4% increase in the use of recycled materials (refer to Figure 22).

Figure 22: Total Recycled Materials (Tonnes)

TOTAL RECYCLED MATERIALS

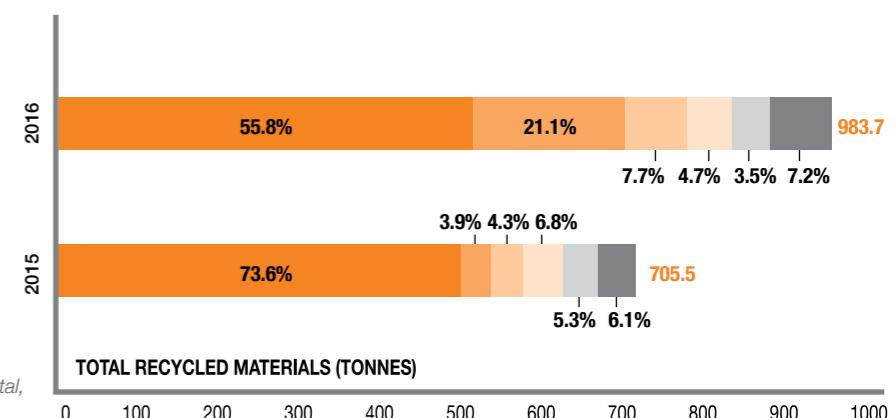


Table 9: Target and Performance for Waste

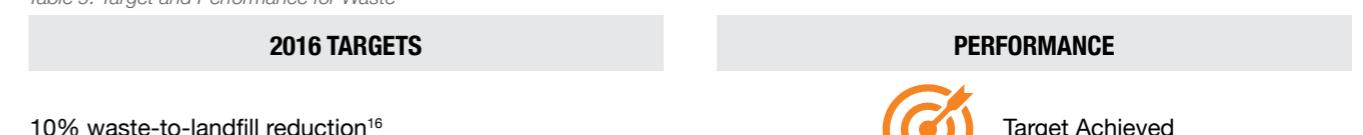


Figure 23: Genting Singapore's Approach towards Waste Management and our Initiatives



1. 3Rs – Reduce, Reuse and Recycle efforts supported by means of 12 recycling corners and paper recycling programs have been extended to a total of 51 offices across RWS. In addition, we recycle food waste from our key food caterers using digester systems.
2. Various trainings and campaigns such as RWS Safety and Green Fest 2016 were held throughout the year to raise awareness for responsible waste disposal with our team members and guests.
3. We seek innovative solutions to reduce waste. For example, our landscape vendors convert the large volume of garden waste generated from daily horticulture maintenance to compost for use as garden mulch in our landscapes.

16. 2012 is selected as the baseline year.

CASE STUDY

RWS SAFETY AND GREEN FEST 2016

In August 2016, we organized the Safety and Green Festival to champion safety and green habits towards a more sustainable workplace for our team members. Awards were given to team members in recognition of their contributions to safety, innovation and 3-R efforts. We also partnered with vendors to conduct safety talks and green workshops for our team members during the event.

One of these award-winning 3-R efforts was the recycling of spent coffee grounds and tea leaves from F&B outlets for use as garden mulch for the plants. To date, we have recycled 108 tonnes of compost and 4 tonnes of spent coffee grounds and tea leaves for horticulture use.



HAZARDOUS WASTE

Some of the materials used in our day-to-day operations include hazardous substances. We ensure these hazardous materials are managed and disposed appropriately by certified, licensed vendors, in order to minimize any negative environmental or health impacts.



Our employees are trained to separate hazardous waste such as pyrotechnics, animal carcasses, expired medicines, and formalin chemicals¹⁷, from other general waste. The hazardous waste is then collected in marked and sealed bags or containers, which are stored in areas with restricted access, until collection by our NEA-approved vendors who are also ISO14001, OHSAS 18001 and Biz Safe Star Level certified.

In 2016, the hazardous waste disposed amounted to about 545 kg of chemical waste, 2,650 kg of biological waste and 150 kg of heavy metals waste. 100% of this was disposed by our certified vendors through incineration.

¹⁷. Formalin chemicals are stored as a tissue preservative and a treatment for a particular fish disease.

PEOPLE

We look after fellow team members and their families' well-being by maintaining a safe and healthy work environment.

1 PROFILE OF OUR WORKFORCE

2 EMPLOYMENT POLICIES AND COMMITMENTS

3 CAREER DEVELOPMENT

4 WORKPLACE SAFETY AND HEALTH

PROFILE OF OUR WORKFORCE

Our team members play a crucial role in delivering an enjoyable and memorable experience to our guests. We recognize and appreciate their importance.

In 2016, our total staff strength was 10,440. Our resignation rate was 17.3%, which was lower than the industry average in the similar sector of arts, entertainment and recreation hospitality and F&B¹⁸. Nevertheless, we hired 1,055 new employees with the relevant expertise and skills required to support our operations in other business units.

Business circumstances drove us to make the very difficult decision of reducing our manpower this year. 2016 was a year where the Asian gaming industry went through uncertainties and an unpredictable environment. The Asian gaming industry is subdued, and we continue to exercise caution with our premium gaming customer business. We were left with no choice but to reluctantly review our headcount, so that we could achieve the right

size to meet the needs of such a challenging business and economic environment.

In our efforts to conduct our retrenchment exercise in as responsible and sensitive a manner as possible, we had worked closely with the Ministry of Manpower (MOM), Workforce Singapore (WSG, formerly Workforce Development Agency), Employment and Employability Institute (e2i) and Attractions, Resorts & Entertainment Union (AREU) to provide assistance to affected team members. We continue to follow various employment practices and guidelines, such as the Tripartite Guidelines on Managing Excess Manpower and Responsible Retrenchment, and will work towards strengthening our approach to taking care of our employees.

Figure 24: Employee Hires in 2016

EMPLOYEE HIRES IN 2016

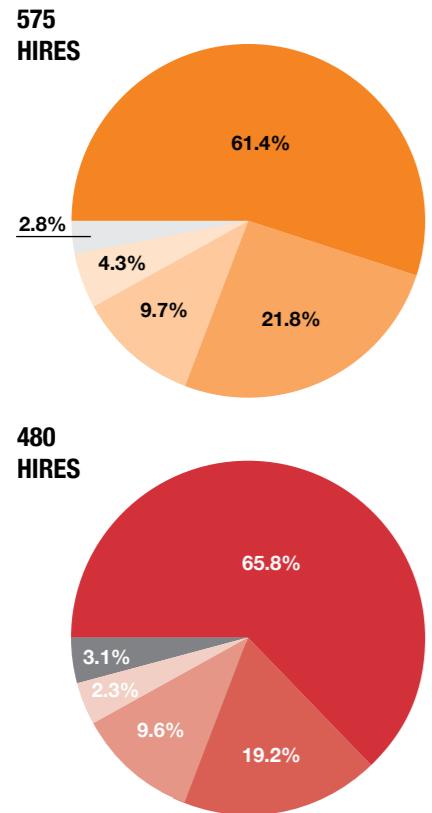
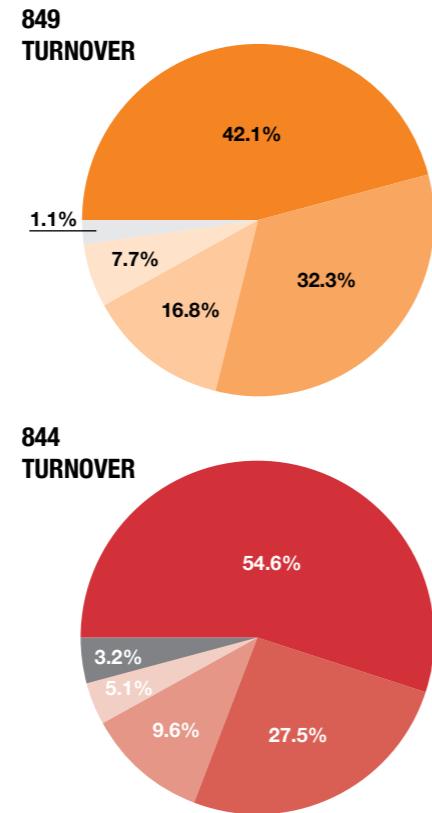


Figure 25: Employee Turnover in 2016

EMPLOYEE TURNOVER IN 2016



¹⁸. The industry average turnover rates of the hospitality and F&B, arts, entertainment and recreation sectors are taken from The Manpower Research and Statistics Department (Singapore). Third quarter rates were annualized for a like-for-like comparison.

Figure 26: Total Number of Team Members by Employment Contract and Gender

TOTAL NUMBER OF TEAM MEMBERS BY EMPLOYMENT CONTRACT AND GENDER

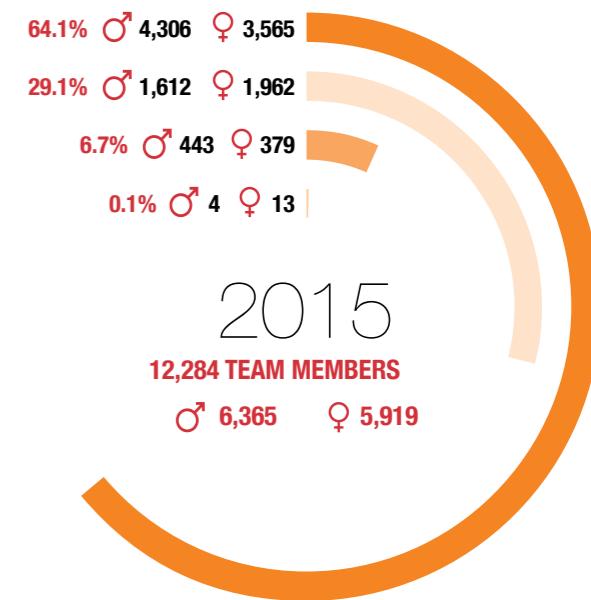
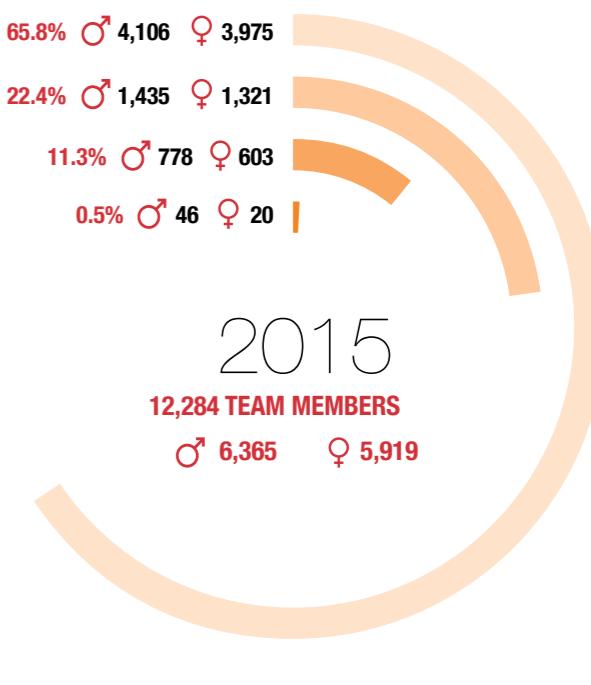
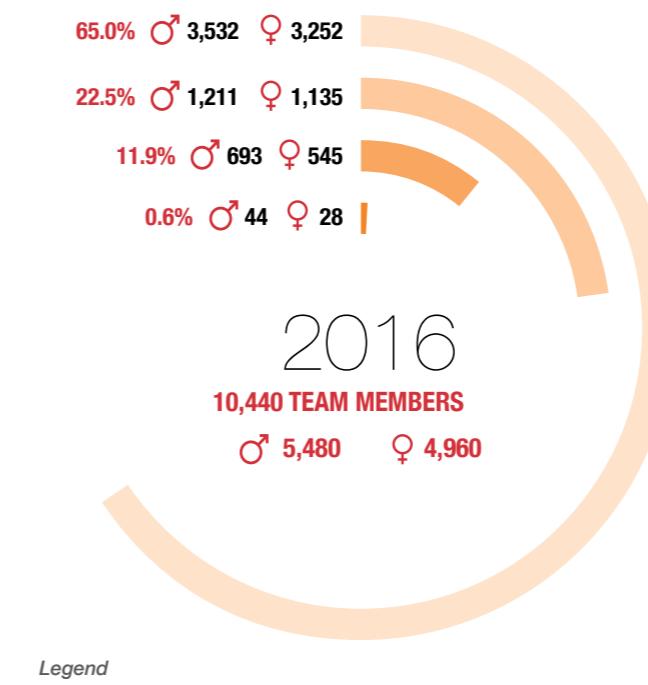


Figure 27: Our Workforce by Employment Category and Gender

OUR WORKFORCE BY EMPLOYMENT CATEGORY AND GENDER



EMPLOYMENT POLICIES AND COMMITMENTS

FAIR AND INCLUSIVE EMPLOYMENT

We take a firm stand on adopting fair and merit-based employment practices, in line with the five principles of the Tripartite Alliance for Fair & Progressive Employment Practices (TAFEP)¹⁹. Since 2007, we have been a signatory to the TAFEP Employers' Pledge of Fair Employment Practices. In addition, Singapore's ratification of 20 International Labour Organization Conventions means that by law, we respect the human rights of our team members, and do not condone child labour, forced labour, and unequal pay.

Having an inclusive culture is important to us, and at Genting Singapore, we provide opportunities to senior citizens, persons with special needs from organizations

such as Grace Orchard School and Delta Senior School, and ex-offenders to work with us. Most notably, our partnership with the Singapore Corporation of Rehabilitative Enterprises (SCORE) has seen us recruiting 36 ex-offenders over the years, giving them a second chance to embark on the steps towards rebuilding their lives.

Whether in recruitment or dismissal, we do not discriminate on the basis of race, age, gender, religion or nationality, and consistently apply our assessment criteria for all potential and existing team members.

In the unfortunate event that a team member feels he/she has been unfairly treated, our Grievance

Handling Procedure (see Figure 28) provides a confidential and objective platform to seek consultation and resolution. In 2016, there were no reported grievances on labour practices and human rights through the Grievance Handling Procedure. However, the Ministry of Manpower (MOM) had directly received complaints and appeals from some of our former team members alleging discriminatory practices, unfair dismissals and inadequate compensation during our recent retrenchment exercise. While MOM's subsequent investigation found no evidence substantiating these claims,

we have worked with MOM and TAFEP to strengthen our guidelines for managing future retrenchments, if any.

Figure 28: Grievance Handling Procedure

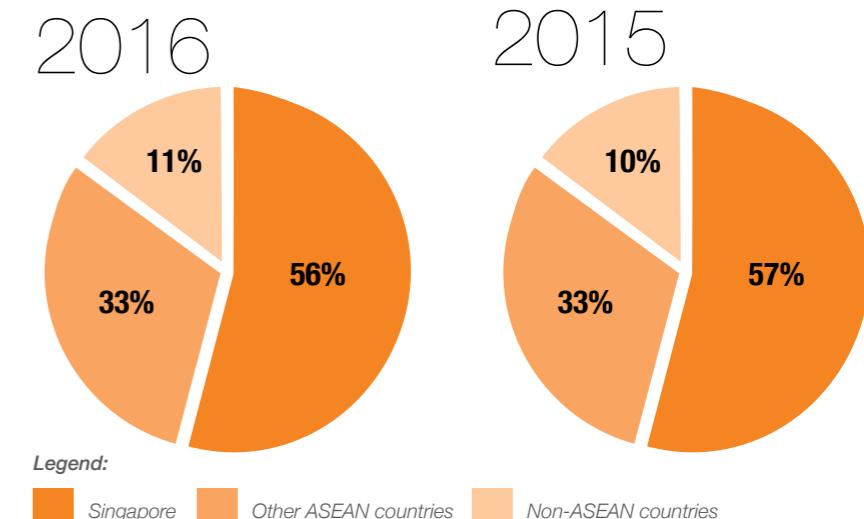
- 1 Within two weeks of incident, team members are encouraged to report directly to their immediate supervisor. If the case involves their direct supervisor, team members should report directly to the Head of Department.
- 2 The supervisor should resolve the case within two weeks of receiving the report.
- 3 If the case remains unresolved after two weeks, a formal complaint should be lodged with the Head of Department.
- 4 The Head of Department should resolve the case within two weeks of reporting.

19. More details on the five principles of TAFEP may be found at <https://www.tafep.sg/fair-employment-practices>.

HIRING LOCALS

Notwithstanding our commitments towards fair and inclusive employment, we recognize that the future competitiveness of Singapore's economy lies in nurturing the core of local talent. We therefore support local employment to our utmost, while simultaneously keeping an open mind on hiring foreign talent for their specialized skill sets. In 2016, Singaporeans made up 73%²⁰ and 49% of our total workforce and our senior management²¹ respectively. This percentage remains fairly consistent with 2015.

Figure 29: Team Members by Country of Origin



EMPLOYEE WELLNESS

We believe employee well-being leads to a productive workforce. We therefore provide healthcare benefits (such as health insurance and health screenings), corporate perks and discounts (such as discounted mobile services, and discounted tickets to attractions and selected hotels), and organize get-together events (such

as Health and Wellness Festival, Performance Appraisal Roadshow, and Career Carnivals) for our full-time team members.

In addition, we are sensitive to the family responsibilities of our team members and support them. In 2016, 731 male and 545 female team

members who had children, took parental leave. All of them resumed work after their parental leave. At least 70% of our male and female team members who had gone on parental leave one year before, are still with us.



20. Computed based on the proportion of Singapore Citizens and Singapore Permanent Residents of our Team Members.

21. Senior management is defined as Assistant Vice Presidents (AVP) and above.

CAREER DEVELOPMENT

ORGANIZATION LEARNING AND SKILLS ENHANCEMENT

The sustainability of our business depends largely on the performance of our team members. By providing appropriate opportunities and trainings to our team members, we empower them to deliver memorable experiences to our guests. Our Service Vision of "Creating WOW Moments Together" drives our targets to equip team members with the necessary knowledge, relevant skill sets and appropriate attitudes.

Table 10: Target and Performance

TARGETS	PERFORMANCE
Provide induction to all new hires within the first month of joining Genting Singapore.	 Target Achieved
Provide Service Excellence skills training to all team members within the first year of joining Genting Singapore.	 Target Achieved
Provide Leadership and People Management training to people managers within two years of joining Genting Singapore, according to individual learning needs.	 Target Achieved
2016 TARGET	PERFORMANCE
Develop Career Development Plans. We target to pilot these plans with two business units by January 2016.	 Career Development Plans were completed for five business units in 2016.

OUR TRAINING PROGRAMMES

11,000

team members attended our in-house WSQ-accredited courses, on topics related to Hotels, F&B, Attractions, Gaming, Retail, Service Excellence and Security in 2016.

113

team members completed the Workforce Development Agency's Advanced Certificate in Training and Assessment programs in 2016.

45

team members have graduated from our Career Fast Track Programmes to date.

1,152

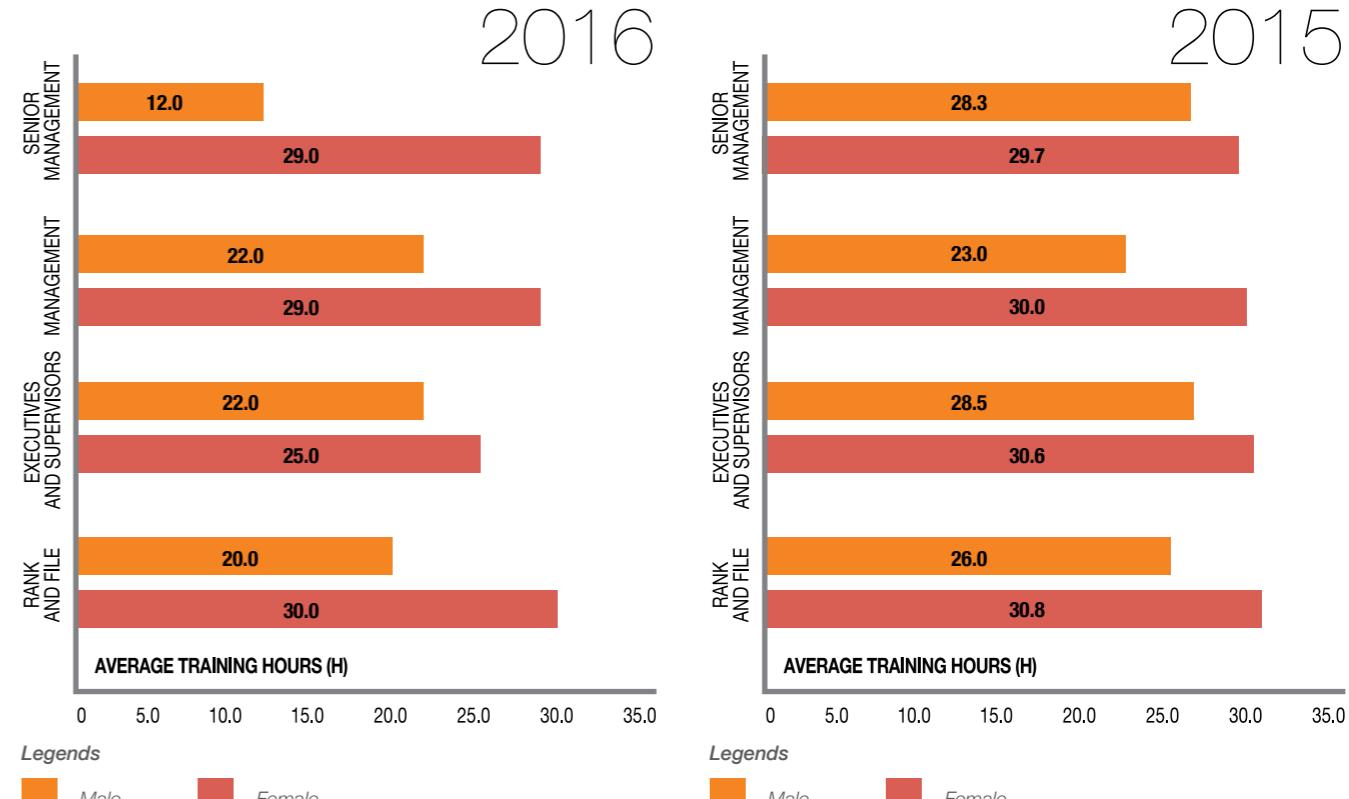
team members benefitted from our in-house Workplace Skills Program and Leadership and People Management Program in 2016.

55

team members benefitted from our Further Education Sponsorship to date.

All of which lead to an average of **22** hours of training per employee in 2016.

Figure 30: Average Training Hours by Employment Category and Gender



The focus on efficiency and productivity projects, has led to lower training hours in 2016. As our human capital stabilizes in a challenging market, we will review and refocus our training efforts in the following year.

PERFORMANCE AND CAREER PROGRESSION

Every year, our team members go through an objective performance appraisal cycle. This follows a relevant set of assessment criteria, and the final ratings are moderated across business units and organization levels, in a process designed to minimize bias. Figure 31 describes this appraisal process.

We recognized the need to understand the unique development needs of our management, and in 2016, we initiated the 360 degree feedback evaluation for all Vice President and above. This tool allows us to collect a representative suite of data to better appreciate and design development interventions for our leaders.

Figure 31: Performance Appraisal Cycle

1 PERFORMANCE REVIEW AND PLAN (JANUARY - FEBRUARY)

Team members set their goals and their learning needs for development for the year.

2 MID-YEAR REVIEW (JUNE - JULY)

Team members meet with their supervisors for a half-year progress update on their performance.

3 YEAR-END PERFORMANCE APPRAISAL (OCTOBER - DECEMBER)

Managers and supervisors meet with team members to evaluate their year long performance, and discuss improvement plans for the upcoming year.

WORKPLACE SAFETY AND HEALTH

Workplace safety and health (WSH) of our team members is as important as the safety of our guests.

Comprising 220 representatives from key business units (BUs), our safety committees work hand in hand with the Safety and Emergency Planning team in ensuring that our operations comply with the MOM and other legal requirements.

The committees meet every month to ensure that the WSH goals, targets and initiatives are communicated and implemented across our BUs, while exploring new ways to make our processes safer.

Figure 32: Our Safety Committees

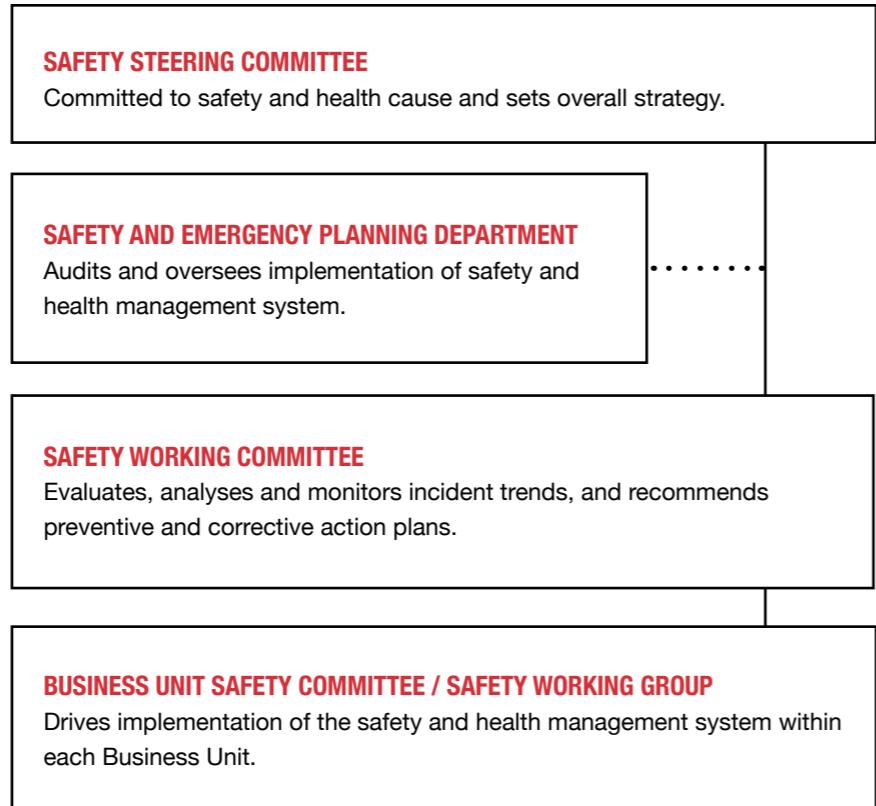


Table 11: Target and Performance

2016 TARGETS	2016 PERFORMANCE	2017 TARGETS
15% reduction in man days lost as compared to 2015.	 ▼ 2%	5% reduction in man days lost as compared to 2016.
10% reduction in total lost day incidents as compared to 2015.	 ▼ 8%	5% reduction in total lost day incidents as compared to 2016.

The number of man-days lost has been on a falling trend since 2014, achieving the most significant decrease (18%) between 2014 and 2015, as we put in place several safety programs and has led to a plateauing annual improvement in reduction in loss days. Consequently, we were not able to achieve our initial targets of 15% and 10% reduction in number of man-days lost and total lost-day incidents, respectively.

Having made these big impact changes in the earlier years, our attention now focuses on sustaining our initiatives, and we have therefore revised our targets to be more realistic and sustainable going forward.

GENTING SINGAPORE'S APPROACH TO MANAGING WORKPLACE SAFETY AND HEALTH

INCIDENT REPORTING & INVESTIGATION

- All team members are encouraged to report all incidents, regardless of their severity.
- Feedback channels including Whatsapp, email and a hazard reporting form are utilized to ensure that hazards get attended to promptly before any incident occurs.
- The Safety & Emergency Planning Team and BUs will then conduct investigation jointly to identify the root causes and recommend future corrective and preventive measures.

SAFETY EDUCATION

- Raising awareness through the RWS Safety Campaign, with a focus on personal responsibilities on WSH.
- Building competencies of the Safety Working Committee members through modular education and sharing sessions during our monthly meetings.
- Reminding team members on common hazards through the safety bulletin and other means.

ENCOURAGING SAFETY INNOVATION

- We encourage team members to contribute innovative WSH ideas by participating in the following platforms:
 - Our very own WSH-Novation project competition
 - The Singapore WSH Council and MOM annual WSH Innovation Awards
- One of our innovative ideas this year is featured in the case study on the following page.

FOCUS ON SAFETY-SENSITIVE OCCUPATIONS

- Due to the nature of their work, our performers and F&B staff are more prone to injuries arising respectively from strenuous movement, cuts, scalding, or slips & falls on wet surfaces. We protect them by the following means:

PROTECTING OUR PERFORMERS

- Provide enhancements to animated costumes which reduce strains and injuries.
- Close monitoring of the effectiveness of daily mandatory warm-up sessions.
- Develop individual core strength for different performers.
- Provide corporate gym memberships to all performers.
- Provide physiotherapy as part of preventive measures and rehabilitation.
- Referral to specialists for any assessment or injury concerns.

PROTECTING OUR F&B STAFF

- Use of cut-resistant and heat-resistant gloves for chefs across all our kitchens.
- Reminder for chefs to wear cut-resistance gloves for identified high-risk tasks that include shucking fresh oysters, butchering, and handling sharp objects.
- Installation of anti-slip tiles on kitchen floors.
- Deployment of motorized tugs for F&B product distribution to improve safety in transporting heavy items.

EMERGENCY PREPAREDNESS

- Periodic mass evacuation drills for attractions and hotels, including back-of-house areas for various emergency scenarios such as fire and bomb threat.
- Training team members on SGSecure protocols to prepare them for terrorist-related incidents followed by a validation exercise with emergency authorities on 23 Nov 2016.

* More information may be found in the "Guest Safety and Accessibility -- Emergency Preparedness" section.

CASE STUDY

SAFETY POST FOR SAFE ACCESS & EGRESS FROM MAINTENANCE PIT

Our Facilities Management and Engineering (“FM&E”) Team is frequently required to access maintenance pits around the resort to conduct maintenance and ad-hoc troubleshooting. These maintenance pits are accessed through manholes and cat ladders, which can pose a risk to our workers and contractors of slipping and falling, if proper care is not taken to enter or exit the pit.

To address this risk, the FM&E team took inspiration from retractable posts that are used for roof access, and adapted the idea for our maintenance pits. An extendable

safety post was developed for workers and contractors to hold onto while climbing up and down the ladder. The safety post is easy to deploy with a one-handed operation, can be mounted easily and fits different existing cat ladders in different maintenance pits. It also has back-up safety features in case of critical mechanical parts failure.

By providing a 3-point contact and a safe and secure hand grip at all times, this has greatly enhanced our workers’ and contractors’ safety. For the ingenuity and effectiveness of implementation of this project, we

were recognized with the Ministry of Manpower (“MOM”) Workplace Safety and Health Council (“WSHC”) National Workplace Safety and Health Innovation Award in 2016.



In 2016, our Accident Frequency Rate (AFR), Accident Severity Rate (ASR), number of man days lost and number of lost day incidents fell as compared to 2015, largely due to strenuous movements and slips & trips.

The cases of injury from strenuous movements were mostly related to our performers, whom we have identified as a high-risk group and implemented a safety programme (see “Focus on Safety-sensitive Occupations” on previous page).

For slips and trips that happened mainly at the casino and back-of-house areas, we will improve the responsiveness of cleaners in clearing floor spills and drying up wet floors, as well as educate our team members on being careful in areas prone to such accidents.

We have also put advisory signage at staircases and other areas to remind team members to exercise care. In addition, we have installed a central railing at the heavily-utilised staircase at the casino back-of-house. Since implementation, the number of slip-and-trip incidents has reduced from three in 2014 and three in 2015, to zero since the railing was installed in Jan 2016.

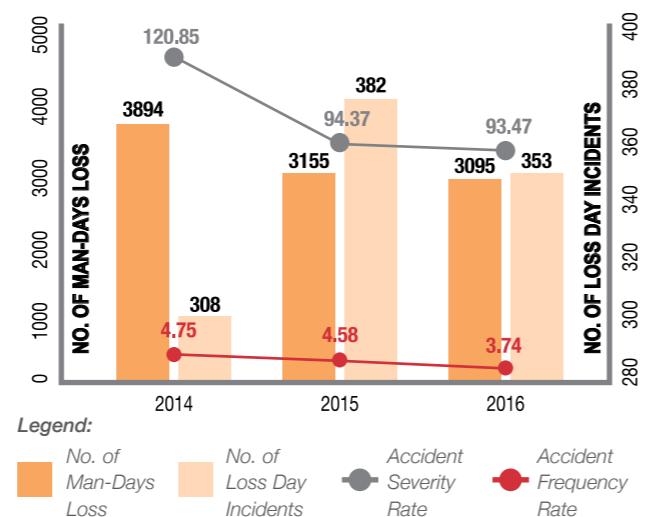
On the other hand, our second high-risk group of team members, namely the F&B BU, experienced a commendable fall in the number of incidents and

man-day loss this year, owing to the safety initiatives that were implemented since 2015.

Despite rehearsals and training, our experience has been that performers of newly introduced performances and shows would take some time to settle and become comfortable and familiar with their shows, specific moves and positions. This leads to the occurrence sometimes of accidents and safety incidents in spite of adherence to our safety standards.

Figure 33: Safety Performance

WSH PERFORMANCE 2014-2016



COMMUNITY

Bringing hope to the community by engaging and empowering the society through meaningful projects.

1 RESPONSIBLE GAMBLING (RG)

2

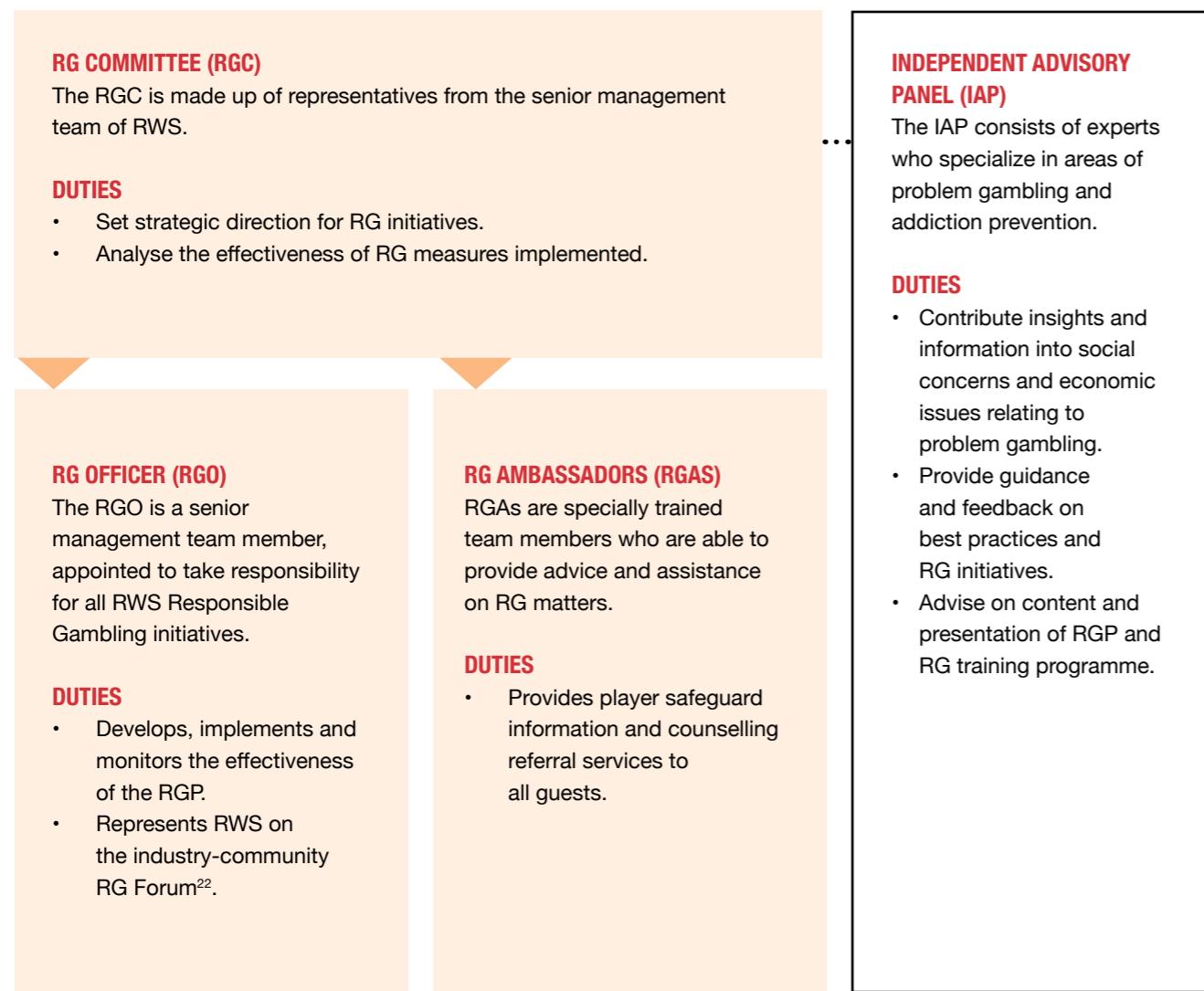
OUR CSR PROGRAMME

RESPONSIBLE GAMBLING (RG)

Underage and problem gambling can cause harm to our guests, their families, and society. As a casino operator, we acknowledge a duty of care in encouraging our guests to gamble responsibly at our premises. Our rigorous RG programme, together with our strong RG governance structure and RG culture among our team members, goes beyond regulatory compliance to strengthen social safeguards, relating to gambling, create RG awareness, and provide intervention in problem gambling cases.

RG GOVERNANCE STRUCTURE

Figure 34: 4-tier RG Management Supervision



²². The RG Forum comprises industry and community representatives who promote shared commitment and understanding towards RG.

In 2015, we were the first casino in Asia Pacific to receive the RG Check accreditation from the RG Council. The recognition from one of the most comprehensive and rigorous RG accreditation programmes in the world is a testimony to our commitment to providing a safety net to our patrons.

RG Check is based on assessment standards developed through an extensive process of research, analysis, and review of international best practices in responsible gambling programmes. It promotes a high standard of customer protection with the adoption of meaningful responsible gambling initiatives.

The RG standards, along with more than 40 criteria, form the basis of RG Check's evaluation of written documents, interviews and surveys of both players and team members.



Accredited by the Responsible Gambling Council

Table 12: Target and Performance for Responsible Gambling

TARGET	2016 PERFORMANCE
Ensure that the RG programme at RWS maintains the RG Check standard accreditation status through annual review and assessment of the RG policies and procedures	Target Achieved

RG PROGRAMME (RGP)

Figure 35: Five main tenets of our RGP

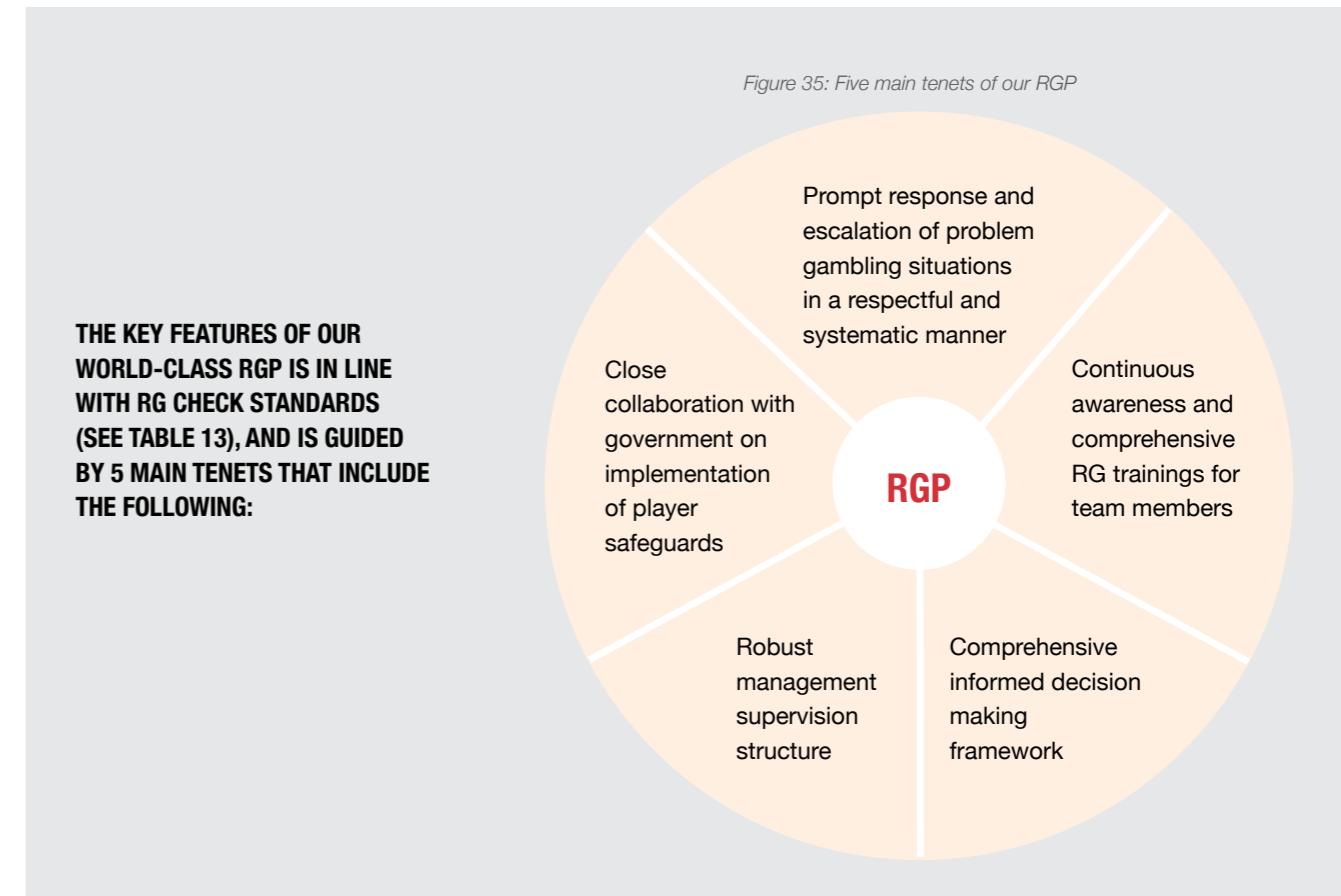


Table 13: Key Features of our RGP in line with RG Check Standards

RG CHECK STANDARDS USED IN THE ASSESSMENT OF THE CASINO	RG CURRENT PRACTICES
RG Policies	<ul style="list-style-type: none"> Well-articulated policies set out Genting Singapore's commitment to promote RG and prevent problem gambling in our premises. Senior management is actively engaged in RG matters.
Employee Training	<ul style="list-style-type: none"> Casino team members undergo mandatory RG training during their job induction programme as well as annual refresher. Selected supervisory or managerial team members attend special RGA training to equip them with the knowledge and skills to assist with problem gambling cases at our casino. Other guidance is provided in the form of related, applicable supplementary policies and frameworks, e.g. the Code of Conduct, Compliance, Casino Access, and Patronage and Membership policies. To continuously raise awareness with our team members, RG messages are posted on digital screens at back-of-house areas and in the monthly team members' newsletter.
Self-Exclusion	<ul style="list-style-type: none"> We also collaborate with the government to support and facilitate the Casino Exclusion and Visit Limit programme, which is administered by the National Council on Problem Gambling (NCPG). We have RG collaterals, such as posters, brochures and electronic messages within the casino and in the vicinity (i.e. Members Lounge) to promote the Casino Exclusion and Visit Limit Programme. Self-service kiosks are also provided at the vicinity of the casino to allow guests to apply for the Casino Exclusion or Visit Limit. If approached by family and friends of gamblers, our RGAs will provide information on the Casino Exclusion and Visit Limit programme. If the guests come forward to request self-exclusion in person, RGAs would assist them further. Besides providing information on the application of NCPG Casino Exclusion and Visit Limit programme, RGAs will also assess if the patrons have any problem gambling risk or exhibit any problem gambling behavior. The RGAs will then provide problem gambling patrons with the RG kit, and information on help resources. Persona Non Grata Prohibition orders will be issued to the patrons when necessary.
Venue and Game Features	<ul style="list-style-type: none"> The creation of a responsible ambience in our casino provides a conducive environment for guests to enjoy their gambling experience responsibly. They are able to recognize if they have been staying at the casino for a longer time than intended as we: <ul style="list-style-type: none"> Prominently display digital clocks around the casino and on all electronic gaming machines Ensure the venue is adequately lit All new games are screened against the authority technical standards. We control our alcohol service so that our patrons can make gambling decisions in a sound frame of mind.

RG CHECK STANDARDS USED IN THE ASSESSMENT OF THE CASINO

Assistance to Players who May Have a Problem with Gambling

- Our casino frontline team members are trained to look out for indicators or situations where players may have a gambling problem and escalate to RGA for intervention.
- The frontline team observes the three basic principles of Respect, Responsive and Systematic, when responding to various situations that suggest a gambling problem.
- If a patron approaches our staff for advice or assistance, the staff will refer the patron to the RGA for further assistance. The RGA will invite the patron concerned to a private area such as the Private Lounge for discussion. The RGA will screen the patron for problem gambling behaviours. If it is determined that the patron exhibits problem gambling behaviours, the RG kit and the appropriate help resources information would be provided which include NCPG helpline and services.
- Incident reports on responsible / problem gambling cases are filed to keep track of all RG Ambassador interventions with patrons. These cases are reported to Ministry of Social and Family Development (MSF) on a weekly / quarterly basis.
- We have in place a Pre-Commitment Programme (PCP) that allows patrons to voluntarily set their limits before gambling.

Access to Money

- All ATMs are situated off the gaming floor, outside the casino premises.
- Bilingual posters have been put up at ATM halls to remind guests about RG.
- Team members must report to their department head if they suspect or become aware of any unlicensed money lending or related activity on the casino premises.

Informed Decision Making

- RG and problem gambling related collaterals are provided in various media formats (posters, electronic messages, brochures) to meet the varying needs of different segments of the gambling population, ranging from Casual Gamblers, Frequent Gamblers to Intensive Gamblers. Our collaterals are displayed at strategic locations to remind patrons on responsible gambling, and player safeguard options which include our Pre-commitment Programme, NCPG Casino Exclusion and Visit Limit programme.
- For patrons to make informed decisions when considering their level of gambling activities information, including game rules, winning probabilities and house edge, is available in gaming guides and membership kiosks which are set up at the gaming floor.
- Genting Rewards members are also able to access their personal level of play information which include visit and gaming record via post, email or at membership kiosks.

Advertising and Promotion

- RWS does not advertise our operations outside our casino.
- We do not misrepresent the odds of winning and losing any games in our casino.
- Once a patron excludes himself from the casino, we do not thereafter send him any casino related marketing and promotional materials.

STRENGTHENING GAMBLING SOCIAL SAFEGUARDS WITH RGP ENHANCEMENTS

We continuously strive to enhance our world-class programme. In 2016, we reviewed our RGP, building on recommendations made by the Ministry of Social and Family Development (MSF), and with reference to renowned RG bodies and casino operators, such as the RG Council, the Nevada Council on Problem Gambling, and the USA National Centre for Responsible Gaming. We will continue to improve our RGP in the following aspects in 2017:

- 1** Update the RG training content and format to ensure they are relevant and effective in reinforcing knowledge and skills in identifying and helping problem gamblers.
- 2** Periodically review and refresh RG information on the gaming floor to capture the attention of our patrons.
- 3** Further refine our policies and processes for assessing and handling situations and patrons with problem gambling indicators to help the problem gamblers more effectively.

CASE STUDY

RAISING RG AWARENESS IN PARTNERSHIP WITH MSF



RWS participated in the Responsible Gambling Awareness Week (RGAW) held from 29 July to 6 August 2016. The RGAW was opened by Mr Tan Chuan-Jin, Minister for Social and Family Development, who presented a token of appreciation to our president, Mr Tan Hee Teck, for our commitment to RG practices.

RWS hosted 3 responsible gambling roadshows at our casino. Throughout the roadshows, our RGAs, together with representatives from the MSF, engaged about 600 patrons in fun interactive games designed to publicise the problem gambling hotline and to raise awareness of RG issues including gambling myths / tips.

OUR CSR PROGRAMME

Corporate social responsibility (CSR) is anchored in our corporate culture since the early beginnings. From the start, we are committed to give back to the community through RWS Cares, using our three-pronged approach to empower the community, engage our stakeholders in community development, and conserve our environment.

Our efforts in integrating our CSR values with our business activities have earned us recognition. For creating sustainable collective impact through our giving, RWS was honoured with the Corporate Platinum Award in the 2016 Community Chest Awards.

Children and youths remain a key focus in our CSR outreach as we believe every child has potential within them for greater achievements that can be nurtured to bring out their distinct talents for contributions to society. In 2016, 73% of our cash and in-kind donations were committed

to children and youth causes in Singapore. We will continue to deepen our engagement with children and youths through collaborations with charities and voluntary welfare organisations.

Table 14: RWS Cares initiatives



EMPOWER THE COMMUNITY

- aRWSome Apprenticeship
- Nationwide Book Donation Drive



ENGAGING OUR STAKEHOLDERS

- aRWSome Wishes
- Community Chest Charity in the Park
- ChildAid



CONSERVE OUR ENVIRONMENT

- S.E.A. Aquarium Scholarship
- World Oceans Day
- Recycling Art Competition
- Earth Hour
- Singapore World Water Day

* Our numerous marine life conservation programmes may be found in the Biodiversity section of this report.

23. The CSR contributions for 2016 included cash and in-kind donations from Resorts World Sentosa and cash donations raised from RWS sponsored events such as ChildAid and Community Chest Charity in the Park.

1 aRWSOME APPRENTICESHIP

In 2016, we partnered Students Care Service on a two-month mentorship programme, and brought onboard 10 youths who had dropped out of school due to personal and family circumstances.

They were taken under the wings and tutelage of our experienced team members from MICE who mentored and trained them in events and conventions management. The objective was to equip them with lifelong skills and knowledge in running integrated resort operations.

The mentorship has seen positive outcomes in character-building and personal development. After the programme, two of the participants were inspired to return to school to pursue further studies in tourism and hospitality. Since January 2017, both former dropouts have enrolled in ITE College West in F&B Operations and Business Services courses respectively.

In 2017, aRWSome Apprenticeship will partner People's Association in a nationwide outreach through the Project We Care ENRICH programme and continue to impart useful industry skill sets to the needy and underprivileged with the objective of improving their employability and quality of life.

2 NATIONWIDE BOOK DONATION DRIVE

In March 2016, we organised our first-ever nationwide Book Donation Drive as part of Imagine|Native – A Creative Fest for Kids! at the S.E.A. Aquarium. In partnership with the People's Association at Community Clubs across five districts in Singapore – Marine Parade, Paya Lebar-Kovan, Tanjong Pagar, Bukit Batok and Nee Soon Central – we collected more than 10,000 new and



pre-loved children's books, which were distributed to children from low-income families islandwide.

3 aRWSOME WISHES

The sixth installment of aRWSome Wishes on 6 December 2016 brought holiday cheer to 350 special needs and underprivileged children. Close to 100 aRWSome volunteers, including senior

management, organised a guided tour of the S.E.A. Aquarium and Pokémon Research Exhibition for the beneficiaries. The event ended on a high note with the children receiving their favourite Christmas presents, comprising exclusive merchandise worth over S\$17,000 collectively sponsored by our team members.

As part of our objective to empower the community and engage our stakeholders, RWS Cares launched the aRWSome Wishes Charity Drive

and pledged S\$10 to Community Chest for every ticket sold at S.E.A. Aquarium and Pokémon Research Exhibition in the month of December.

We successfully raised S\$300,000 to be channelled towards the Compassvale Bow Adult Disability Home, Singapore's first specialised home catered for individuals with Autism Spectrum Disorder.

4 CHILDAID

We welcomed ChildAid back to Resorts World Theatre in November 2016 as official venue partner for Singapore's largest annual children's charity concert. More than S\$2 million was raised for two charities – Straits Times School Pocket Money Fund and Business Times Budding Artists Fund – to help children and youths with pocket money to go to school and provide structured arts training programmes to develop young artistic talents.

“2016 was an important turning point in my life where I decided to return to school and be a student again. Since leaving school in 2015, I was working as a cashier at a petrol station. In August 2016, I enrolled in the aRWSome Apprenticeship programme offered by Resorts World Sentosa to explore career options in the hospitality industry. This was a catalyst which took me out of my comfort zone and a life-changer which helped me discover my hidden strengths and interests. As I worked through my struggles with my counsellor from Students Care Service, I was encouraged to equip myself with new skills and knowledge. I thank Resorts World Sentosa for offering me the valuable opportunity of real work experience”

— aRWSOME APPRENTICE DHIYA SYARAFINA, 19 YEARS OLD AND CURRENTLY ENROLLED IN NITEC IN BUSINESS SERVICES AT ITE COLLEGE WEST

5 COMMUNITY CHEST CHARITY IN THE PARK

In January 2016, Universal Studios Singapore hosted the inaugural Community Chest Charity in the Park where 4,000 donors, beneficiaries and caregivers came together for an evening of fun, as part of our five-year commitment of S\$5 million in corporate giving to Community Chest. This event raised over S\$2.3 million benefiting more than 80 charities supported by Community Chest.

6 S.E.A. AQUARIUM SCHOLARSHIP

In 2016, S.E.A. Aquarium awarded its first ever scholarships to two students enrolled for the Diploma in Marine Science and Aquaculture at Republic Polytechnic. As part of the scholarship programme, our scholars were given the chance to

undergo a six-month internship at the aquarium, rotating between different teams so that they can benefit from exposure across different parts of the marine attraction. We hope to encourage more students to pursue their interests in marine science and conservation, as well as contribute to developing a sustainable aquaculture industry in Singapore.

7 WORLD OCEANS DAY

In June, RWS celebrated World Oceans Day by spearheading several meaningful conservation activities. We broke the Singapore Book of Records for the largest bottle cap mural and photo pledge wall. More than 60,000 plastic bottle caps were collected by team members and guests, underscoring how every small recycling effort makes a difference to safeguarding the oceans. The finale for World Oceans Day celebration

saw team members and their families participating in the largest beach clean-up at Tanah Merah coastline, where more than 888kg of trash was collected.

8 RECYCLING ART COMPETITION

Our second edition of the nationwide Recycling Art Competition received close to 170 entries from schools across Singapore, triple that last year. Designed and created by pre-school, primary and secondary students themselves, the sculptures were conceptualised to various themes around ocean conservation and environmental sustainability. Students demonstrated their talents by gathering different recyclable materials such as plastics, paper, glass and metals to creatively depict the vulnerability of our oceans.



GRI CONTENT INDEX FOR 'IN ACCORDANCE' - COMPREHENSIVE

GENERAL STANDARD DISCLOSURES		SECTION
STRATEGY AND ANALYSIS		
G4-1	Statement from the most senior decision-maker of the organization	Message from our President (Page 3)
G4-2	Description of key impacts, risks, and opportunities	Message from our President (Page 3); Our Sustainability Approach: Sustainability21 Strategy (Page 16)
ORGANIZATIONAL PROFILE		
G4-3	Name of the organisation	About Genting Singapore (Page 10)
G4-4	Primary brands, products, and/or services	About Genting Singapore: Principal Businesses of RWS (Page 11)
G4-5	Location of organisation's headquarters	About Genting Singapore (Page 10)
G4-6	Number and names of countries where the organisation operates	About Genting Singapore (Page 10)
G4-7	Nature of ownership and legal form	About Genting Singapore (Page 10)
G4-8	Markets served	About Genting Singapore (Page 10)
G4-9	Scale of the reporting organisation	About Genting Singapore (Page 10)
G4-10	Employees Profile	People: Profile of our Workforce (Page 54)
G4-11	Percentage of employees covered by collective bargaining agreements	Our employees are not covered by collective bargaining agreements.
G4-12	Organisation's supply chain	Marketplace: Responsible Sourcing (Page 35)
G4-13	Significant changes during the reporting period	About Genting Singapore (Page 10)
G4-14	Whether and how the precautionary approach or principle is addressed by the organisation	Our Sustainability Approach: Sustainability21 Strategy (Page 16); Marketplace: Corporate Governance (Page 21)
G4-15	Externally-developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or which it endorses	People: Employment Policies and Commitments (Page 56); Community: Responsible Gambling (Page 65)
G4-16	Memberships of associations	Community: Responsible Gambling (Page 64); Environment: Biodiversity (Page 45)
ORGANIZATIONAL PROFILE - IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES		
G4-17	List all entities included or not included in organization's financial statements	About This Report (Page 6)
G4-18	Process for defining report content and how the organization has implemented the Reporting Principles for Defining Report Content	Our Sustainability Approach: Materiality Assessment (Page 14-15)
G4-19	Material Aspects identified in the process for defining report content	Our Sustainability Approach: Materiality Assessment (Page 14-15)
G4-20	For each material Aspect, report the Aspect Boundary within the organization	About This Report (Page 6)
G4-21	Report the Aspect Boundary outside the organization	About This Report (Page 6)
G4-22	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement	Environment: Energy & Carbon Emissions: Footnote 13 (Page 48)
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.
STAKEHOLDER ENGAGEMENT		
G4-24	List of stakeholder groups engaged by the organization	Our Sustainability Approach: How we engage with our key stakeholders (Pages 13-14)
G4-25	Basis for identification and selection of stakeholders with whom to engage	Our Sustainability Approach: How we engage with our key stakeholders (Pages 13-14)
G4-26	Approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group	Our Sustainability Approach: How we engage with our key stakeholders (Pages 13-14)
G4-27	Key topics and concerns raised through stakeholder engagement, and how the organization has responded	Marketplace: Guest Satisfaction (Pages 30-33)

GENERAL STANDARD DISCLOSURES		SECTION
REPORT PROFILE		
G4-28	Reporting period for information provided	About this Report (Page 6)
G4-29	Date of most recent previous report	31 December 2015
G4-30	Reporting cycle	About this Report (Page 6)
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 csr@RWSentosa.com .
G4-32	Report on 'In accordance' option, GRI Content Index, reference to External Assurance	About this Report (Page 6)
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.
GOVERNANCE		
G4-34	Governance structure of the organization	Marketplace: Corporate Governance (Page 19)
G4-35	Process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees	Our Sustainability Approach: Sustainability21 Strategy (Page 16)
G4-36	Whether the organization has appointed an executive-level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body	Our Sustainability Approach: Sustainability21 Strategy (Page 16)
G4-37	Processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics	Our Sustainability Approach: Sustainability21 Strategy (Page 16)
G4-38	Composition of the highest governance body and its committees	Marketplace: Corporate Governance (Page 19)
G4-39	Whether Chair of the highest governance body is also an Executive Officer	Annual Report 2016: Corporate Governance
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 2016: Corporate Governance
G4-41	Processes in place for the highest governance body to ensure conflicts of interest are avoided	Annual Report 2016: Corporate Governance
G4-42	Highest governance body's and senior executive's roles in the development, approval and updating of the organization's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental, and social impacts	Board Statement (Page 4); Our Sustainability Approach: Sustainability21 Strategy (Page 16)
G4-43	Measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social impacts	Annual Report 2016: 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 2016: 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	Board Statement (Page 4); Our Sustainability Approach: Sustainability21 Strategy (Page 16)
G4-46	Highest governance body's role in reviewing the effectiveness of the organization'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 2016: Corporate Governance; Our Sustainability Approach: Sustainability21 Strategy (Page 16)
G4-48	Highest committee or position that formally reviews and approves the organization'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	Marketplace: Corporate Governance (Page 21)
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	Marketplace: Corporate Governance (Page 21)
G4-51	Remuneration policies for the highest governance body and senior executives	Annual Report 2016: Corporate Governance
G4-52	Process for determining remuneration	Annual Report 2016: 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 2016: Corporate Governance

GENERAL STANDARD DISCLOSURES		SECTION
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 organization'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.
ETHICS AND INTEGRITY		
G4-56	Organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics	Marketplace: Corporate Governance (Page 20)
G4-57	Internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organizational integrity, such as helplines or advice lines	Marketplace: Corporate Governance (Page 21)
G4-58	Internal and external mechanisms for reporting concerns about ethical and lawful behavior, and matters related to organizational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines	Marketplace: Corporate Governance (Page 21)
CATEGORY: ECONOMIC		MATERIAL ASPECT: ECONOMIC PERFORMANCE
G4-DMA	Disclosure on Management Approach (DMA)	Annual Report 2016: Year in Review
G4-EC1	Direct economic value generated and distributed	Performance Highlights (Pages 8-9)
G4-EC2	Risks and opportunities posed by climate change	Our Sustainability Approach: Sustainability21 Strategy (Page 16); Marketplace: Guest Safety and Accessibility (Page 28)
G4-EC3	Coverage of the organization'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 https://wwwcpf.gov.sg/ .
G4-EC4	Financial assistance received from the government	Performance Highlights (Page 9)
CATEGORY: ENVIRONMENTAL		MATERIAL ASPECT: ENERGY
G4-DMA	Disclosure on Management Approach (DMA)	Environment: Energy & Carbon Emissions (Page 47)
G4-EN3	Energy consumption within the organization	Environment: Energy & Carbon Emissions (Page 48)
G4-EN4	Energy consumption outside the organisation	Environment: Energy & Carbon Emissions (Page 48)
G4-EN5	Energy Intensity	Environment: Energy & Carbon Emissions (Page 48)
G4-EN6	Reduction of energy consumption	Environment: Energy & Carbon Emissions (Page 47)
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.
CATEGORY: ENVIRONMENTAL		MATERIAL ASPECT: WATER
G4-DMA	Disclosure on Management Approach (DMA)	Environment: Water (Page 50)
G4-EN8	Total water withdrawal by source	Environment: Water (Page 50).
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	Environment: Water (Page 50)

GENERAL STANDARD DISCLOSURES		SECTION
CATEGORY: ENVIRONMENTAL		MATERIAL ASPECT: BIODIVERSITY
G4-DMA	Disclosure on Management Approach (DMA)	Environment: Biodiversity (Pages 41-43, 45)
G4-EN11	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Environment: Biodiversity (Page 41)
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	Environment: Biodiversity (Pages 39, 41-44)
G4-EN13	Habitats protected or restored	Environment: Biodiversity (Page 39)
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	Environment: Biodiversity (Page 43); For marine species please refer to http://seaa.rwsentosablog.com/iucn-red-list .
CATEGORY: ENVIRONMENTAL		MATERIAL ASPECT: EMISSIONS
G4-DMA	Disclosure on Management Approach (DMA)	Environment: Energy & Carbon Emissions (Page 47)
G4-EN15	Direct Greenhouse Gas (GHG) Emissions (Scope 1)	Environment: Energy & Carbon Emissions (Page 49)
G4-EN16	Energy Indirect GHG Emissions (Scope 2)	Environment: Energy & Carbon Emissions (Page 49)
G4-EN17	Other indirect greenhouse gas emissions (Scope 3)	Environment: Energy & Carbon Emissions (Page 49)
G4-EN18	GHG Emissions Intensity	Environment: Energy & Carbon Emissions (Page 49)
G4-EN19	Reduction of greenhouse gas emissions and reductions achieved	Environment: Energy & Carbon Emissions (Page 49)
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)	Environment: Waste (Page 51); Environment: Hazardous Waste (Page 52)
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	Environment: Waste (Page 51); Environment: Hazardous Waste (Page 52)
G4-EN24	Total number and volume of significant spills	For the year 2016, 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 BU involved will present details of such incidents at the Safety Working Committee together with their corrective and preventive measures to avert recurrence.
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.	Environment: Hazardous Waste (Page 52)
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: Corporate Governance (Page 22)
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	Marketplace: Corporate Governance (Page 22)

GENERAL STANDARD DISCLOSURES		SECTION
CATEGORY: ENVIRONMENTAL	MATERIAL ASPECT: ENVIRONMENTAL GRIEVANCE MECHANISMS	
G4-DMA	Disclosure on Management Approach (DMA)	Marketplace: Corporate Governance (Page 21)
G4-EN34	Number of grievances about environmental impacts filed, addressed and resolved through formal grievance mechanisms	Marketplace: Corporate Governance (Page 21)
CATEGORY: SOCIAL	SUB-CATEGORY: LABOUR PRACTICES AND DECENT WORK	
MATERIAL ASPECT: EMPLOYMENT		
G4-DMA	Disclosure on Management Approach (DMA)	People: Employment Policies and Commitments (Pages 54, 56-57)
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender, and region	People: Profile of Our Workforce (Page 54)
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	People: Employment Policies and Commitments (Page 57)
G4-LA3	Return to work and retention rates after parental leave, by gender	People: Employment Policies and Commitments (Page 57)
MATERIAL ASPECT: OCCUPATIONAL HEALTH AND SAFETY		
G4-DMA	Disclosure on Management Approach (DMA)	People: Workplace Safety and Health (Pages 60-61)
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	People: Workplace Safety and Health (Page 60)
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	People: Workplace Safety and Health (Page 62)
G4-LA7	Workers with high incidence or high risk of diseases related to their occupation	People: Workplace Safety and Health (Page 61)
G4-LA8	Health and safety topics covered in formal agreements with trade unions	Our employees are not members of trade unions.
MATERIAL ASPECT: TRAINING AND EDUCATION		
G4-DMA	Disclosure on Management Approach (DMA)	People: Career Development (Pages 58-59)
G4-LA9	Average hours of training per year per employee by employee category	People: Career Development (Page 59)
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	People: Career Development (Page 58)
G4-LA11	Percentage of employees receiving regular performance and career development reviews	People: Career Development (Page 59)
MATERIAL ASPECT: LABOUR PRACTICES GRIEVANCE MECHANISMS		
G4-DMA	Disclosure on Management Approach (DMA)	People: Employment Policies and Commitments (Page 56)
G4-LA16	Number of grievances about labour practices filed, addressed and resolved through formal grievance mechanisms	People: Employment Policies and Commitments (Page 56)
CATEGORY: SOCIAL	SUB-CATEGORY: HUMAN RIGHTS	
MATERIAL ASPECT: NON-DISCRIMINATION		
G4-DMA	Disclosure on Management Approach (DMA)	People: Employment Policies and Commitments (Page 56)
G4-HR3	Total number of incidents of discrimination and corrective actions taken	People: Employment Policies and Commitments (Page 56)
MATERIAL ASPECT: FORCED OR COMPULSORY LABOUR		
G4-DMA	Disclosure on Management Approach (DMA)	People: Employment Policies and Commitments (Page 56)
G4-HR6	Operations and suppliers identified as having significant risk for incidents of forced or compulsory labor	People: Employment Policies and Commitments (Page 56)

GENERAL STANDARD DISCLOSURES		SECTION
CATEGORY: SOCIAL	SUB-CATEGORY: HUMAN RIGHTS	
MATERIAL ASPECT: HUMAN RIGHTS GRIEVANCE MECHANISMS		
G4-DMA	Disclosure on Management Approach (DMA)	People: Employment Policies and Commitments (Page 56)
G4-HR12	Number of grievances about human rights impacts filed, addressed and resolved through formal grievance mechanisms	People: Employment Policies and Commitments (Page 56)
CATEGORY: SOCIAL	SUB-CATEGORY: SOCIETY	
MATERIAL ASPECT: LOCAL COMMUNITIES		
G4-DMA	Disclosure on Management Approach (DMA)	Community: Responsible Gambling (Pages 64-68); Community: Our CSR Programmes (Page 69);
G4-SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programmes	Community: Responsible Gambling (Pages 64-68); Community: Our CSR Programmes (Page 69);
G4-SO2	Operations with significant potential or actual negative and positive impacts on local communities	Community: Responsible Gambling (Page 64); Community: Our CSR Programmes (Page 69)
MATERIAL ASPECT: ANTI-CORRUPTION		
G4-DMA	Disclosure on Management Approach (DMA)	Marketplace: Corporate Governance (Page 20)
G4-SO3	Total number and percentage of business units analyzed for risks related to corruption and the significant risks identified	Marketplace: Corporate Governance (Page 20)
G4-SO4	Communication and training on anti-corruption policies and procedures	Marketplace: Corporate Governance (Page 20)
G4-SO5	Confirmed incidents of corruption and actions taken	Marketplace: Corporate Governance (Page 22)
MATERIAL ASPECT: PUBLIC POLICY ADVOCACY		
G4-DMA	Disclosure on Management Approach (DMA)	Community: Responsible Gambling (Page 64); People: Employment Policies and Commitments (Page 56)
G4-SO6	Total value of political contributions by country and recipient/beneficiary	Not applicable for Singapore's context.
MATERIAL ASPECT: ANTI-COMPETITIVE BEHAVIOUR		
G4-DMA	Disclosure on Management Approach (DMA)	Marketplace: Corporate Governance (Page 21)
G4-SO7	Total number of legal actions for anti-competitive behaviour, anti-trust and monopoly practices and their outcomes	Marketplace: Corporate Governance (Page 21)
MATERIAL ASPECT: COMPLIANCE		
G4-DMA	Disclosure on Management Approach (DMA)	Marketplace: Corporate Governance (Page 22)
G4-SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	Marketplace: Corporate Governance (Page 22)
MATERIAL ASPECT: GRIEVANCE MECHANISMS FOR IMPACTS ON SOCIETY		
G4-DMA	Disclosure on Management Approach (DMA)	Marketplace: Corporate Governance (Page 21); Community: Responsible Gambling (Page 67)
G4-SO11	Number of grievances about impacts on society filed, addressed and resolved through formal grievance mechanisms	Marketplace: Corporate Governance (Page 21). 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.

GENERAL STANDARD DISCLOSURES		SECTION
CATEGORY: SOCIAL	SUB-CATEGORY: PRODUCT RESPONSIBILITY	
MATERIAL ASPECT: CUSTOMER HEALTH AND SAFETY		
G4-DMA	Disclosure on Management Approach (DMA)	Marketplace: Guest Safety and Accessibility (Pages 23-28)
G4-PR1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	Marketplace: Guest Safety and Accessibility (Pages 23-28)
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	Marketplace: Guest Safety and Accessibility (Page 23)
MATERIAL ASPECT: PRODUCT AND SERVICE LABELING		
G4-DMA	Disclosure on Management Approach (DMA)	Marketplace: Guest Safety and Accessibility (Pages 24-25); Marketplace: Guest Satisfaction (Page 29)
G4-PR3	Type of product and service information required by the organization's procedures for product and service information and labelling, and percentage of significant product and service categories subject to such information requirements	Marketplace: Guest Safety and Accessibility (Pages 24-25)
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	Marketplace: Corporate Governance (Page 23)
G4-PR5	Results of surveys measuring customer satisfaction	Marketplace: Guest Satisfaction (Pages 30-33)
MATERIAL ASPECT: MARKETING COMMUNICATIONS		
G4-DMA	Disclosure on Management Approach (DMA)	Community: Responsible Gambling (Page 67)
G4-PR6	Sale of banned or disputed products	Community: Responsible Gambling (Page 67)
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.	Marketplace: Corporate Governance (Page 22)
MATERIAL ASPECT: CUSTOMER PRIVACY		
G4-DMA	Disclosure on Management Approach (DMA)	Marketplace: Guest Privacy (Page 34)
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	Marketplace: Guest Privacy (Page 34)
MATERIAL ASPECT: COMPLIANCE		
G4-DMA	Disclosure on Management Approach (DMA)	Marketplace: Corporate Governance (Page 22)
G4-PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	Marketplace: Corporate Governance (Page 22)

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