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 accreditors.

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
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.
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.

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 guidelines 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” requirements for sustainability reporting.

RESORTS WORLD SENTOSA (RWS)
Fully integrated resort destination located on the island of Sentosa

GENTING HOTEL JURONG (GHJ)
“Hotel in a garden”, a first in the Jurong Lake district

MARINE AQUACULTURE AND RESEARCH CENTRE (MARC)
A breeding and quarantine facility supporting RWS’ conservation and research efforts

GENTING CENTRE (GC)
Headquarters office of Genting Singapore

Figure 1: Reporting Scope

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

THE WORLD IS CHANGING.

IN 2015, THE 17 SUSTAINABLE DEVELOPMENT GOALS WERE LAUNCHED.

IN 2016, THE PARIS ACCORD ON CARBON EMISSIONS WAS RATIFIED, SINGAPORE BECOMING A SIGNATORY TO BOTH.

As one of the Asia’s largest integrated resort destinations, our businesses impact Singapore and the world. We realized that impact. And we took actions to support the national and global commitments.

As such, with our “kampung spirit”, we are making the world a better place to live in, one step at a time.

OUR COMPANY
• About Genting Singapore
• Principal Businesses

OUR SUSTAINABILITY APPROACH
• How We Engage with Our Key Stakeholders
• Materiality Assessment
• Sustainability21 Strategy

THE 4 PILLARS OF OUR SUSTAINABILITY21 STRATEGY
• Marketplace
• Environment
• People
• Community

• Performance Highlights
• Awards and Accolades
PERFORMANCE HIGHLIGHTS

MARKETPLACE

CORPORATE GOVERNANCE
No reported corruption cases

GUEST SAFETY
No regulatory summons for non-compliance of safety laws and regulations for all attractions, hotels and F&B outlets

AVERAGE GUEST SATISFACTION
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

RESPONSIBLE SOURCING
100% of copier papers, playing cards and sanitary papers used in the resort are procured by sustainable sources

ENVIRONMENT

BIODIVERSITY
Protecting 40 species on IUCN Red List and 37 species on CITES I & II List

ENERGY
Cumulative energy savings of 24.9% with 2013 as the baseline

WATER
Cumulative water savings of 7.7% with 2013 as the baseline

WASTE
984 tonnes of waste recycled in 2016

PEOPLE

SUPPORT FOR LOCAL TALENT
73% of our team members are Singaporeans and Singaporean PRs

EMPLOYEE WELLNESS
All male and female team members who had children and had gone on parental leave returned to work

CAREER DEVELOPMENT
Piloted Career Development Plans for 5 business units

OCCUPATIONAL LOST DAY INCIDENTS
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$55.8 million cash and in-kind donations
- More than 10,000 books collected and distributed to children of low income families

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

FINANCIAL

REVENUE
S$2,228,050

OPERATING COSTS
S$1,785,512

EMPLOYEE WAGES AND BENEFITS
S$499,296

PAYMENTS TO PROVIDERS OF CAPITAL
S$512,827

PAYMENTS TO GOVERNMENT
S$344,041

FINANCIAL ASSISTANCE FROM THE GOVERNMENT
S$15,896

*All figures are in thousands.

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

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.

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

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

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### Stakeholders Engagement

#### How We Engage with Our Key Stakeholders

<table>
<thead>
<tr>
<th>Key Stakeholder</th>
<th>Our Goals</th>
<th>How We Engage</th>
</tr>
</thead>
</table>
| **Guests**      | Create memorable experiences for guests. | • Guest satisfaction surveys  
• Personalised services  
• Loyalty 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. | • Annual performance appraisal  
• Network sessions  
• Focus group discussions  
• Internal communications  
• Monthly magazines: aRWSome and Backstage Pass  
• CEO townhalls |
| **Government and Regulators** | Comply with all regulations and laws that impact our businesses. | • Partnerships  
• Regular meetings and dialogues |
| **Investors**   | Provide timely and regular updates on financial performance, business strategy and other shareholder issues for investors to make informed decisions. | • Dedicated Investor Relations team available to address concerns  
• More than 300 investor briefings per year through individual and group meetings and major investor conferences  
• Quarterly financial results announcements  
• Regular updates on company website, with dedicated Investor Relations section  
• Annual General Meeting for shareholders |
| **Local Communities** | Improve lives and bring hope to the communities we operate in, through engagement, empowerment and environmental conservation. | • RWS Cares Programme  
• Ongoing dialogue  
• Charity and donations  
• Responsible Gambling (“RG”) |
HOW WE ENGAGE WITH OUR KEY STAKEHOLDERS

<table>
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<th>OUR GOALS</th>
<th>HOW WE ENGAGE</th>
</tr>
</thead>
</table>
| 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. | • 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. | • Regular meetings  
• Ongoing dialogues |
| SUPPLIERS                        | Selection of suppliers based on a fair and competitive value policy.       | • 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. | • 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.
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:

**KEY ESG RISKS**

1. Safety of guests and team members in order to provide a relaxed and enjoyable environment at our resort. 
   (see how we tackle this under “Guest Safety and Accessibility”, and “Workplace Safety and Health”)

2. Public health hazards arising from seasonal haze, dengue mosquitoes and flu pandemics, which in the unfortunate event of occurrence, may lead to a fall in guest numbers. 
   (see how we tackle this under “Emergency Preparedness” and “Workplace Safety and Health”)

3. Health and safety of the marine creatures in our care, as outbreak of any disease can adversely impact on S.E.A. Aquarium. 
   (see how we tackle this under “Biodiversity”)

4. Societal harm that may arise from problem and underage gambling at our casino premises, leading to sanctions from the authorities. 
   (see how we tackle this under “Compliance” and “Responsible Gambling”)

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

**MARKETPLACE**
- Achieve a high standard of business conduct while meeting safety, quality and customer satisfaction standards.

**PEOPLE**
- Create a safe, dynamic and inclusive workplace to attract potential human capital.

**COMMUNITY**
- Contribute to community development and advocate staff volunteerism.

**ENVIRONMENT**
- Commit to building a sustainable business environment and practise conservation.

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
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

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

For more details on Directors’ profiles, please refer to page 8 of our Annual Report 2016 (http://www.gentingsingapore.com/#/en/investors/annual-reports).
**CORE PRINCIPLES AND CODE OF CONDUCT**

1. **INTEGRITY IN ALL THAT WE DO**
2. **COMPLIANCE WITH THE LAWS AND REGULATIONS AND COMPANY’S CODES AND POLICIES**
3. **COMMITMENT TO DOING OUR BEST FOR OUR GUESTS AND THE COMPANY**
4. **DIVERSITY AND CONTRIBUTIONS OF ALL TEAM MEMBERS ARE TO BE VALUED**
5. **TOGETHER WE GROW, STRIVE AND CREATE MEMORABLE MOMENTS FOR OUR GUESTS AND OUR TEAM**

**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)**

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 issues of serious violations of risk controls.
- Decide on management action for alignment to risk management requirements.
- Review inspection findings and ensure remediation of issues.

**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.

1. Reduction in the risk of having products and services used for MLTF activities.
2. Protection of our reputation.
3. Compliance with legal and regulatory requirements.
4. Identification and adoption of risk-based, PMLTF related industry practices.
5. Adoption of a risk-based approach for pre-employment screening.

**PREVENTION OF MONEY LAUNDERING AND TERRORISM FINANCING («PMLTF») FRAMEWORK**

**APPROACH TOWARDS ANTI-COMPETITIVE BEHAVIOR**

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:

1. No legal actions or outcomes regarding anti-competitive, anti-trust or monopoly practices.
2. No dealings or co-operation with other companies involving anti-competitive, anti-trust or monopoly practices.
3. No legal actions or outcomes regarding anti-competitive, anti-trust or monopoly practices.

**GENTING SINGAPORE**

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.
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

<table>
<thead>
<tr>
<th>TARGETS</th>
<th>2016 PERFORMANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Zero regulatory summons for non-compliance of safety laws and regulations for all attractions, hotels and F&amp;B outlets</td>
<td>Target achieved</td>
</tr>
<tr>
<td>Maintain ‘A’ grading at all F&amp;B outlets</td>
<td>Target achieved</td>
</tr>
</tbody>
</table>

FORTHCOMING PLANS TO IMPROVE GUEST SAFETY

1. Continue to engage our team members to identify safety hotspots for improvement

2. Conduct regular safety inspections and audits to ensure compliance with legal and other requirements
UNIVERSAL STUDIOS SINGAPORE

COMPLIANCE TO SAFETY STANDARDS
- Singapore’s BCA Amusement Rides Safety Act.
- Singapore’s Public Entertainment Licensing Unit requirements.
- Voluntary subscription to the American Society for Testing and Materials International (ASTM) Committee F24 Standards. The ASTM standard is followed by Universal Studios theme parks worldwide.

SAFETY LABELLING
- Height requirements for all attractions can be viewed by guests, in a single glance, on a signboard at the entrance and in the “Studio Guide”.
- All other safety information and rider requirements are stated in the “Studio Guide”, Universal Studios Singapore’s website and are displayed at each attraction.
- Yellow lines painted on curbs to prevent accidental tripping.

INTERNAL CHECKS AND MONITORING
- Daily checks for safety functionality of all rides by our operations team, before opening hours.
- Checks to ensure guests are safely seated with “no loose” articles, before each ride commences.
- Singapore Civil Defence Force (SCDF)-certified Fire and Rescue Management System.

TRAINING AND KNOWLEDGE SHARING
- Training under the Singapore Workforce Skills Qualifications (WSQ) credentialed Work Safety program.
- Annual recertification of attractions’ attendants.
- Sharing of best practices at the Universal Parks & Resort’s yearly technical/operations safety summit.

SAFETY INITIATIVES AT UNIVERSAL STUDIOS SINGAPORE IN 2016

INITIATIVES
- Enhancement work done for WaterWorld™
- New evacuation platform for Canopy Flyer® and Puss In Boots’ Giant Journey
- Removal of smoking point near Accelerator control booth
- Anti-slip enhancement paint work done on the bridge of Madagascar: A Crate Adventure® and park-wide curbs

BENEFITS TO GUEST SAFETY AND ACCESSIBILITY
- 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
- Improve guest safety at a specific section of the ride area in the event that evacuation is needed
- Improve air quality affecting health of guests and team members around the vicinity
- Improve slip resistance of stairway to minimise slips and falls

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

COMPLIANCE TO SAFETY STANDARDS
- Singapore’s BCA Amusement Rides Safety Act.
- ASTM Committee F24 Standards.
- SS556 – Code of Practice for the Design and Management of Aquatic Facilities.
- Singapore's Public Entertainment Licensing Unit requirements.
- Singapore’s BCA Amusement Rides Safety Act.

WATER QUALITY CHECKS
- Routine chemical and bacteriological testing by our Water Quality Laboratory Team in all our pools and attractions.
- Full compliance with the Singapore Environmental Public Health Act Regulation 10.

CERTIFIED LIFEGUARDS ON DUTY
- All Lifeguards are certified by Jeff Ellis & Associates (E&A) under their Comprehensive Aquatic Risk Management Program and International Lifeguard Training Program.
- In 2016, ACW received the E&A Gold International Safety Award for performing well in the 2015 quarterly audits. ACW has achieved “Exceed Evaluation” by E&A for the eleventh quarter.

SAFETY LABELLING
- Safety instructions signages around the water park, such as “Proper Riding Position”, “Directional & Exit Reminder”.
- Traffic lights on ACW slides to help guests know when it is safe to enter or exit the ride.
- Detailed health and competency requirements for participation in experiential attractions such as Sea Trek® Adventure, Shark Dive and Open Ocean Dive.

OUR APPROACH TO MANAGING GUEST SAFETY AT SEAA, ACW AND 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 SEA, ACW AND DI IN 2016

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

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.

- **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.

- **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.

- **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.

- **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.
  - Conduct an internal investigation into the matter, and support National Environment Agency (“NEA”) or Ministry Of Health (“MOH”) in their investigations.

ACCESSIBILITY ACROSS THE RESORT

FORTHCOMING PLANS TO IMPROVE GUEST ACCESSIBILITY

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

2. 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.
GENTING SINGAPORE

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

Attractions (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. ESPA guests provide feedback on the guest comment card

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**Universal Studios Singapore**

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

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

**Guest Satisfaction at Universal Studios Singapore**

<table>
<thead>
<tr>
<th>Year</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Score</td>
<td>90%</td>
<td>88%</td>
<td>90%</td>
</tr>
</tbody>
</table>

**Guest Satisfaction at Universal Studios Singapore in Comparison to Industry Average**

<table>
<thead>
<tr>
<th>Year</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Score</td>
<td>71.0 pts</td>
<td>70.3 pts</td>
<td>72.8 pts</td>
</tr>
</tbody>
</table>

**Initiatives at Universal Studios Singapore to Enhance Guest Satisfaction in 2016**

1. 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.

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

**Forthcoming Plans to Improve Guest Satisfaction**

1. 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.

2. Leveraging on technology to improve guest ticketing and payment experiences.

3. Review the launch efficiency of rides to shorten queueing time.

4. Introduce more marquee events and entertainment to mitigate queueing times.

---

**S.E.A. Aquarium (SEAA)**

**Guest Satisfaction at S.E.A. Aquarium**

<table>
<thead>
<tr>
<th>Year</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Score</td>
<td>90%</td>
<td>89%</td>
<td>90%</td>
</tr>
</tbody>
</table>

**Guest Satisfaction at S.E.A. Aquarium in Comparison to Industry Average**

<table>
<thead>
<tr>
<th>Year</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Score</td>
<td>72.1 pts</td>
<td>70.3 pts</td>
<td>72.8 pts</td>
</tr>
</tbody>
</table>

**Initiatives at S.E.A. Aquarium to Enhance Guest Satisfaction in 2016**

1. Refreshed the collection with the introduction of new exhibits such as the Blue Lobster, Poison Arrow Frog, Caribbean and Hawaiian tanks.

2. Incorporated a learning zone and a kids’ craft zone during events.

3. Increased mascot appearances during marquee events such as Spooky Seas, Merry Fishmas and Gong SEA Fa Cai.

4. 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.

5. Increased the number of patrolling team members to provide more proactive assistance to guests.

6. Increased cleaning trips to restrooms and the entire park, for cleanliness and upkeep.

**Forthcoming Plans to Improve Guest Satisfaction**

1. Continue with more signage updates to further engage and educate guests.

2. Enhance visibility on community outreach and education of the public, for a deeper appreciation of endangered species and our conservation efforts.
ADVENTURE COVE WATERPARK (ACW)

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

FORTHCOMING PLANS TO IMPROVE GUEST SATISFACTION

HOTELS

1. Perform customer service audit by checking on the grooming and service orientation of Front Office team members to improve the service standard.

“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/ky/ 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 SOURCING

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:

- SUSTAINABLE PROCUREMENT: Establish goals and monitor performance in sustainable procurement, while complying with law and regulations.
- SUSTAINABLE BUSINESS PRACTICES: Adopt fair and ethical supplier selection processes and foster sound business partnerships.
- SUPPLIER CODE OF CONDUCT: Communicate our expectations for sustainable business practices to our suppliers.

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.

SUSTAINABILITY PROCUREMENT

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:

1. CATERING AND FOOD MANAGEMENT
2. CLEANING SERVICES
3. FOOD AND BEVERAGE
4. HOTEL AMENITIES, LINEN, LAUNDRY
5. LIVE ANIMAL FEED
6. OUTSOURCED LABOR
7. PULP-BASED MATERIAL / PACKAGING
8. RETAIL MERCHANDISE
9. VEHICLES AND TRANSPORT
10. WAREHOUSING AND LOGISTICS

NEW ACHIEVEMENTS IN 2016
We are pleased to report that significant progress has been made and a summary of progress is outlined as below:

**FOOD AND BEVERAGES**
- > 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.

**RETAIL MERCHANDISE**
- 20% of carrier bags used in our retail outlets are biodegradable. Target to achieve 100% biodegradable carrier bags at retail outlets by 2018.

**HOTEL AMENITIES, LINEN AND LAUNDRY**
- 65% of the linen used in our hotels are eco-friendly.
- Used hotel soaps are recycled for use in other industries.

**LIVE ANIMAL FEED**
- Increased sustainable sourcing of fish feeds in SEAA from 32% in 2015 to 43%.

**PULP BASED MATERIALS / PACKAGING**
- Playing cards are made of Forest Stewardship Council (“FSC”) certified paper.

**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.

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:

1. **ETHICAL BUSINESS PRACTICE**
2. **LABOUR AND HUMAN RIGHTS**
3. **HEALTH AND SAFETY**
4. **ENVIRONMENTAL RESPONSIBILITY**

**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.

**NEW ACHIEVEMENTS IN 2016**
- 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 2016, WE HAVE MET THE FOLLOWING TARGETS:**
- 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 2017, WE AIM TO:**
1. Continue to champion responsible sourcing efforts for 10 categories identified focusing on:
   - Supplier Performance
   - Green initiatives
   - Certification and quality / safety standards
   - Social responsibility
2. Source and adopt technology for productivity for insourced and outsourced labour.
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 tasseled wobbegong, 2 giant shovelnose rays, and 6 black-blotted 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 Irrawady 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.
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-conditions.

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.

12. 65% of the linen used in our hotels are eco-friendly.

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.

3Rs programme (e.g. plastic bottles recycling campaign).

Recycling bins at 51 locations throughout our resort.

100% of cleaning chemicals used in our F&B outlets and 100% of carrier bags used in our retail outlets are biodegradable.

Implemented a monitoring system to track food wastage at Bagus Cafeteria.

Food waste from our key food caterers are recycled using digester systems.

100% of RWS’ bottled drinking water is made of recyclable material.

Cake soaps containing bleach are replaced with liquid soaps at the hotels.

Playing cards are made of Forest Stewardship Council (“FSC”) certified paper.

Hotel soap is recycled.

Room cards have been placed in our hotel rooms to inform guests to reuse their towels to help save water consumption.

Used furniture and fixtures are upcycled, for example, by selling 50 empty plastics tubs to fisheries for reuse.

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.

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

<table>
<thead>
<tr>
<th>TARGETS</th>
<th>2016 PERFORMANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focus on Singapore’s coastal conservation issues</td>
<td>Activities conducted in 2016:</td>
</tr>
<tr>
<td></td>
<td>• World Oceans Day</td>
</tr>
<tr>
<td></td>
<td>• Beach Cleanup 2016</td>
</tr>
<tr>
<td></td>
<td>• Recycling Art Competition</td>
</tr>
<tr>
<td>Joint programs to be finalized and implemented with Politechnics, including:</td>
<td>Completed programs:</td>
</tr>
<tr>
<td></td>
<td>• Mud Crabs breeding</td>
</tr>
<tr>
<td></td>
<td>• Horsehoe crabs breeding</td>
</tr>
<tr>
<td></td>
<td>Actively ongoing:</td>
</tr>
<tr>
<td></td>
<td>• Coral breeding</td>
</tr>
</tbody>
</table>

7. This figure only includes species that are Critically Endangered (CR), Endangered (EN) and Vulnerable (VU) on the IUCN Red List.
Develop and strengthen partnerships with local polytechnics, conservation groups, universities and research institutes to develop and enhance curriculum for schools and guests.

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

Continue breeding programs and dedicate resources to focus on flagship species.

<table>
<thead>
<tr>
<th>TARGETS</th>
<th>2016 PERFORMANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>6 actively ongoing partnerships with 6 organisations</td>
<td></td>
</tr>
<tr>
<td>Actively ongoing</td>
<td>Breeding programs of flagship species on hold due to relocation of our MARC facilities</td>
</tr>
</tbody>
</table>

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 citrus 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.

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>
<thead>
<tr>
<th>CATEGORY</th>
<th>NO. OF SPECIES</th>
<th>NAME</th>
</tr>
</thead>
<tbody>
<tr>
<td>Critically Endangered</td>
<td>1</td>
<td><em>Garcinia forbesii</em></td>
</tr>
<tr>
<td>Endangered</td>
<td>3</td>
<td><em>Ficus vasculosa</em></td>
</tr>
<tr>
<td></td>
<td></td>
<td><em>Garcinia hombroniana</em></td>
</tr>
<tr>
<td></td>
<td></td>
<td><em>Symplcos adenophylla</em></td>
</tr>
<tr>
<td>Vulnerable</td>
<td>7</td>
<td><em>Archidendron contortum</em></td>
</tr>
<tr>
<td></td>
<td></td>
<td><em>Bhesa robusta</em></td>
</tr>
<tr>
<td></td>
<td></td>
<td><em>Dracoena maingayi</em></td>
</tr>
<tr>
<td></td>
<td></td>
<td>(Dragon Blood Tree)</td>
</tr>
<tr>
<td></td>
<td></td>
<td><em>Palaquium obovatum</em></td>
</tr>
<tr>
<td></td>
<td></td>
<td><em>Podceria obovate</em></td>
</tr>
<tr>
<td></td>
<td></td>
<td><em>Syzgium palembanicum</em></td>
</tr>
<tr>
<td></td>
<td></td>
<td><em>Syzgium polyanthum</em></td>
</tr>
</tbody>
</table>

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

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

- *Arthraoceros albirostris* (Oriental Pied Hornbill)
- *Copsychus saularis* (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 classified as nationally threatened in the Singapore Checklist 2015, they went extinct in the late 1990s but made a reappearance when two wild birds were seen in Pulau Ubin in 1994. With the help of the National Park Board’s re-introduction, they are now seen all over Singapore, including the old forests at Santosa, 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 saulcarius) and the Oriental Pied Hornbill (Arthracoceros 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, Malayian teak, silverback, cherry trees and others which could also produce flowers and berries to support the avian population.

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, Irrawady 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/
biodiversity

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 flats.

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.

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Table 7: Target and Performance for Energy

<table>
<thead>
<tr>
<th>TARGETS</th>
<th>2016 PERFORMANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cumulative energy savings of 63% by 2020</td>
<td></td>
</tr>
</tbody>
</table>

![Figure 13: Energy Savings Targets](image)

**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 system.
- To undertake heat recovery improvement of hot water.

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.
GENTING SINGAPORE

FUEL ENERGY CONSUMPTION AND INTENSITY

<table>
<thead>
<tr>
<th>Year</th>
<th>Fuel Type</th>
<th>Consumption (Mtoe)</th>
<th>Intensity (GJ/M²)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>Motor Gasoline</td>
<td>95.1%</td>
<td>0.13</td>
</tr>
<tr>
<td>2015</td>
<td>Motor Gasoline</td>
<td>85.1%</td>
<td>0.03</td>
</tr>
</tbody>
</table>

Note: Natural Gas, Liquefied Petroleum Gas, Diesel, Oil

Figure 14: Fuel Energy Consumption and Intensity

ELECTRICAL ENERGY CONSUMPTION AND INTENSITY

<table>
<thead>
<tr>
<th>Year</th>
<th>Electrical Energy (GWh)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>233.0</td>
</tr>
<tr>
<td>2015</td>
<td>241.0</td>
</tr>
</tbody>
</table>

Figure 15: Electrical Energy Consumption and Intensity

ENERGY CONSUMPTION AND INTENSITY ARISING FROM UPSTREAM AND DOWNSTREAM ACTIVITIES

<table>
<thead>
<tr>
<th>Year</th>
<th>Employee Commuting</th>
<th>Guest Travel</th>
<th>Business Travel</th>
<th>Emission Intensity</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>61.5%</td>
<td>14.9%</td>
<td>13.4%</td>
<td>4.9%</td>
</tr>
<tr>
<td>2015</td>
<td>69.3%</td>
<td>14.9%</td>
<td>13.4%</td>
<td>4.9%</td>
</tr>
</tbody>
</table>

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

CARBON EMISSIONS AND INTENSITY ARISING FROM FUEL CONSUMPTION (SCOPE 1)

<table>
<thead>
<tr>
<th>Year</th>
<th>CO₂ Emissions (Mtonnes CO₂)</th>
<th>Emission Intensity (x10^3 tonnes CO₂/M²)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>10.7</td>
<td>0.26</td>
</tr>
<tr>
<td>2015</td>
<td>10.9</td>
<td>0.27</td>
</tr>
</tbody>
</table>

Note: Natural Gas, Motor Gasoline, Diesel

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

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

<table>
<thead>
<tr>
<th>Year</th>
<th>CO₂ Emissions (Mtonnes CO₂)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>100.7</td>
</tr>
<tr>
<td>2015</td>
<td>104.2</td>
</tr>
</tbody>
</table>

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

CARBON EMISSIONS AND INTENSITY ARISING FROM UPSTREAM AND DOWNSTREAM ACTIVITIES (SCOPE 3)

<table>
<thead>
<tr>
<th>Year</th>
<th>CO₂ Emissions (Mtonnes CO₂)</th>
<th>Intensity (x10^3 tonnes CO₂/M²)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>35.5</td>
<td>0.13</td>
</tr>
<tr>
<td>2015</td>
<td>35.5</td>
<td>0.13</td>
</tr>
</tbody>
</table>

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

Legend:
- Natural Gas
- Motor Gasoline
- Diesel
- Liquefied Petroleum Gas
- Upstream Transportation and Distribution
- Employee Commuting
- Guest Travel
- Business Travel
- Emission Intensity

12. Assumptions used for Figure 16:
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.

14. Assumptions used for Figures 15-17:
Note 2: Using the national average CO₂ emissions per MWh 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 impressive reduction in our fresh water consumption by approximately 11% in 2016. Most of our fresh water supply is derived from public utilities, while seawater for our aquarium comes from Keppel Harbour. Around 20% of our total fresh water consumption comes from rainwater, which translates to approximately 173 Olympic-size swimming pools (431,818m³). In 2016, RWS participated in the Singapore World Water Day blue light-up event to raise awareness and show support for water conservation.

As 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.

Table 8: Target and Performance for Water

<table>
<thead>
<tr>
<th>TARGETS</th>
<th>2016 PERFORMANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cumulative water savings of 15% by 2020</td>
<td>On Track</td>
</tr>
</tbody>
</table>

FORTHCOMING PLANS TO FURTHER WATER SAVING COMMITMENTS

- To improve the water top-up control method at Adventure River in ACW to reduce overflow losses.
- Cooling tower blowdown water recovery.
- To implement regiment of monitoring of water consumption to detect abnormal usage patterns.

Table 8: Target and Performance for Waste

<table>
<thead>
<tr>
<th>PERFORMANCE</th>
<th>2016 TARGETS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Target Achieved</td>
<td>10% waste-to-landfill reduction</td>
</tr>
</tbody>
</table>

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).

Table 9: Target and Performance for Waste

<table>
<thead>
<tr>
<th>PERFORMANCE</th>
<th>2016 TARGETS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Target Achieved</td>
<td>10% waste-to-landfill reduction</td>
</tr>
</tbody>
</table>

Figure 20: Total Recycled Materials (Tonnes)

Figure 21: Total Fresh Water Withdrawal and Intensity

Figure 22: Total Recycled Materials (Tonnes)

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

**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.
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

Figure 25: Employee Turnover in 2016

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

Figure 27: Our Workforce by Employment Category and Gender

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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.
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)\(^1\). 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.

1. More details on the five principles of TAFEP may be found at [https://www.tafep.sg/fair-employment-practices](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\(^2\) and 49\(^\%\) of our total workforce and our senior management\(^3\) respectively. This percentage remains fairly consistent with 2015.

Figure 29: Team Members by Country of Origin

<table>
<thead>
<tr>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Singapore</td>
<td>56%</td>
</tr>
<tr>
<td>Other ASEAN countries</td>
<td>33%</td>
</tr>
<tr>
<td>Non-ASEAN countries</td>
<td>11%</td>
</tr>
</tbody>
</table>

Legend:
- Singapore
- Other ASEAN countries
- Non-ASEAN countries

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.

2. Computed based on the proportion of Singapore Citizens and Singapore Permanent Residents of our Team Members.
3. 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.

Provide induction to all new hires within the first month of joining Genting Singapore.

Provide Service Excellence skills training to all team members within the first year of joining Genting Singapore.

Provide Leadership and People Management training to people managers within two years of joining Genting Singapore, according to individual learning needs.

Develop Career Development Plans. We target to pilot these plans with two business units by January 2016.

Table 10: Target and Performance

<table>
<thead>
<tr>
<th>Targets</th>
<th>Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide induction to all new hires within the first month of joining Genting Singapore.</td>
<td>Target Achieved</td>
</tr>
<tr>
<td>Provide Service Excellence skills training to all team members within the first year of joining Genting Singapore.</td>
<td>Target Achieved</td>
</tr>
<tr>
<td>Provide Leadership and People Management training to people managers within two years of joining Genting Singapore, according to individual learning needs.</td>
<td>Target Achieved</td>
</tr>
</tbody>
</table>

2016 TARGET

Develop Career Development Plans. We target to pilot these plans with two business units by January 2016.

Performance

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.

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.

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.

Table 11: Target and Performance

<table>
<thead>
<tr>
<th>2016 TARGETS</th>
<th>2016 PERFORMANCE</th>
<th>2017 TARGETS</th>
</tr>
</thead>
<tbody>
<tr>
<td>15% reduction in man days lost as compared to 2015.</td>
<td>-2%</td>
<td>5% reduction in man days lost as compared to 2016.</td>
</tr>
<tr>
<td>10% reduction in total lost day incidents as compared to 2015.</td>
<td>-8%</td>
<td>5% reduction in total lost day incidents as compared to 2016.</td>
</tr>
</tbody>
</table>

The committees work hand in hand with the Safety and Emergency Planning team in ensuring that our WSH goals, targets and initiatives are communicated and implemented across our BUs, while exploring new ways to make our processes safer.

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.

Figure 32: Our Safety Committees

SAFETY STEERING COMMITTEE
Committed to safety and health cause and sets overall strategy.

SAFETY AND EMERGENCY PLANNING DEPARTMENT
Audits and oversees implementation of safety and health management system.

SAFETY WORKING COMMITTEE
Evaluates, analyses and monitors incident trends, and recommends preventive and corrective action plans.

BUSINESS UNIT SAFETY COMMITTEE / SAFETY WORKING GROUP
Drives implementation of the safety and health management system within each Business Unit.

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.

**COMPLIANCE TO SAFETY STANDARDS**

- Workplace Safety and Health Council’s bizSAFE Level STAR status (RWS).

**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**

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

  **PROTECTING OUR F&B STAFF**

  1. Use of cut-resistant and heat-resistant gloves for chefs across all our kitchens.
  2. Reminder for chefs to wear cut-resistance gloves for identified high-risk tasks that include shucking fresh oysters, butchering, and handling sharp objects.
  3. Installation of anti-slip tiles on kitchen floors.
  4. 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.
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.

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.

Figure 23: Safety Performance
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

**RG COMMITTEE (RGC)**

The RGC is made up of representatives from the senior management team of RWS.

**DUTIES**

- Set strategic direction for RG initiatives.
- Analyse the effectiveness of RG measures implemented.

**RG OFFICER (RGO)**

The RGO is a senior management team member, appointed to take responsibility for all RWS Responsible Gambling initiatives.

**DUTIES**

- Develops, implements and monitors the effectiveness of the RG programme.
- Represents RWS on the industry-community RG Forum22.

**INDEPENDENT ADVISORY PANEL (IAP)**

The IAP consists of experts who specialize in areas of problem gambling and addiction prevention.

**DUTIES**

- Contribute insights and information into social concerns and economic issues relating to problem gambling.
- Provide guidance and feedback on best practices and RG initiatives.
- Advise on content and presentation of RGP and RG training programme.

**RG AMBASSADORS (RGAS)**

RGAs are specially trained team members who are able to provide advice and assistance on RG matters.

**DUTIES**

- Provides player safeguard information and counselling referral services to all guests.

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.

Table 12: Target and Performance for Responsible Gambling

<table>
<thead>
<tr>
<th>TARGET</th>
<th>2016 PERFORMANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>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</td>
<td></td>
</tr>
<tr>
<td>2016 PERFORMANCE</td>
<td></td>
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</tbody>
</table>

RG PROGRAMME (RGP)

The key features of our world-class RGP is in line with RG Check standards (see Table 13), and is guided by 5 main tenets that include the following:

- Robust management supervision structure
- Comprehensive informed decision making framework
- Continuous awareness and comprehensive RG trainings for team members
- Close collaboration with government on implementation of player safeguards
- Prompt response and escalation of problem gambling situations in a respectful and systematic manner
Table 13: Key Features of our RGP in line with RG Check Standards

<table>
<thead>
<tr>
<th>RG CHECK STANDARDS USED IN THE ASSESSMENT OF THE CASINO</th>
<th>RG CURRENT PRACTICES</th>
</tr>
</thead>
</table>
| RG Policies                                             | • 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                                       | • 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                                          | • 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                                 | • 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:  
  ▪ 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
  - RG 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.
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.

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.

ACHIEVEMENT HIGHLIGHTS 2016

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.

| 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 attended school regularly and are currently pursuing their favourite studies.

In 2016, two former participants of the programme have participated in 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 Compassionate Bow Adult Disability Home, Singapore’s first specialised home catered for individuals with Autism Spectrum Disorder.

2 NATIONWIDE BOOK DONATION DRIVE

In March 2016, we organised our first-ever nationwide Book Donation Drive as part of ImagineNative – 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 Compassionate Bow Adult Disability Home, Singapore’s first specialised home catered for individuals with Autism Spectrum Disorder.

4 CHILDAID

We welcomed ChilAid 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.

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 benefitting 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.

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 2013, 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 Autism Spectrum Disorder, the programme offered me the valuable opportunity of real work experience.”

“aRWSome Apprentice Dhya SyaRafina, 19 years old and currently enrolled in Nitec in Business Services at ITE College West”
**GENERAL STANDARD DISCLOSURES**

**G4-28** Reporting period for information provided

**G4-29** Date of most recent previous report

**G4-30** Reporting cycle

**G4-31** Contact point for questions regarding the report or its contents

**G4-32** Report on ‘in accordance’ option, GRI Content Index, reference to External Assurance

**G4-33** Policy and current practice with regard to seeking external assurance for the report

**GOVERNANCE**

**G4-34** Governance structure of the organization

**G4-35** Process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees

**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

**G4-37** Processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics

**G4-38** Composition of the highest governance body and its committees

**G4-39** Whether Chair of the highest governance body is also an Executive Officer

**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

**G4-41** Processes in place for the highest governance body to ensure conflicts of interest are avoided

**G4-42** Highest governance body’s and senior executive’s role 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

**G4-43** Measures taken to develop and enhance the highest governance body’s collective knowledge of economic, environmental, and social topics

**G4-44** Processes for evaluating the highest governance body’s own performance, particularly with respect to economic, environmental, and social performance

**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

**G4-46** Highest governance body’s role in reviewing the effectiveness of the organization’s risk management processes for economic, environmental and social topics

**G4-47** Frequency of the highest governance body’s review of economic, environmental and social topics

**G4-48** Highest committee or position that formally reviews and approves the organization’s sustainability report and ensures that all material Aspects are covered

**G4-49** Process for communicating critical concerns to the highest governance body

**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

**G4-51** Remuneration policies for the highest governance body and senior executives

**G4-52** Process for determining remuneration

**G4-53** How stakeholders’ views are sought and taken into account regarding remuneration, including the results of any remuneration policies and proposals

**ORGANIZATIONAL PROFILE - IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES**

**G4-17** List all entities included or not included in organization’s financial statements

**G4-18** Process for defining report content and how the organization has implemented the Reporting Principles for Defining Report Content

**G4-19** Material Aspects identified in the process for defining report content

**G4-20** For each material Aspect, report the Aspect Boundary within the organization

**G4-21** Report the Aspect Boundary outside the organization

**G4-22** Explanation of the effect of any re-statements of information provided in earlier reports, and the rationale for such re-statement

**G4-23** Significant changes from previous reporting periods in the scope and Aspect boundaries

**STAKEHOLDER ENGAGEMENT**

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**GRI CONTENT INDEX FOR ‘IN ACCORDANCE’ - COMPREHENSIVE**

**GENERAL STANDARD DISCLOSURES**

**G4-1** Statement from the most senior decision-maker of the organization

**G4-2** Description of key impacts, risks, and opportunities

**ORGANIZATIONAL PROFILE**

**G4-3** Name of the organization

**G4-4** Primary brands, products, and/or services

**G4-5** Location of organization’s headquarters

**G4-6** Number and names of countries where the organization operates

**G4-7** Nature of ownership and legal form

**G4-8** Markets served

**G4-9** Scale of the reporting organization

**G4-10** Employees Profile

**G4-11** Percentage of employees covered by collective bargaining agreements

**G4-12** Organization’s supply chain

**G4-13** Significant changes during the reporting period

**G4-14** Whether and how the precautionary approach or principle is addressed by the organization

**G4-15** Externally-developed economic, environmental and social chararters, principles, or other initiatives to which the organisation subscribes or which it endorses

**G4-16** Memberships of associations

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**STAKEHOLDER ENGAGEMENT**

**G4-24** List of stakeholder groups engaged by the organization

**G4-25** Basis for identification and selection of stakeholders with whom to engage

**G4-26** Approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group

**G4-27** Key metrics and concerns raised through stakeholder engagement, and how the organization has responded

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**CONTACT POINT**

We welcome your questions and value your feedback on how our sustainability practices can be improved. Please send all feedback to csr@Genting.com.
### General Standard Disclosures

#### Governance

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<tr>
<th>G4-54</th>
<th>Ratio of the annual total compensation for the organization'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</th>
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<th>G4-55</th>
<th>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</th>
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#### Ethics and Integrity

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<tr>
<th>G4-56</th>
<th>Organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics</th>
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<tr>
<th>G4-57</th>
<th>Internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organizational integrity, such as Helplines or advice lines</th>
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<td>Marketplace: Corporate Governance (Page 21)</td>
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<tr>
<th>G4-58</th>
<th>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 helplines</th>
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<td>Marketplace: Corporate Governance (Page 21)</td>
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#### Economic

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<tr>
<th>G4-6MA</th>
<th>Disclosure on Management Approach (EM)</th>
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<td>Annual Report 2016: Year in Review</td>
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<tr>
<th>G4-6C1</th>
<th>Direct economic value generated and distributed</th>
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<td>Performance Highlights (Pages 8-9)</td>
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<tr>
<th>G4-6C2</th>
<th>Risks and opportunities posed by climate change</th>
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<tr>
<td>Our Sustainability Approach: Sustainability21 Strategy (Page 18); Marketplace: Guest Safety and Accessibility (Page 26)</td>
<td></td>
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<thead>
<tr>
<th>G4-6C3</th>
<th>Coverage of the organization’s defined benefit plan obligations</th>
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</thead>
<tbody>
<tr>
<td>Pursuant to the Central Provident Fund (CPF) Act, we also contribute to the CPF savings of our team members who are Singapore citizens and Permanent Residents. For more information on the contribution rates for different age groups, please visit <a href="https://wwwcpf.gov.sg/">https://wwwcpf.gov.sg/</a></td>
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<th>G4-6C4</th>
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<td>Performance Highlights (Page 8)</td>
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#### Environment

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<th>Energy consumption within the organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environment: Biodiversity (Page 41-43)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>G4-6E2</th>
<th>Energy consumption outside the organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environment: Biodiversity (Page 41-43)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>G4-6E3</th>
<th>Energy Intensity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environment: Biodiversity (Page 41-43)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>G4-6E4</th>
<th>Reduction of energy consumption</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environment: Biodiversity (Page 41-43)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>G4-6E7</th>
<th>Reductions in energy requirements of products and services</th>
</tr>
</thead>
<tbody>
<tr>
<td>We did not re-design or re-engineer any of our products and services to achieve energy reductions this year.</td>
<td></td>
</tr>
</tbody>
</table>

#### Compliance

<table>
<thead>
<tr>
<th>G4-6MA</th>
<th>Disclosure on Management Approach (CM)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketplace: Corporate Governance (Page 22)</td>
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<table>
<thead>
<tr>
<th>G4-6N</th>
<th>Total water withdrawal by source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environment: Water (Page 52)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>G4-6N9</th>
<th>Water sources significantly affected by withdrawal of water</th>
</tr>
</thead>
<tbody>
<tr>
<td>We drain 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.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>G4-6N10</th>
<th>Percentage and total volume of water recycled and reused</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environment: Water (Page 52)</td>
<td></td>
</tr>
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### Material Aspect Disclosures

#### Biodiversity

<table>
<thead>
<tr>
<th>G4-CMA</th>
<th>Disclosure on Management Approach (SA)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environment: Biodiversity (Page 41-43)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>G4-CN1</th>
<th>Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environment: Biodiversity (Page 41-43)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>G4-CN2</th>
<th>Description of significant impacts of activities, products and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environment: Biodiversity (Page 41-43)</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>G4-CN3</th>
<th>Habitats protected or restored</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environment: Biodiversity (Page 41-43)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>G4-CN4</th>
<th>Total number of IUCN red list species and national conservation list species with habitats in areas affected by operations, by level of extinction risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environment: Biodiversity (Page 41-43)</td>
<td></td>
</tr>
</tbody>
</table>

#### Emissions

<table>
<thead>
<tr>
<th>G4-CMA</th>
<th>Disclosure on Management Approach (SA)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environment: Energy &amp; Carbon Emissions (Page 47)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>G4-CN1</th>
<th>Direct greenhouse gas (GHG) Emissions (Scope 1)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environment: Energy &amp; Carbon Emissions (Page 47)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>G4-CN2</th>
<th>Energy indirect GHG Emissions (Scope 2)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environment: Energy &amp; Carbon Emissions (Page 47)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>G4-CN3</th>
<th>Other indirect greenhouse gas emissions (Scope 3)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environment: Energy &amp; Carbon Emissions (Page 47)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>G4-CN18</th>
<th>GHG Emissions Intensity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environment: Energy &amp; Carbon Emissions (Page 47)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>G4-CN19</th>
<th>Reduction of greenhouse gas emissions and reductions achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environment: Energy &amp; Carbon Emissions (Page 47)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>G4-CN20</th>
<th>Emissions of ozone-depleting substances by weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>19.58 kg CFC-11 equivalent of ozone-depleting substances</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>G4-CN21</th>
<th>ND, NO, and other significant emissions by type and weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our preliminary estimation of NOx and SOx air emissions is insignificant. As such, there is no further statistics to be disclosed.</td>
<td></td>
</tr>
</tbody>
</table>

#### Effluents and Waste

<table>
<thead>
<tr>
<th>G4-CMA</th>
<th>Disclosure on Management Approach (SA)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environment: Waste (Page 52)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>G4-CN2</th>
<th>Total water discharge by quality and destination</th>
</tr>
</thead>
<tbody>
<tr>
<td>We will review the need to monitor the quality of our seawater discharge. At present, it is not required under local regulations.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>G4-CN3</th>
<th>Total weight of waste by type and disposal method</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environment: Waste (Page 52); Environment: Hazardous Waste (Page 52)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>G4-CN4</th>
<th>Total number and volume of significant spills</th>
</tr>
</thead>
<tbody>
<tr>
<td>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 avoid recurrence.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>G4-CN5</th>
<th>Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annexes I, II, III, VII, and percentage of transported waste shipped internationally</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environment: Hazardous Waste (Page 52)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>G4-CN6</th>
<th>Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization’s discharges of water and runoff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Most of our wastewater is discharged into the public sewage system. While we extract discharged seawater back to Keppel Harbour, no Environmental Impact Assessment has been carried out.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>G4-CN7</th>
<th>Material Aspect: Compliance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketplace: Corporate Governance (Page 22)</td>
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</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>G4-CN9</th>
<th>Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketplace: Corporate Governance (Page 22)</td>
<td></td>
</tr>
</tbody>
</table>

For marine species please refer to http://seaa.rwsentosablog.com/iucn-red-list.
### General Standard Disclosures

<table>
<thead>
<tr>
<th>Category: Environmental</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>G4-DMA</td>
<td>Disclosure on Management Approach (DMA)</td>
</tr>
<tr>
<td>G4-ENH</td>
<td>Number of grievances about environmental impacts filed, addressed and resolved through formal grievance mechanisms</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Category: Social</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>G4-DMA</td>
<td>Disclosure on Management Approach (DMA)</td>
</tr>
<tr>
<td>G4-LA1</td>
<td>Total number and rates of new employee hires and employee turnover by age group, gender, and region</td>
</tr>
<tr>
<td>G4-LA2</td>
<td>Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation</td>
</tr>
<tr>
<td>G4-LA3</td>
<td>Return to work and retention rates after parental leave, by gender</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Category: Occupational Health and Safety</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>G4-DMA</td>
<td>Disclosure on Management Approach (DMA)</td>
</tr>
<tr>
<td>G4-LA5</td>
<td>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</td>
</tr>
<tr>
<td>G4-LA6</td>
<td>Type of injury and rate of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities by region and by gender</td>
</tr>
<tr>
<td>G4-LA7</td>
<td>Workers with high incidence or high risk of diseases related to their occupation</td>
</tr>
<tr>
<td>G4-LA8</td>
<td>Health and safety topics covered in formal agreements with trade unions</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Category: Training and Education</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>G4-DMA</td>
<td>Disclosure on Management Approach (DMA)</td>
</tr>
<tr>
<td>G4-LA9</td>
<td>Average hours of training per year per employee by employee category</td>
</tr>
<tr>
<td>G4-LA10</td>
<td>Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings</td>
</tr>
<tr>
<td>G4-LA11</td>
<td>Percentage of employees receiving regular performance and career development reviews</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Category: Labour Practices and Decent Work</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>G4-DMA</td>
<td>Disclosure on Management Approach (DMA)</td>
</tr>
<tr>
<td>G4-LA16</td>
<td>Number of grievances about labour practice filed, addressed and resolved through formal grievance mechanisms</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Category: Material Aspects: Human Rights</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>G4-DMA</td>
<td>Disclosure on Management Approach (DMA)</td>
</tr>
<tr>
<td>G4-HR12</td>
<td>Number of grievances about human rights impacts filed, addressed and resolved through formal grievance mechanisms</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Category: Local Communities</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>G4-DMA</td>
<td>Disclosure on Management Approach (DMA)</td>
</tr>
<tr>
<td>G4-SD1</td>
<td>Percentage of operations with implemented local community engagement, impact assessments, and development programmes</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Category: Public Policy Advocacy</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>G4-DMA</td>
<td>Disclosure on Management Approach (DMA)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Category: Anti-Competitive Behaviour</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>G4-DMA</td>
<td>Disclosure on Management Approach (DMA)</td>
</tr>
<tr>
<td>G4-SC7</td>
<td>Total number of legal actions for anti-competitive behaviour, anti-trust and monopoly practices and their outcomes</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Category: Compliance</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>G4-DMA</td>
<td>Disclosure on Management Approach (DMA)</td>
</tr>
<tr>
<td>G4-SC6</td>
<td>Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Category: Governance Mechanisms for Impacts on Society</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>G4-DMA</td>
<td>Disclosure on Management Approach (DMA)</td>
</tr>
<tr>
<td>G4-SC11</td>
<td>Number of grievances about impacts on society filed, addressed and resolved through formal grievance mechanisms</td>
</tr>
</tbody>
</table>
## General Standard Disclosures

### Category: Social

#### Sub-Category: Product Responsibility

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<tr>
<th>Disclosure on Management Approach (DMA)</th>
<th>Marketplace: Guest Safety and Accessibility (Pages 23-28)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of significant product and service categories for which health and safety impacts are assessed for improvement</td>
<td>Marketplace: Guest Safety and Accessibility (Pages 23-28)</td>
</tr>
<tr>
<td>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</td>
<td>Marketplace: Guest Safety and Accessibility (Page 23)</td>
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### Material Aspects: Customer Health and Safety

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<tr>
<th>Disclosure on Management Approach (DMA)</th>
<th>Marketplace: Guest Safety and Accessibility (Pages 23-28)</th>
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</thead>
<tbody>
<tr>
<td>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</td>
<td>Marketplace: Guest Safety and Accessibility (Pages 23-28)</td>
</tr>
<tr>
<td>Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by types of outcomes</td>
<td>Marketplace: Corporate Governance (Page 23)</td>
</tr>
<tr>
<td>Results of surveys measuring customer satisfaction</td>
<td>Marketplace: Guest Satisfaction (Pages 30-33)</td>
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### Material Aspects: Marketing Communications

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<tr>
<th>Disclosure on Management Approach (DMA)</th>
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<tbody>
<tr>
<td>Sale of banned or disputed products</td>
<td>Community: Responsible Gambling (Page 67)</td>
</tr>
<tr>
<td>Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes</td>
<td>Marketplace: Corporate Governance (Page 23)</td>
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### Material Aspects: Customer Privacy

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<tr>
<th>Disclosure on Management Approach (DMA)</th>
<th>Marketplace: Guest Privacy (Page 34)</th>
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<tbody>
<tr>
<td>Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data</td>
<td>Marketplace: Guest Privacy (Page 34)</td>
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### Material Aspects: Compliance

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<tr>
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<th>Marketplace: Corporate Governance (Page 23)</th>
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<tbody>
<tr>
<td>Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services</td>
<td>Marketplace: Corporate Governance (Page 23)</td>
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</tbody>
</table>