



**GENTING**

SINGAPORE

# A **SUSTAINABLE** **DESTINATION** FOR ALL

---

SUSTAINABILITY REPORT  
2019



# CONTENT

<b>1 BUSINESS IN BRIEF</b>	01
<b>2 MESSAGE FROM OUR PRESIDENT</b>	04
<b>3 BOARD OF DIRECTORS' STATEMENT</b>	05
<b>4 MANAGING SUSTAINABILITY</b>	06
SUSTAINABILITY GOVERNANCE	07
OUR SUSTAINABILITY FOCUS	07
MATERIALITY ASSESSMENT: IDENTIFYING OUR FOCUS	09
HOW WE REPORT	10
STAKEHOLDER ENGAGEMENT	10
SUSTAINABILITY HIGHLIGHTS 2019	12
<b>5 DOING GOOD BUSINESS</b>	13
ECONOMIC PERFORMANCE	14
MARKET PRESENCE	14
PROCUREMENT PRACTICES	14
ANTI-COMPETITIVE BEHAVIOUR	18
ANTI-CORRUPTION	19
SOCIOECONOMIC COMPLIANCE	19
ENVIRONMENTAL COMPLIANCE	19
<b>6 ENVIRONMENTAL STEWARDSHIP</b>	20
EFFLUENTS AND WASTE	23
ENERGY	25
EMISSIONS	28
WATER	29
BIODIVERSITY	31
<b>7 CUSTOMERS: THE HEART OF WHAT WE DO</b>	34
CUSTOMER HEALTH AND SAFETY	35
MARKETING AND SERVICE LABELLING	37
CUSTOMER PRIVACY	40
<b>8 PUTTING OUR PEOPLE FIRST</b>	41
EMPLOYMENT	43
NON-DISCRIMINATION	44
TRAINING AND EDUCATION	44
OCCUPATIONAL HEALTH AND SAFETY	46
FORCED OR COMPULSORY LABOUR	66
<b>9 MAKING A POSITIVE IMPACT ON OUR COMMUNITIES</b>	49
LOCAL COMMUNITIES	50
<b>GRI CONTENT INDEX</b>	58

# BUSINESS IN BRIEF



## GENTING SINGAPORE

Widely recognised for our award-winning flagship project, Resorts World Sentosa, Genting Singapore is one of the largest companies in Singapore listed on the Mainboard of Singapore Exchange Securities Trading Limited. We are a constituent stock of the Straits Times Index, MSCI Singapore Free Index, Nikkei Asia300 Investable Index, as well as the iEdge Singapore ESG Leaders Index.

### OUR MISSION

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

### WHO WE ARE

Global brand leader in sustainable integrated resort development

### OUR CORE VALUES

Trustworthiness;  
Integrity;  
Mutual Respect;  
a Kampung Spirit of caring, sharing and community

# AN ECOSYSTEM OF RECREATION & ENTERTAINMENT

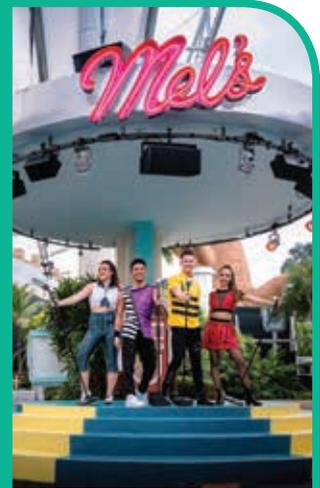


### UNIQUE, WORLD CLASS ATTRACTIONS

Meaningful, memorable experiences abound at our attractions: Universal Studios Singapore, S.E.A. Aquarium, Adventure Cove Waterpark, Dolphin Island and The Maritime Experiential Museum.

### A GALAXY OF ENTERTAINMENT OPTIONS

A world of entertainment awaits with a wide variety of star-studded shows from visiting concerts to celebrity performances and more.



### VIBRANT RETAIL & LIFESTYLE OFFERINGS

Choose from a diverse mix of retail options, from luxury goods, fashion, lifestyle, celebrity chef restaurants, and family-friendly products and services.



### AWARD-WINNING INTEGRATED RESORT

Resorts World Sentosa – has been named “Best Integrated Resort” for nine consecutive years since 2011 at the Travel Trade Gazette (“TTG”) Travel Awards which recognise the best in Asia-Pacific’s travel industry.



### WORLD CLASS VENUE FOR MEETINGS AND EVENTS

A world-class venue offering hotels, dining, attractions and exceptional event specialists, Resorts World Sentosa’s sprawling facilities are sure to provide phenomenal experiences for groups big and small.



### A GAMING CLASS OF ITS OWN

Resorts World Sentosa offers a 15,000sqm gaming arena with a commitment to responsible quality guest experience and gambling.



### GASTRONOMIC HAVEN LIKE NONE OTHER

Gourmands can feast on award-winning cuisine from Chinese to Japanese, Mediterranean-Californian to Italian by celebrity chefs at this epicurean dining destination.



# PERFORMANCE REVIEW 2019

## DOING GOOD BUSINESS



Further reduction of single-use plastics:

Eliminated single-use plastic bottles resulting in

**130** tonnes of packaging waste reduction

Won **Singapore Packaging Agreement Awards 2019** for **2nd** year running

## IN SERVICE TO COMMUNITIES

Clocked **7,720** hours in volunteerism through RWS Cares

More than **71,000** people impacted through RWS Cares

S\$ **6.7** million worth of community investment in cash and in-kind donations to charitable causes



## PUTTING OUR PEOPLE FIRST



Launch of the **RWS Academy** to nurture industry leaders

**34%** reduction relating to total lost day incidents

Average training hours rose **17%** to 25.7 hours

## ENVIRONMENTAL STEWARDSHIP

Over **66%** cumulative reduction in energy consumption (since 2013)

**9%** reduction in waste sent for incineration

Over **44%** cumulative reduction in water consumption (since 2013)

**24%** of waste produced are recycled



## CUSTOMERS: THE HEART OF WHAT WE DO



### 2019 Guest satisfaction levels of surveyed guests:

Universal Studios Singapore	90.3%
Adventure Cove Waterpark	86.0%
S.E.A. Aquarium	94.2%
HOTELS	94.8%
MICE (ORGANISERS)	92.8%
MICE (DELEGATES)	90.5%
F&B	95.3%

# MESSAGE FROM OUR PRESIDENT

## DEAR STAKEHOLDERS,

2019 marked another meaningful and exciting year for our sustainability efforts.

Over the years, Genting Singapore has established itself as a global brand leader in sustainable integrated resort development. Not resting on our laurels, we are continuously exploring new strategies and innovation with our stakeholders to be a stronger player on the sustainability front.

We are in the fourth year of our Sustainability21 Strategy where we proudly present our seventh comprehensive sustainability report in accordance with the Global Reporting Initiatives ("GRI") guidelines.

Our various efforts in 2019 in the report highlight the importance of creating positive impact and sustainable value for our business stakeholders, environment, community, team members and customers.

We delivered on our commitment to reduce waste even further; from eliminating plastic straws resort-wide in 2018 to phasing out single-use plastic bottles in 2019. This also propelled us to think out-of-the-box for green, practical and creative alternatives for our guests, including adopting the use of boxed water, refillable glass carafes and self-dispensing infused water. Our innovative ideas in using smarter and more eco-friendly packaging won us top prize at the Singapore Packaging Awards for the second consecutive year.

Genting Singapore is also closely aligned with the larger national commitment to fight climate change. We have performed well with a commendable report card on our longstanding conservation initiatives. We continue to exceed our 2020 cumulative energy and water savings targets with savings of 66.2% and 44.6% respectively in 2019.

We have also embarked on innovative waste management methods with great measurable success. From bio-digesters for food waste to smart bins and reducing waste at source, we have recorded a 9% decrease in waste sent for incineration. Of the waste produced this year, 24% were recycled.

In 2019, we achieved good traction in various initiatives surrounding environmental conservation. These include our Sustainable Seafood Campaign for our restaurants and central kitchen, beach and reef clean-ups, as well as marine conservation education and outreach. Through RWS Cares, our corporate social responsibility arm, we contributed and facilitated close to S\$6.7 million in cash and in-kind donations to various charities and organisations.

Our achievements would not have been possible without the hard work and support of our partners, stakeholders and team members. We would like to thank all of them for being part of Genting Singapore's sustainability journey in making a positive impact as a responsible corporate citizen.



Tan Hee Teck,  
President and  
Chief Operating Officer

# BOARD OF DIRECTORS' STATEMENT



## DEAR STAKEHOLDERS,

This year's Sustainability Report sets out what we have accomplished in 2019 and marks how far we have come in carrying out our Sustainability21 Strategy.

For the last four years, Sustainability21 has been built on the four pillars of Marketplace, People, Community and Environment. This year, we have added the fifth pillar: Customer. The five pillars have enabled us to sharpen our focus on the Environment, Social and Governance ("ESG") matters of strategic importance to us. Beyond business imperatives, these are factors aligned with national and international interests.

Our Sustainability Focus underpins our management approach in developing policies and practices, setting performance targets and action plans with a goal of creating sustainable value for all stakeholders.

In 2019, the Board maintained oversight over the Sustainability Working Committee and Sustainability Steering Committee, ensuring that ESG material matters are of continued relevance to our operations, taking into consideration global dynamics, local trends and emerging regulatory developments.

The Board also reviewed, monitored and managed sustainability risks and opportunities. This oversight includes significant emphasis on enhancing the sustainability performance of business practices as well as the transparency of disclosures.

We believe that Genting Singapore has put up a good performance, but we will continue to strive for more outstanding sustainability performance. We will remain vigilant and steadfast in our commitments to sustainability efforts for the sustainable growth and development of the community and environment which we are a part of.

# MANAGING SUSTAINABILITY

 SUSTAINABILITY GOVERNANCE

 OUR SUSTAINABILITY FOCUS

 MATERIALITY ASSESSMENT: IDENTIFYING OUR FOCUS

 HOW WE REPORT

 STAKEHOLDER ENGAGEMENT

 SUSTAINABILITY HIGHLIGHTS 2019





## SUSTAINABILITY GOVERNANCE

---

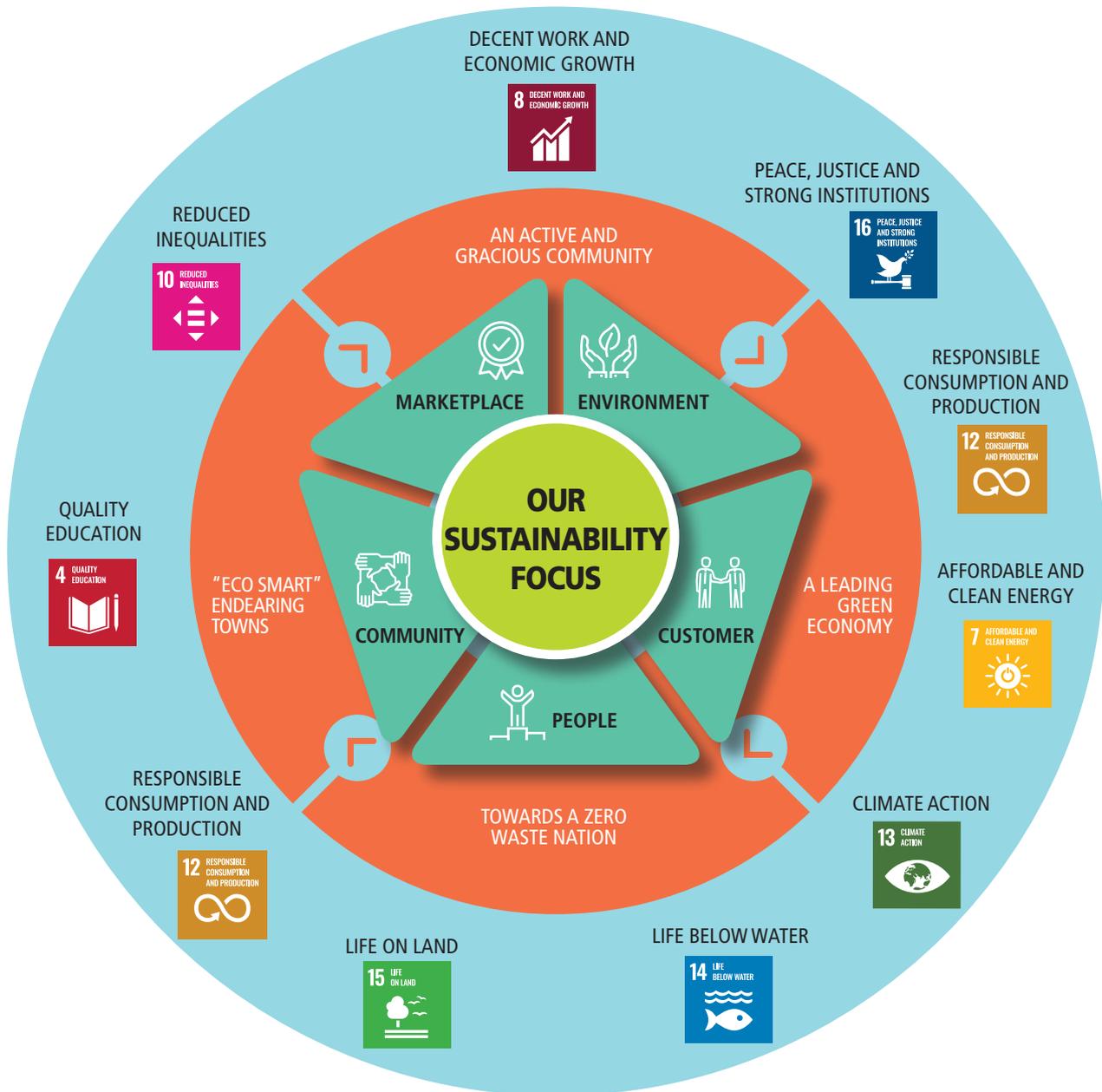
Genting Singapore's Sustainability Steering Committee oversees and drives ESG practices across our organisation. Guided by our sustainability strategy, the Committee, which meets quarterly, initiates, runs and monitors practices and initiatives that support the effective integration of sound ESG practices into our business operations and corporate objectives.

## OUR SUSTAINABILITY FOCUS

---

Our Sustainability Focus is a framework which supports the strategic commitment of Genting Singapore to be a brand leader in sustainable integrated resort developments. The framework is built on five key focuses – Marketplace, Environment, People, Customer and Community – that underpin the management approach in developing policies and practices, setting performance targets and action plans to address key ESG factors. The goal is to create sustainable value for all stakeholders.

Our Sustainability Focus is also aligned with national and international interests such as the Sustainable Singapore Blueprint and UN Sustainable Development Goals.



- UN Sustainable Development Goals
- Sustainable Singapore Blueprint

# MATERIALITY ASSESSMENT: IDENTIFYING OUR FOCUS

Material topics are reviewed annually by the Sustainability Working Committee and Sustainability Steering Committee for their continued relevance and against current global and local trends and emerging regulatory development. These topics also take into account external stakeholders’ concerns/interests collected from engagement channels embedded in our daily operations. In 2019, to sharpen our focus on the ESG issues that are most pertinent, Genting Singapore identified 21 material topics under the five focus areas through a materiality assessment workshop.

Our Sustainability Focus	Description	Material Topics
<p><b>MARKETPLACE</b> Doing Good Business</p> 	<p>RWS is a socially responsible corporate citizen that drives stakeholder value and supports social good.</p>	<ul style="list-style-type: none"> <li>• Procurement Practices</li> <li>• Economic Performance</li> <li>• Market Presence</li> <li>• Anti-Corruption</li> <li>• Anti-Competitive Behaviour</li> <li>• Socioeconomic Compliance</li> <li>• Environmental Compliance</li> </ul>
<p><b>ENVIRONMENT</b> Environmental Stewardship</p> 	<p>RWS is committed to sustainability and environmental conservation in all its practices.</p>	<ul style="list-style-type: none"> <li>• Effluents and Waste</li> <li>• Energy</li> <li>• Emissions</li> <li>• Water</li> <li>• Biodiversity</li> </ul>
<p><b>CUSTOMER</b> The Heart of What We Do</p> 	<p>RWS is dedicated to creating rewarding, memorable, high quality and safe consumer experiences.</p>	<ul style="list-style-type: none"> <li>• Customer Health and Safety</li> <li>• Marketing and Service Labelling</li> <li>• Customer Privacy</li> </ul>
<p><b>PEOPLE</b> Putting our People First</p> 	<p>RWS is a fair and forward-looking employer that cares for and develops the talents of its staff.</p>	<ul style="list-style-type: none"> <li>• Employment</li> <li>• Non-Discrimination</li> <li>• Training and Education</li> <li>• Occupational Health and Safety</li> <li>• Forced or Compulsory Labour</li> </ul>
<p><b>COMMUNITY</b> In Service to Communities</p> 	<p>RWS serves the community it operates in through giving back, and encouraging volunteerism to positively impact the needy and underprivileged.</p>	<ul style="list-style-type: none"> <li>• Local Communities</li> </ul>

# HOW WE REPORT

Genting Singapore has been releasing an annual sustainability report since 2013. In our 7<sup>th</sup> edition, we continue to pursue the ESG matters that are of significance to our business, and will continue to update the progress of our sustainability journey to our valued stakeholders. This report has been prepared in accordance to the GRI Standards – ‘Comprehensive’ option, compliant with the Singapore Exchange Securities Trading Limited’s “Comply or Explain” requirements for sustainability reporting.

The GRI Standards was chosen as it is an internationally recognised reporting framework that provides robust guidance suited for Genting Singapore’s business model and complex operations.

The reporting period covers 1 January 2019 to 31 December 2019 (“FY2019”), and the reporting scope covers:

<p><b>Resorts World Sentosa (“RWS”)</b></p>  <p>An integrated resort destination located on Sentosa Island</p>	<p><b>Genting Hotel Jurong (“GHJ”)</b></p>  <p>A “hotel in a garden”, in the Jurong Lake District</p>	<p><b>Genting Centre (“GC”)</b></p>  <p>Corporate office of the Genting Singapore Group</p>
---	--	--

External assurance has not been sought for this report, but we will consider doing so in the subsequent years to come.

# STAKEHOLDER ENGAGEMENT

 We welcome any feedback or suggestions, and they can be directed to [csr@RWSentosa.com](mailto:csr@RWSentosa.com).

Stakeholders	Interests & Concerns	Engagement Efforts
<p><b>GUESTS</b> <i>Create memorable experiences that feel personalised to drive loyalty.</i></p> 	<ul style="list-style-type: none"> <li>• Privilege, recognition, quality and value</li> </ul>	<ul style="list-style-type: none"> <li>• Guest satisfaction surveys</li> <li>• Personalised services</li> <li>• Loyalty programmes: RWS Invites and Genting Rewards</li> <li>• Customer feedback channels</li> </ul>
<p><b>TEAM MEMBERS</b> <i>Provide training and career progression opportunities based on merit and create an open and engaging workplace that values their contribution.</i></p> 	<ul style="list-style-type: none"> <li>• Career development and training opportunities</li> <li>• Teambuilding activities</li> <li>• Internal department transfer opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Annual performance appraisal</li> <li>• Training programmes</li> <li>• Career development programmes</li> <li>• Bite-sized learning initiatives</li> <li>• Network sessions</li> <li>• Focus group discussions</li> <li>• Internal communications</li> <li>• CEO and Business Unit townhalls</li> </ul>
<p><b>GOVERNMENT &amp; REGULATORS</b> <i>Comply with all regulations and laws that impact our businesses.</i></p> 	<ul style="list-style-type: none"> <li>• Performance indicators in compliance with relevant laws and regulations</li> <li>• Achieving common goals through synergies</li> </ul>	<ul style="list-style-type: none"> <li>• Partnerships</li> <li>• Regular meetings and dialogues</li> <li>• On-site visits</li> </ul>

Stakeholders	Interests & Concerns	Engagement Efforts
<p><b>INVESTORS</b> Provide timely and regular updates on financial performance, business strategy and other shareholder issues to support informed decisions.</p> 	<ul style="list-style-type: none"> <li>• Growth prospects of the business</li> <li>• Operational efficiency</li> <li>• Sustainable shareholder value</li> <li>• Return on investment</li> </ul>	<ul style="list-style-type: none"> <li>• Dedicated Investor Relations team</li> <li>• &gt;300 briefings per year including individual and group meetings as well as major investor conferences</li> <li>• Quarterly financial results announcements</li> <li>• Regular updates on Company's website, with dedicated Investor Relations section</li> <li>• Annual General Meeting for shareholders</li> </ul>
<p><b>LOCAL COMMUNITIES</b> Improve lives and bring hope to the communities we operate in through engagement, empowerment and environmental conservation.</p> 	<ul style="list-style-type: none"> <li>• Family bonding opportunities</li> <li>• Daily necessities support</li> <li>• Living condition improvement</li> <li>• Financial assistance</li> <li>• Employment opportunities</li> <li>• Needs of our environment</li> <li>• Plastic waste reduction</li> <li>• Food waste reduction</li> <li>• Marine protection</li> </ul>	<ul style="list-style-type: none"> <li>• RWS Cares Programme</li> <li>• Ongoing dialogue</li> <li>• Charity and donations</li> <li>• Responsible Gambling ("RG") Programme</li> <li>• Volunteer days</li> </ul>
<p><b>MEDIA</b> Increase awareness of offerings to strengthen the positioning of our integrated resort through the provision of timely and accurate information about products, services and Company's performance.</p> 	<ul style="list-style-type: none"> <li>• Media transparency</li> <li>• Early engagement</li> <li>• Speedy dissemination of information</li> <li>• More interview opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Press releases</li> <li>• Media interviews</li> <li>• Media hospitality</li> <li>• Timely response to media queries and requests</li> </ul>
<p><b>NON-GOVERNMENTAL ORGANISATIONS ("NGOs")</b> Foster collaborative partnerships and hold ongoing dialogues to improve lives.</p> 	<ul style="list-style-type: none"> <li>• Public education and awareness</li> <li>• Updates on latest trends and developments</li> </ul>	<ul style="list-style-type: none"> <li>• Regular meetings</li> <li>• Ongoing dialogues</li> <li>• Forum and event participation as speakers</li> </ul>
<p><b>SUPPLIERS</b> Selection of suppliers based on a fair and competitive value policy.</p> 	<ul style="list-style-type: none"> <li>• Tender shortlisting process and award criteria</li> </ul>	<ul style="list-style-type: none"> <li>• Tender evaluation procedure and panel</li> <li>• Ongoing and collaborative dialogues</li> </ul>
<p><b>TRADE UNION</b> Foster collaborative partnerships and hold ongoing dialogues to ensure we mete out fair and equal treatment to our team members.</p> 	<ul style="list-style-type: none"> <li>• Fair and progressive employment practices</li> <li>• Team Members' well-being</li> </ul>	<ul style="list-style-type: none"> <li>• Membership in trade union</li> <li>• Industry forums and dialogues</li> </ul>

# SUSTAINABILITY HIGHLIGHTS 2019

Eliminating single-use plastic bottles



Reducing food waste with grinders and bio-digesters



SEAA Biodiversity & Conservation outreach and engagement



More Electric Vehicles charging stations



Enhanced waste management: smart compactor bin



A more sustainable MICE experience



Going green with guests



RWS Academy



Organisation-wide energy efficiency initiatives



# DOING GOOD BUSINESS

*We are committed to our role as a socially responsible corporate citizen, driving not just stakeholder value but also supporting social good.*

 ECONOMIC PERFORMANCE

 ANTI CORRUPTION

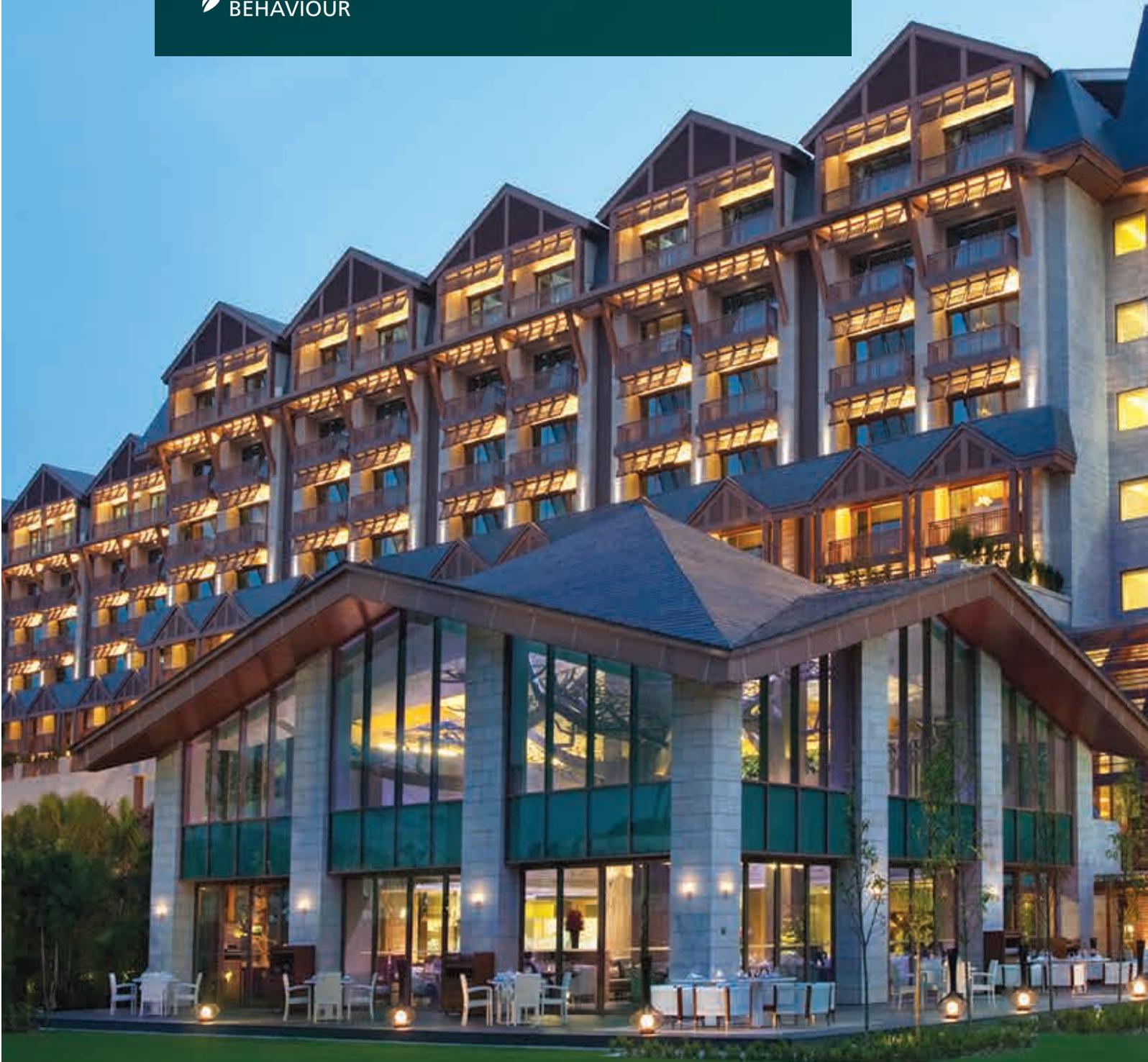
 MARKET PRESENCE

 SOCIOECONOMIC COMPLIANCE

 PROCUREMENT PRACTICES

 ENVIRONMENTAL COMPLIANCE

 ANTI-COMPETITIVE BEHAVIOUR



## ECONOMIC PERFORMANCE ('000)

Revenue		Operating Costs		Employee Wages & Benefits	
2018	S\$2,539,235	2018	S\$1,637,198	2018	S\$508,735
<b>2019</b>	<b>S\$2,480,340</b>	<b>2019</b>	<b>S\$1,708,382</b>	<b>2019</b>	<b>S\$497,674</b>

Payments to Providers of Capital		Payments to Government		Financial Assistance from the Government	
2018	S\$448,437	2018	S\$479,165	2018	S\$5,697
<b>2019</b>	<b>S\$434,532</b>	<b>2019</b>	<b>S\$490,054</b>	<b>2019</b>	<b>S\$4,034</b>

## MARKET PRESENCE

Localisation Split at Senior Management level (SM1 – SM 5):

Singaporean:

**54.8%**



Singapore PR:

**29.0%**



All Others:

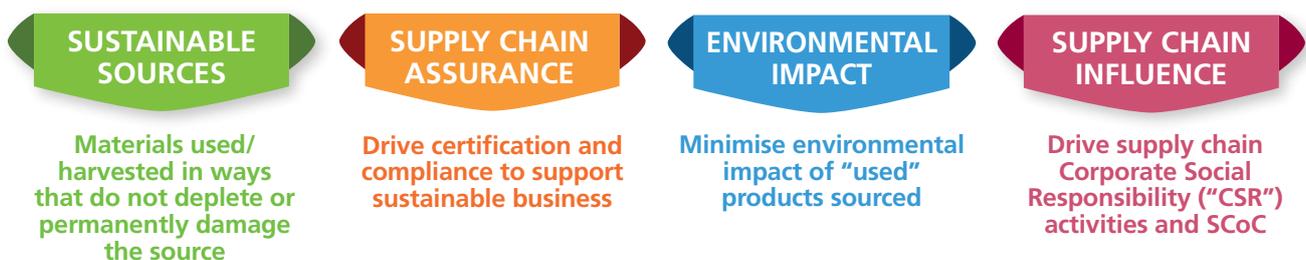
**16.1%**



## PROCUREMENT PRACTICES: WHERE SUSTAINABILITY BEGINS

Genting Singapore works closely with our suppliers to constantly create new and innovative products and services while minimising our negative environmental and social impact. Since 2019, RWS's sustainable procurement is anchored on four focus areas to drive material impact along the supply chain.

### FOCUS AREAS FOR SUSTAINABLE PROCUREMENT



## FOCUS AREA #1: SUSTAINABLE SOURCES

88% of products and services purchased locally\*.

\*The definition of 'local' includes local agents who may procure from overseas sources e.g. retail merchandise, rides' spare parts and have local registered office addresses.

At the start of the supply chain, we are committed to identifying sustainable sources for our key material categories, including food and beverages, hotel amenities, live animal feed and pulp-based materials without compromising the quality of goods and services procured.

## FOCUS AREA #2: SUPPLY CHAIN ASSURANCE

Since 2018, we began to holistically assess ESG risk exposure in our supply chain. For suppliers who are identified as high risk or fail to meet minimum ESG standards, we seek to find alternative suppliers or not assign any high-risk activities.

## FOCUS AREA #3: ENVIRONMENTAL IMPACT

Besides material and vendor selection, we also limit our environment footprint across all waste categories. In 2019, we received the Top Achievement award at the Singapore Packaging Agreement Awards. Our move to eliminate the use of single-use bottled water has saved more than 130 tonnes of packaging waste (read more on page 21). We will continue to champion packaging waste reduction efforts to drive material impact along our supply chain.

## FOCUS AREA #4: SUPPLY CHAIN INFLUENCE

We partner with suppliers who share the same values as us. Since 80% of our spending are locally sourced, we are in a good position to drive and influence our supply chain towards sustainable business practices. This is achieved via:

- Joint supplier development projects for new innovative sustainable solutions
- Incorporating sustainable requirement into RWS specifications/scope of work
- Paving the way of how business transactions are being conducted electronically

All our suppliers have to comply with our Supplier Code of Conduct as part of our Purchase Orders Standard Terms and Conditions. The Code of Conduct sets out our expectations for Ethical Business Practice, Labour and Human Rights, Health and Safety and Environmental Responsibility.



**GOALS for 2020**

Focus	Target for 2019	Our Performance	Going Forward
1	63% sustainable fish feed	Achieved 64%	<ul style="list-style-type: none"> <li>– Resort-wide 30% of seafood to be responsibly sourced</li> <li>– Explore sources to reduce single-use disposables</li> <li>– Explore sustainable options for Building, Mechanical and Electrical category</li> </ul>
	85% sustainable seafood at Ocean Restaurant	Achieved 91%	
	Explore sources to reduce single-use disposables	Implemented single-use plastic food packaging to reusable alternatives resulting in ~3.5 tonnes of waste reduction	
2	85% HACCP certified for high risk processed food	Achieved 100%	<ul style="list-style-type: none"> <li>– Include safety assessment in supplier prequalification for on-site works</li> <li>– Formalize sustainability specifications for key categories</li> </ul>
	70% BizSAFE or equivalent for high risk and on-site works	Achieved >70%	
3	Eliminate single-use RWS plastic drinking bottles	Eliminated single-use plastic bottles as of Feb 2019 resulting in 130 tonnes of waste reduction	<ul style="list-style-type: none"> <li>– Joint initiative with supplier to reduce packaging waste for goods purchased (e.g. Retail, IT etc)</li> </ul>
	Reduce packaging waste by 100 tonnes		
	Reduce night staff transport trips by 30%	Achieved 23% reduction	
4	50% reduction in manual invoices	Achieved 88%	Target 90%
	Implement 3 new supply chain influence initiatives	Completed implementation of <ul style="list-style-type: none"> <li>– 17 SMART compactor waste bins in USS (page 23)</li> <li>– Electric/min Euro 5 commercial vehicles (page 25)</li> <li>– Food waste management/tracking system for staff cafeterias (page 23)</li> </ul>	Implement 3 new supply chain initiatives



# OUR CORPORATE GOVERNANCE FRAMEWORK

Our corporate governance practices are aimed at driving our long-term sustainability and successes.

For our full Corporate Governance report, with specific reference to the principles and provisions of the Code of Corporate Governance 2018, please refer to our Annual Report 2019.



Corporate governance framework

## 1. CORE PRINCIPLES & CODE OF CONDUCT

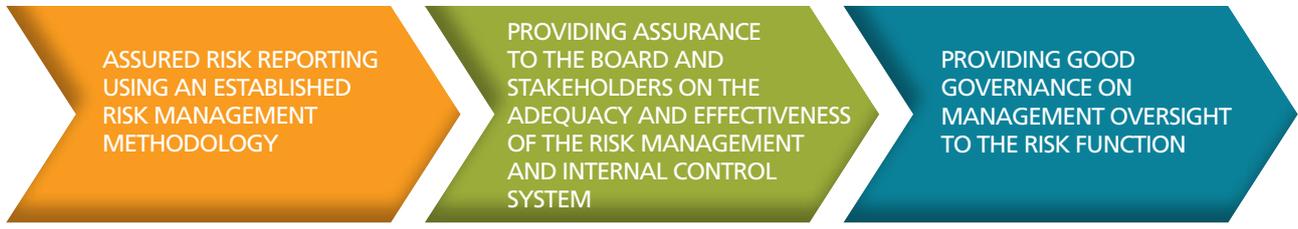
- Integrity in all that we do
- Compliance with the laws and regulations and the Company's codes and policies
- Commitment to doing our best for our guests and the Company
- Together we grow, strive and create memorable moments for our guests and our team
- Diversity and contributions of all team members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

The Board and Senior Management are also expected to remain steadfast in conducting business with integrity, consistent with the high standards of business ethics, and in compliance with all applicable laws and regulatory requirements. Our code of conduct guides our conduct in these areas.

- Compliance with laws and regulations
- Workplace safety and environment
- Professional integrity
- Representing the Group to external parties
- Exemplary conduct
- Best interests of the Group

**2. ENTERPRISE RISK MANAGEMENT (“ERM”)**

Our robust ERM framework is established to manage our operational risks and safeguard our assets to create long-term stakeholder value. The ERM framework (as illustrated below) is based on the Singapore Exchange Securities Trading Limited Listing Rule 1207(10) and Code of Corporate Governance 2018 Principle 9.



*ERM objectives*

Risk Management matters are reported to the Audit and Risk Committee and the Board every quarter, playing a pivotal role in providing Management action and direction on risk matters.

**3. ANTI-COMPETITIVE BEHAVIOUR**

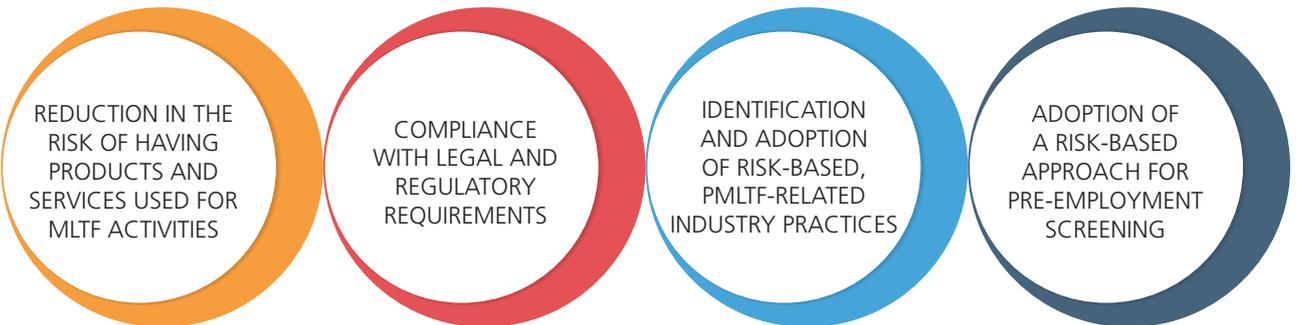
We comply with the Competition Act and are strictly against and do not take part in any anti-competitive behaviour. This includes activities that prevent, restrict, or distort competition within Singapore. Our commitment to zero tolerance:

- 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

**4. PREVENTION OF MONEY LAUNDERING AND TERRORISM FINANCING (“PMLTF”)**

We are committed to complying with all applicable laws and regulations related to the prevention of money laundering and terrorism financing, and to deter patrons and external parties from using Genting Singapore as a conduit for any illegal activity. To this end, a PMLTF Committee has been established to prevent money laundering and terrorism financing and to comply with the Casino Control Act PMLTF Regulations 2009.

Overseen by Senior Management, the PMLTF framework is also reviewed and updated annually by business units and approved by the Board to ensure that the framework stays relevant in this changing world. To guide the team members on the PMLTF framework, internal policies and standard operating procedures have been established which are communicated during orientation and annual refresher trainings conducted by appointed PMLTF officers.



*PMLTF framework*

**5. ENTERTAINMENT AND GIFTS POLICY AND WHISTLE-BLOWING POLICY**

Our robust internal control system consists of the Whistle-Blowing Policy and Entertainment and Gifts Policy which serve to manage our fraud risks. To promote responsible and secure whistle-blowing, we have whistle-blower hotline and email channels which are accessible throughout the year by all team members and external parties.

In 2019, there were no serious irregularities, such as fraud or breaches of corporate governance, from the whistle-blowing channel.

## ANTI-BRIBERY AND ANTI-CORRUPTION: A ZERO TOLERANCE APPROACH

We adopt a zero-tolerance stance against bribery and corruption. All our employees must comply with all applicable prevention of corruption laws, including the Singapore Prevention of Corruption Act.

To this end, we have a whistle-blowing channel to ensure that concerns can – whether anonymously or otherwise – be raised in a safe, transparent and accountable manner, without fear of reprisal in any form. This whistle-blowing policy is also applicable for anyone with a business relationship with Genting Singapore. The whistle-blowing platforms include a whistle-blower hotline and email channel. Our Audit and Risk Committee is responsible for overseeing the procedure, which is administered with the assistance of the Head of Internal Audit.

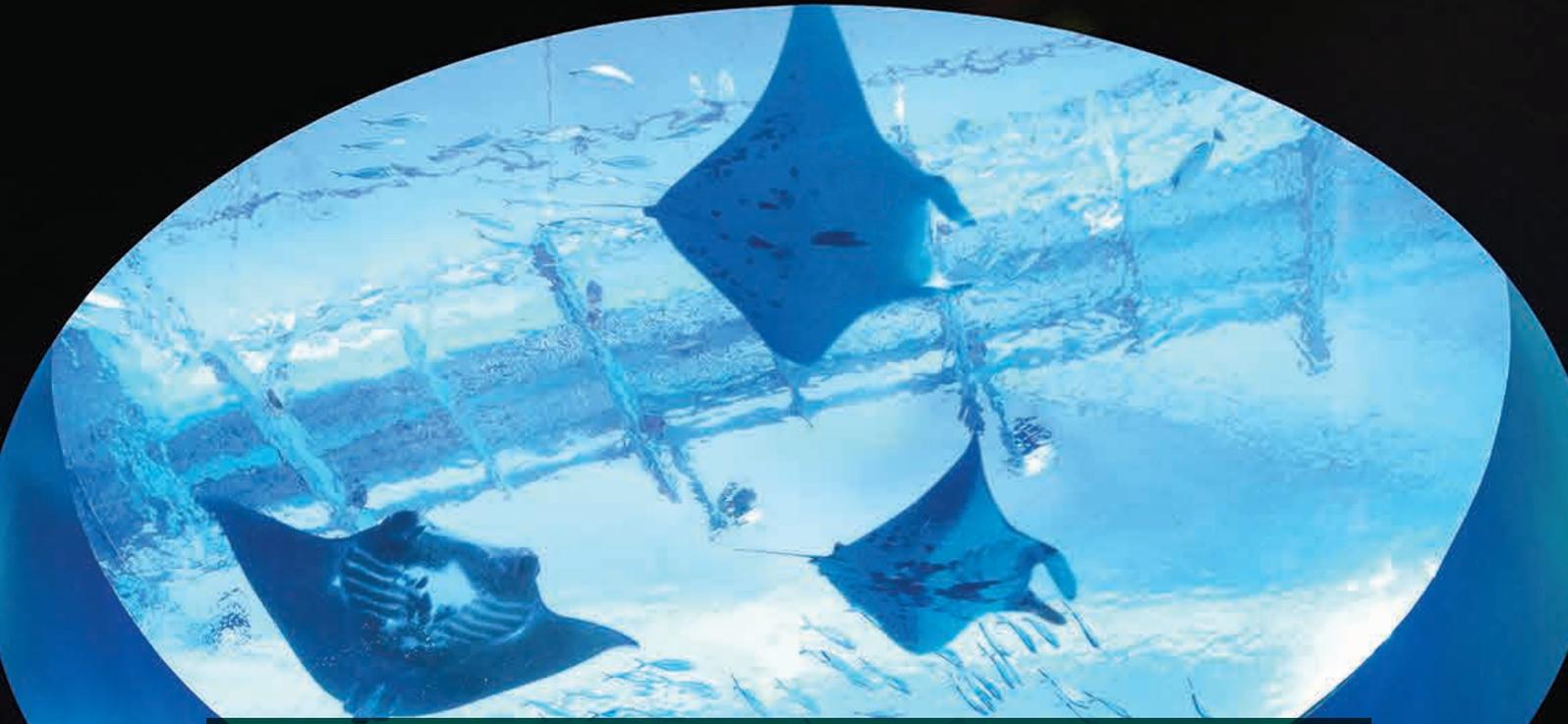
In 2019, we achieved **zero** incidences of confirmed incidents related to corruption.

## COMPLIANCE A REPORT CARD

The Compliance Committee – which comprises a RWS Director and Senior Management personnel from the Legal, Gaming, Information Technology and Compliance functions – is dedicated to overseeing compliance-related matters. All incidents of non-compliance will be reviewed by our Compliance team and reported to the Committee. The Committee meets at least quarterly to assess the compliance risks, evaluate the effectiveness of mitigation controls and ensure progress on any action plans on agenda. In 2019 we incurred one fine by the Casino Regulatory Authority (“CRA”). Corrective actions were put in place to prevent the recurrences as described in the table below. We will continue to strive towards achieving zero non-compliance cases.

Non-compliance Incident	Significant Fines <sup>1</sup>	Incident & corrective action
Disciplinary action letter from CRA received in May 2019 for permitting a minor to enter and remain, without reasonable excuse, on the casino premises.	S\$20,000	A contractor, who was a minor, entered the casino through the back of house to complete work duties.  A system enhancement was made to the pass issuance system to check for birth date so as to flag minors to our Security Officers for further action.

<sup>1</sup> Significant fines refer to fines amounting to S\$10,000 and above



# ENVIRONMENTAL STEWARDSHIP

*RWS is committed to sustainability and environmental conservation as part of our role as a responsible corporate citizen.*



EFFLUENTS AND WASTE



WATER



ENERGY



BIODIVERSITY



EMISSIONS

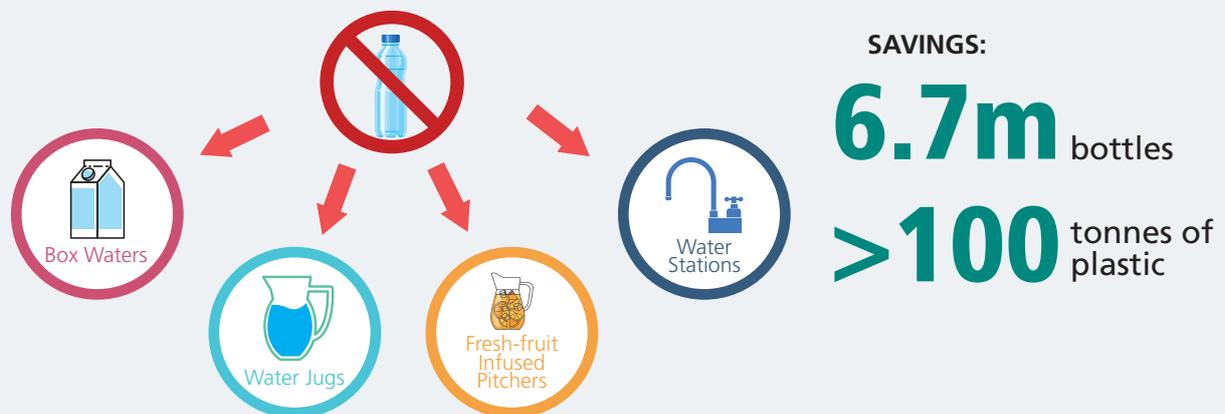


## SAYING 'NO' TO SINGLE-USE PLASTIC

We strengthened our commitment to sustainability in 2019 by taking on even more measures to reduce waste. Building on our move in 2018 to reduce single-use plastic by eliminating the use of plastic straws in 2018, we broadened this effort in 2019.

Since 2019, our themed attractions, hotels, dining establishments and MICE events have **ceased using single-use plastic bottles**. We replaced these with eco-friendly alternatives such as boxed alkaline water and aluminium canned drinks.

Our six hotels, which previously provided complimentary bottled water, now offer more sustainable options for drinking water. These include refillable glass carafes in each room as well as newly-installed and conveniently-located water stations on every floor. In hotel suites, a water filtration system has been installed in the sinks for safe drinking straight from the tap. At MICE events, guests are now served with fresh fruit-infused water dispensed from filtered pitchers instead of bottled water. This has saved 6.7 million plastic bottles, or more than 100 tonnes of plastic a year.



Within the organisation, 2,000 reusable water bottles were given to our team members and encouraged to use them during a Free Slushie Day event. A total of 463 team members also made a commitment to protect the environment. This reduction of plastic bottles is part of our ongoing sustainability efforts to minimise waste and drive environmental stewardship. It is also aligned with our moves to become a Zero Waste Nation. We will continue to map our plastic footprint and overall waste and explore new and innovative eco-friendly ways to make strategic reductions where possible.



# A COMMITMENT TO THE ENVIRONMENT

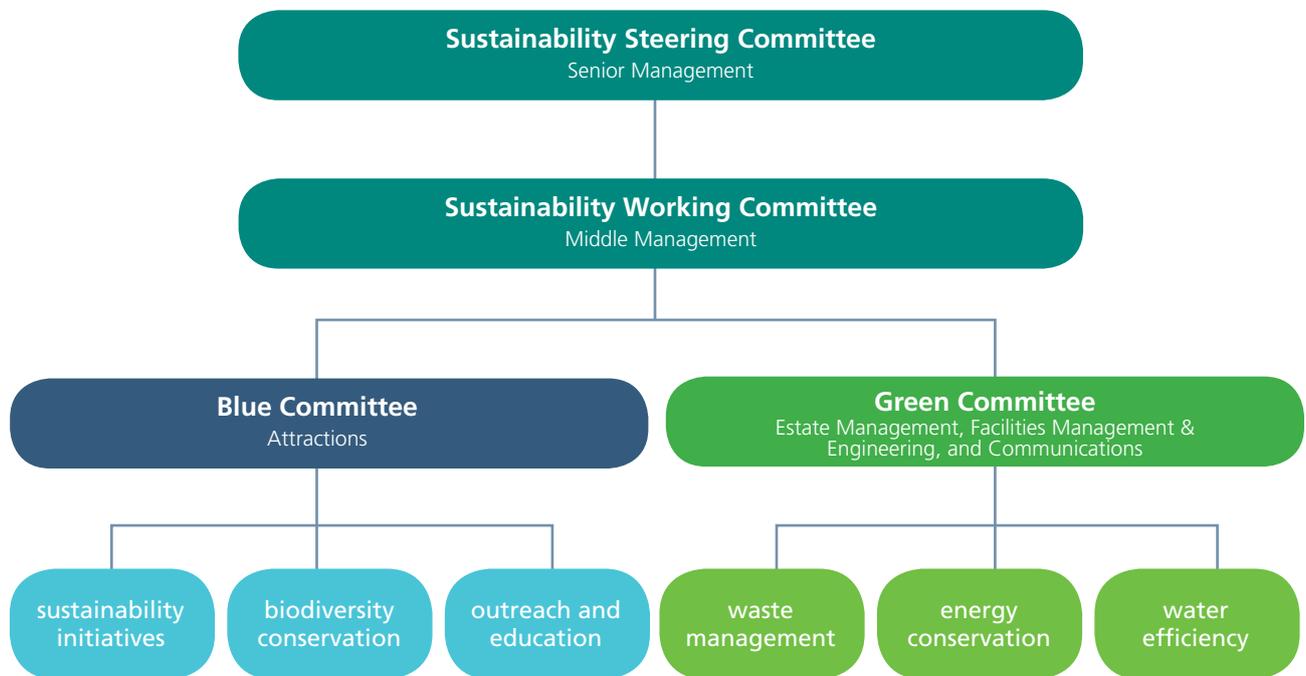
As the owner of one of the largest integrated resorts in the world, we are dedicated to identifying and understanding the impact that our facilities, operations and products have on the environment.

Our environmental sustainability strategy focuses on:

- Preserving scarce resources through energy and water efficiency, and waste reduction
- Protecting the natural capital that is entrusted in our care

Guided by a Sustainability Steering Committee, our Sustainability Working Committee leads various sub-committees and task forces that look into and execute strategies for energy and water reduction, publicity, awareness and education, and sustainable procurement.

## An Organisation-wide Effort



Our environmental efforts take place across multiple platforms, from behind-the-scenes operational initiatives to public-facing programmes, awareness activities and outreach. This ensures that we take a holistic and strategic approach to sustainability.

It is heartening that these efforts have been recognised. Our hotels – including our flagship spa, ESPA – are BCA Green Mark-accredited for their sustainability features, such as extensive greenery, eco-pond, energy conservation, cooling and heating systems as well as eco-friendly linens. In 2019, RWS was also lauded at the Singapore Packaging Awards, and was named Top Achievement Winner for the second consecutive year.



# EFFLUENTS AND WASTE

Waste management and minimisation form a key strategy for our organisation to ensure the sustainable and responsible use of resources. In keeping with 3R principles to reduce, reuse and recycle, we have taken concerted steps to eliminate waste at source across our operations.

Our waste management strategy involves monitoring and categorising waste produced by type and disposal methods, giving us a clear and comprehensive overview of where to focus our sustainability efforts.

### Recycling at all levels

From the ground up, we recycle where we can. For example, horticulture waste is composted and the resulting fertiliser is used in landscape maintenance. We have also strengthened the recycling of e-waste. Electronic gadgets, computers or mobile accessories are collected by licensed waste collection vendors for sorting, segregating and salvaging so that recyclables such as plastic and metal components can be recycled.

Compared to 2018, in 2019 we saw a 9% decrease in waste sent for incineration. Of the waste produced this year, 24% were recycled.

Team members from the Wardrobe Department contributed to our efforts in recycling, spending 102 hours upcycling 80m of excess cloth into 100 cup holders and 120 tote bags for use as gifts for in-house events.



### Reducing food waste

RWS prepares and hosts thousands of meals a year. We have taken creative and innovative steps to minimise food wastage and improve our ecological footprint, by addressing the issue across the waste cycle. In a bid to strive for zero food waste right at the start, our chefs creatively repurpose ingredients to create edible receptacles for food presentation.

On the other end of the consumption spectrum, we have implemented three food grinder stations. These machines automatically grind food waste to a pulp, which is automatically transported to a bio-digester that converts 95% of food waste into liquid to reduce waste volume. This saves 72,000 plastic trash bags per year, translating to 5.3 tonnes of plastic reduction per year across our MICE activities alone.

### Taking out the trash

To improve our waste efficiency, we have deployed 17 Smart Bins, which has reduced the number of regular bins from 104 to 43. These energy-saving solar-powered, larger-capacity compactor bins are able to compact trash, increasing trash capacity by 8 times. This reduces labour intensively as less trips are needed by cleaners to clear trash. Instead, cleaners are notified via SMS once the bin is full. This has reduced the frequency of trash clearing by 25%.

	Before Smart Bin	After Smart Bin
Non-Peak	11.5-man hours per day	3-man hours per day
Peak	17.5-man hours per day	4.5-man hours per day

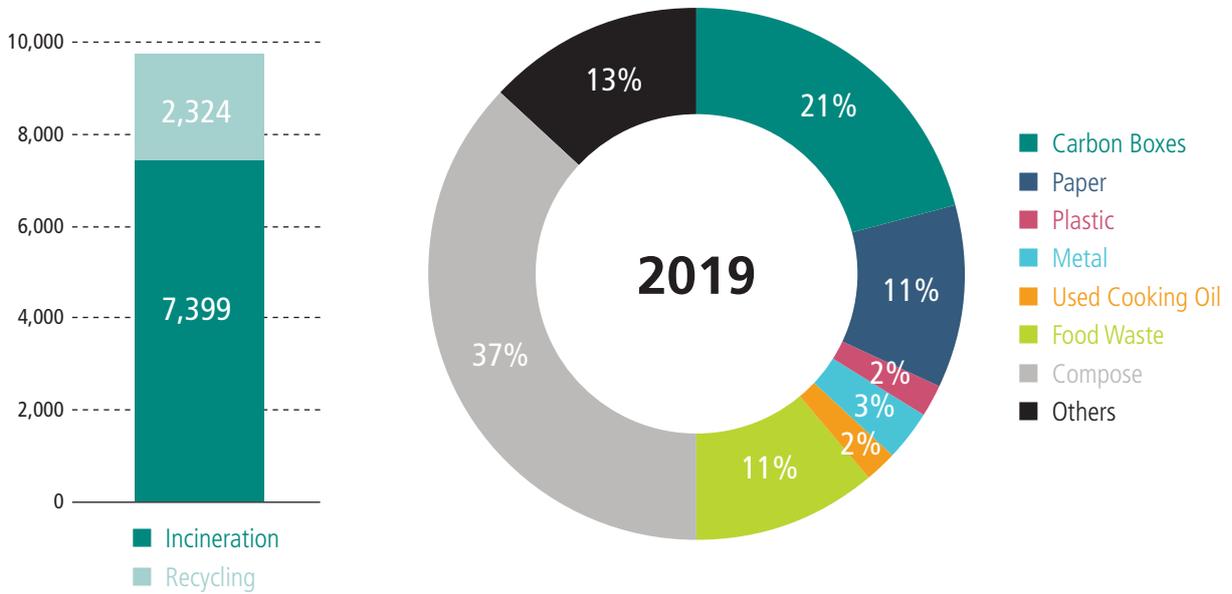
The number of trash bags has also been reduced by about 30%

	Before Smart Bin	After Smart Bin
Non-Peak	312 pieces per day	103 pieces per day
Peak	416 pieces per day	163 pieces per day



Type	Weight/Volume		Disposal Method
	2018	2019	
Chemical waste produced from pyrotechnic	275 kg	294 kg	Incineration

**EFFLUENTS AND WASTE  
TYPES OF NON-HAZARDOUS WASTE RECYCLED (TONNES)**



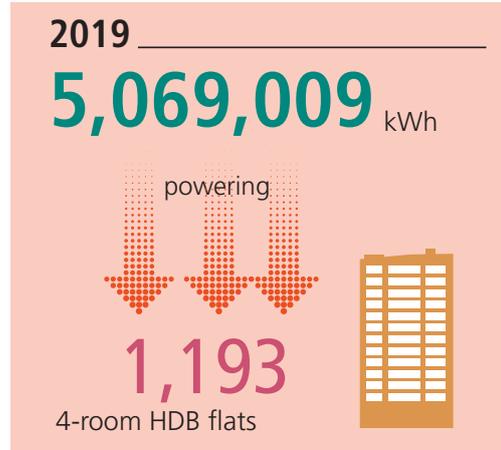
Target for 2019	Our Performance	Going Forward
<p>More educational/awareness trip visits:</p> <ul style="list-style-type: none"> <li>• Visiting Pulau Semakau</li> <li>• Waste vendor factory</li> <li>• Other waste management sites</li> <li>• Continue to focus on food waste and to include tenant in our initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Visited 1 recycling facility in May 2019</li> <li>• March 2019, visited 1 commercial building for their waste management</li> <li>• April 2019, visited 1 hotel building for their waste management</li> </ul>	<ul style="list-style-type: none"> <li>• Pulau Semakau visit</li> <li>• To have more food digesters within RWS</li> <li>• 3R awareness workshop</li> </ul>



# ENERGY

## Energy Conservation

In total, our efforts in 2019 in energy conservation have saved some 5,069,009 kWh and as of 2019, we achieved a cumulative energy savings of 224,330,173 kWh and is on track to exceed our 2020 cumulative energy savings target.



A comprehensive Integrated Utilities Monitoring System (“IUMS”) keeps our operations running smoothly and as efficiently as possible. The IUMS is the control centre behind-the-scenes, overseeing electricity, water, gas and chilled water of each key entity within our resort. It monitors, records and trends our utility consumption. The data collected on usage patterns form the basis of analysis for our Facilities Management & Engineering team, which looks out for abnormal usage patterns and explores opportunities for improvements. Guided by this intelligence, we strategise on and implement initiatives to further improve our energy and water use efficiencies.

### Lighting the way

Since 2015, we started our 5-year phased project to convert resort-wide lightings to energy efficient LEDs and as of end 2019, we have achieved the target by 96%.



### Cooling and heating efficiently



As an integrated resort, cooling and heating needs necessarily take up a large part of our operations to keep guests comfortable. Our award-winning district cooling plant – one of the most efficient in Singapore – is a crucial factor in optimising our electricity and water use. The plant is fitted with sophisticated controllers with algorithms to continuously tune and operate the plant at the lowest possible Coefficient of Performance (“COP”). This is achieved through automatically controlling and varying the multiple operational parameters of the chillers, pumps, cooling towers and heat exchangers for optimum overall efficiency.

We have also upgraded water heaters with heat pumps in our Beach Villas and various kitchens to lower energy consumption for hot water production. These systems also provides additional cooling energy to reduce cooling loads in these respective areas.



**Keeping things flowing**

Complementing these efficiencies, we use environment-monitoring sensors within our underground carpark – the largest such facility in Singapore. These sensors help us optimise the operation of carpark ventilation fans to achieve energy savings.



**Energy from the sun**

Above ground, we use renewable energy to reduce our carbon footprint. Our solar photovoltaic panels span some 4,500 sqm in total and generate about 671,104 kWh of energy in 2019, sufficient to power about 158 Housing Development Board (“HDB”) 4-room flats for an entire year.

**A clean energy drive**

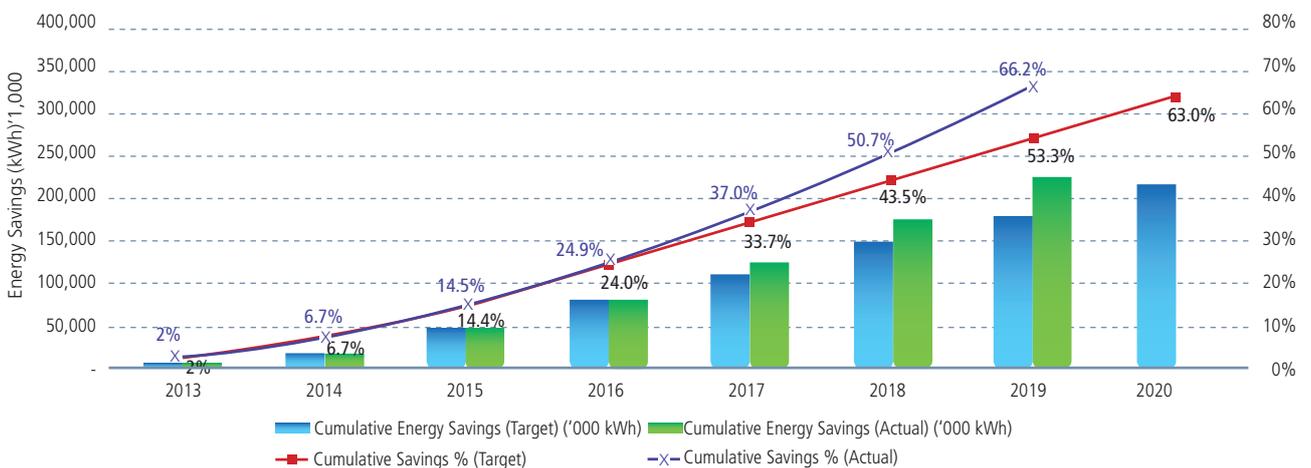
To improve our use of clean energy and support the growing adoption of electric vehicles (“EV”), we collaborated with Singapore Power Mobility (“SPM”) to introduce seven EV fast chargers across three locations. Since these EV charging stations were installed in September 2019, they have been used over 500 times. As part of our partnership with BlueSG, we have also allocated four EV lots for their vehicles.



Target for 2019	Our Performance	Going Forward
Cumulative energy savings of 53.3% (from baseline year 2013)	Achieved cumulative energy savings of 66.2% as at 2019	Cumulative energy savings of 63.0% (from baseline year 2013)

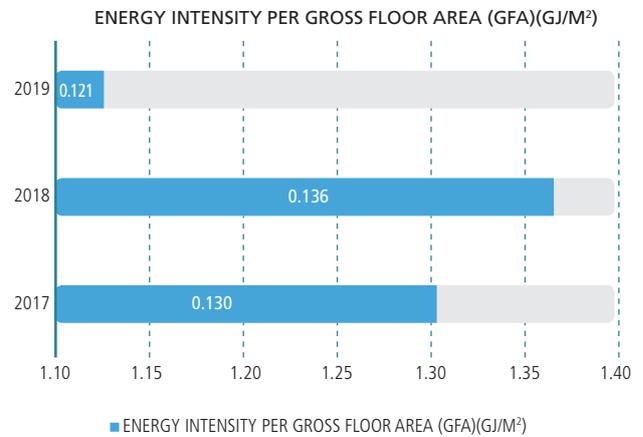
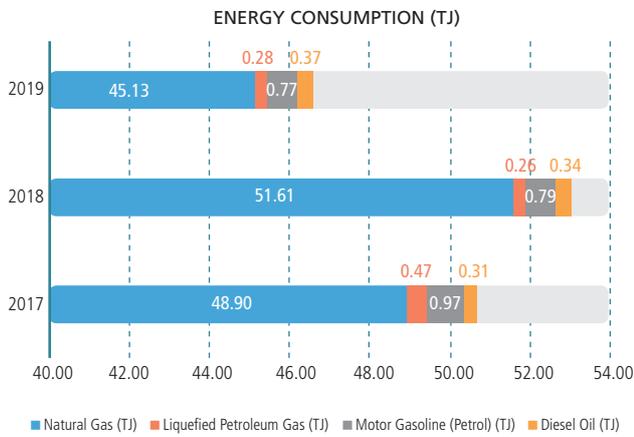


**ENERGY SAVINGS AND PERFORMANCE AGAINST TARGET**

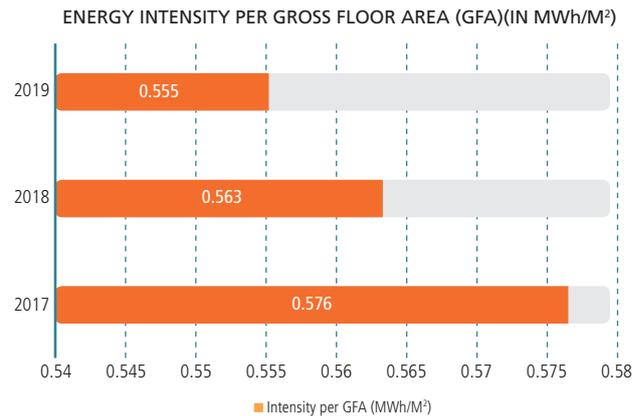
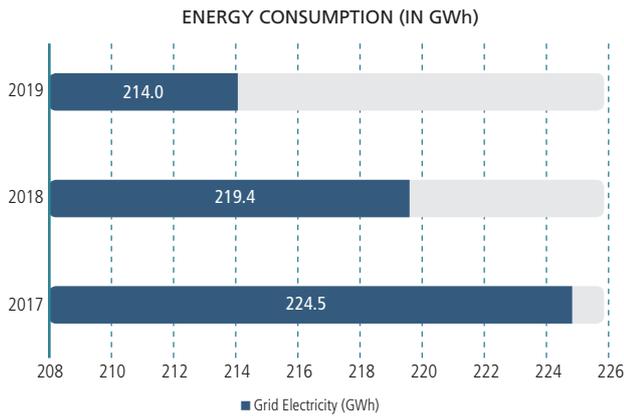


## ENERGY CONSUMPTION (TJ)

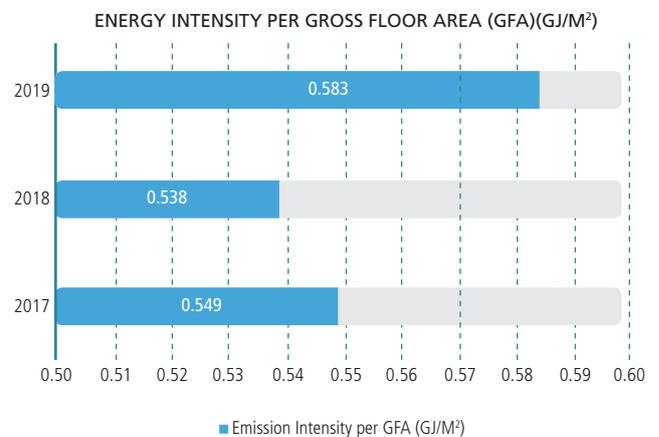
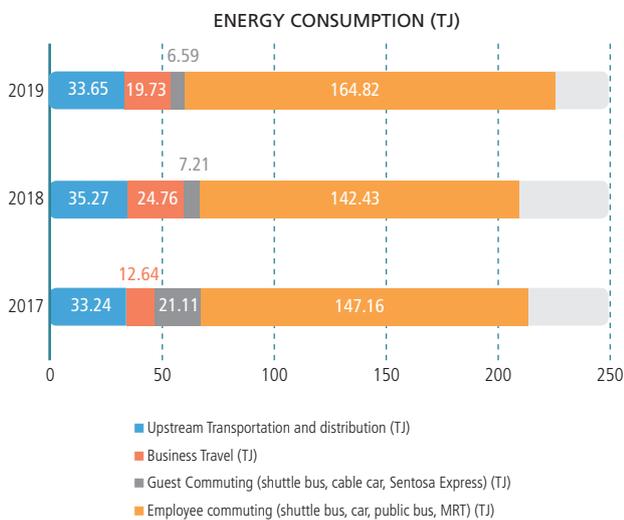
### Direct energy use and intensity from non-renewable fuel consumption



### Indirect energy use and intensity from electricity used

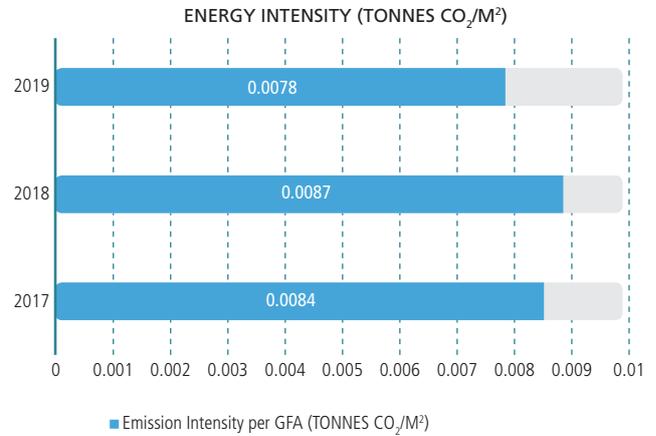
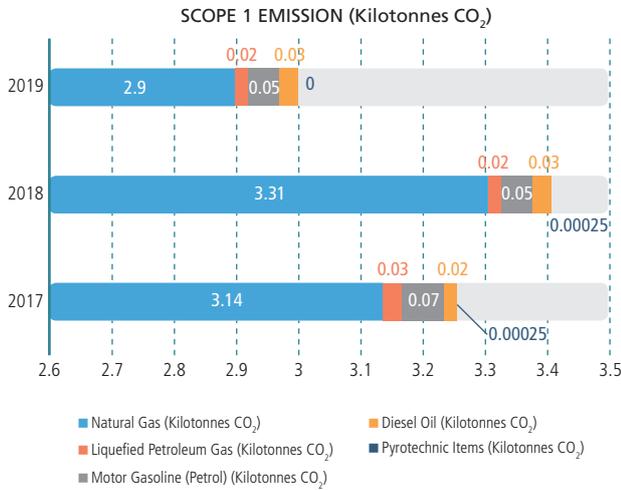


## Energy consumption (TJ) arising from upstream and downstream activities

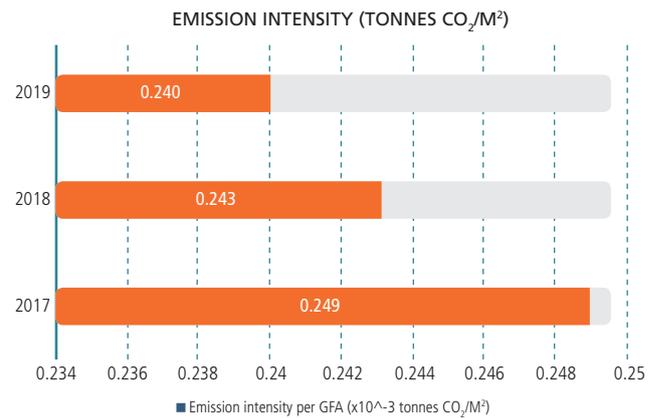
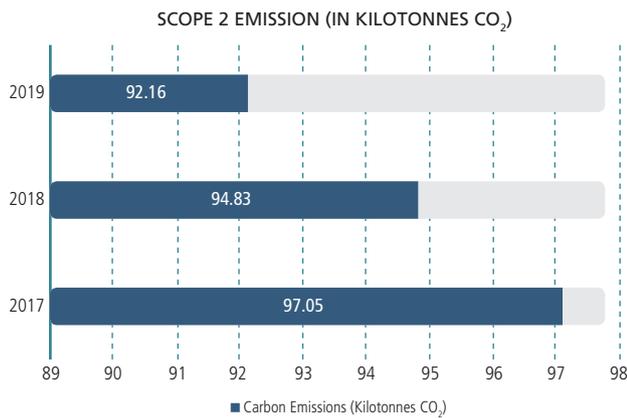


# EMISSIONS

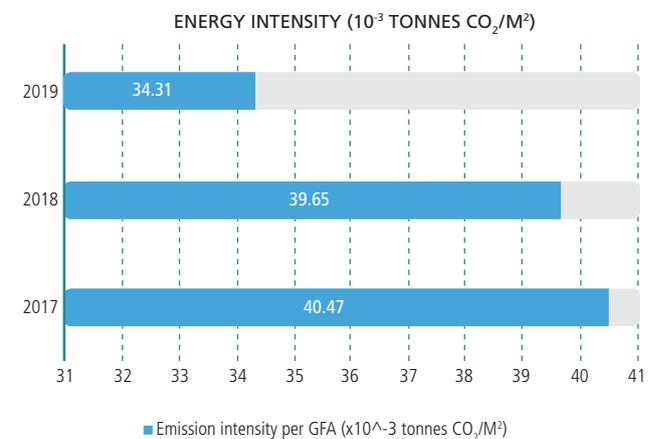
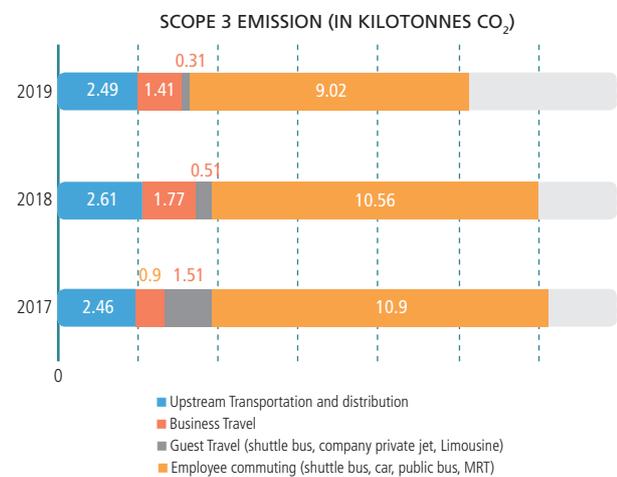
## SCOPE 1 EMISSION (IN KILOTONNES CO<sub>2</sub>)



## SCOPE 2 EMISSION (IN KILOTONNES CO<sub>2</sub>)



## SCOPE 3 EMISSION (IN KILOTONNES CO<sub>2</sub>)



# WATER

## WATER EFFICIENCY

Water is a prized natural resource that we value and work to use as efficiently as possible. To this end, we strategically use and deploy various sources of water across our resort.

**'Go Green'**  
 Since June 2019, hotel guests can opt out of room cleaning to reduce laundering demands and water bills. Guests to take up this initiative are given S\$10 in F&B credits.

### City water

We use city water for guest rooms across our hospitality and entertainment venues, optimising their use through water-efficient taps, and showers and systems.

### Reclaimed water

We use a water reclamation system for the District Cooling Plant to recycle cooling tower blowdown water, reducing fresh water intake to the cooling towers by almost 7%.

### Harvested rainwater

We harvest rainwater for approximately 805,379 m<sup>3</sup> in 2019.

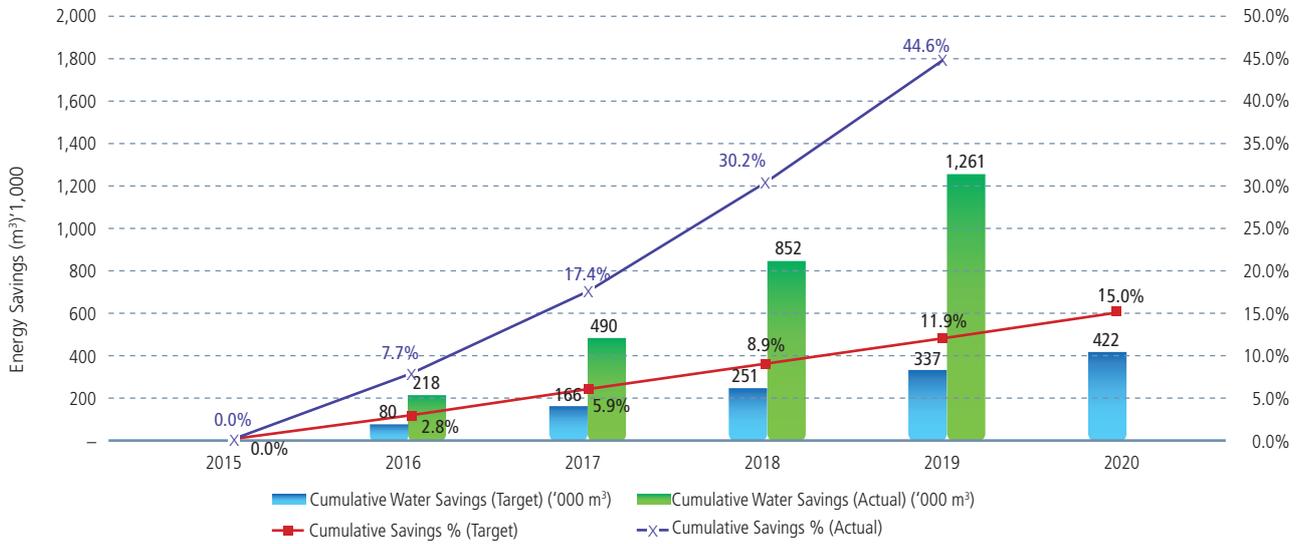
As of 2019, we have achieved **1,260,504** m<sup>3</sup> of **cumulative** water savings.

Target for 2019	Our Performance	Going Forward
Cumulative water savings of 11.9% (from baseline year 2015)	Achieved cumulative water savings of 44.6% as at 2019	Cumulative water savings of 15.0% (from baseline year 2015)

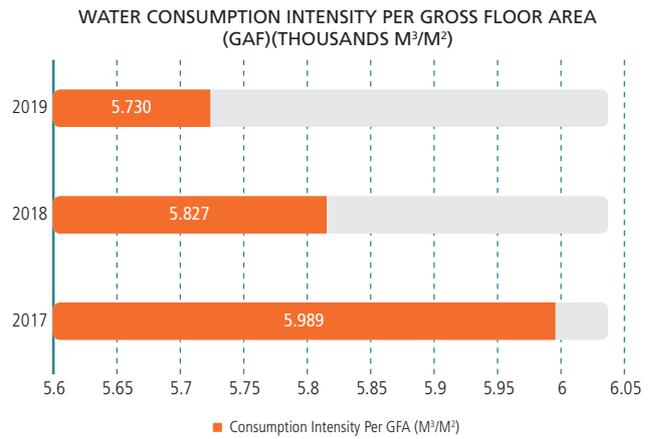
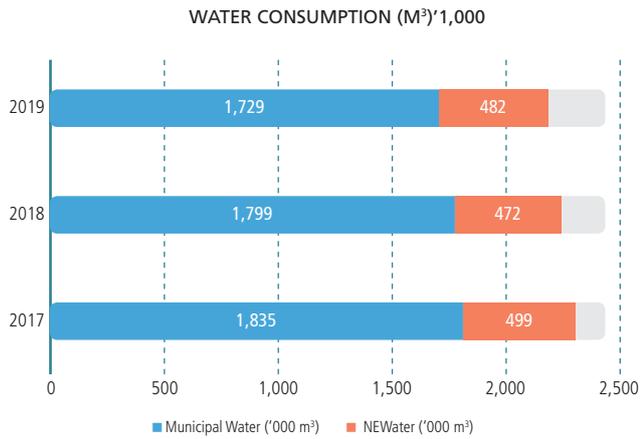


## CUMULATIVE WATER SAVINGS AND PERFORMANCE AGAINST TARGET

### CUMULATIVE WATER SAVINGS AND PERFORMANCE AGAINST TARGET



### Water consumption (M³)'1,000



# BIODIVERSITY

RWS has the privilege of housing 2.9 hectare of protected secondary forest and more than 100,000 marine animals in our establishment. As such, we greatly value this co-existence and strive to form a supportive relationship with our environment. For example, we are conscious that we are part of the larger Sentosa Island biodiversity system and that our secondary forest serves as buffer for Mount Imbiah, one of the two nature areas on the island.

## Our holistic biodiversity conservation approach

Land biodiversity	Marine biodiversity
<ul style="list-style-type: none"> <li>• Use compost to enrich soil and organic pesticides to biologically control plant pests and diseases</li> <li>• Protect trees in the forest against damage</li> <li>• Monitor the health and safety of the trees within our premises</li> </ul>	<ul style="list-style-type: none"> <li>• Careful collection planning in line with the Association of Zoos and Aquariums' Animal Programme Standards</li> <li>• Sourcing of sustainable fish feed</li> <li>• Monitoring the health and safety of our marine life</li> <li>• Inter-institutional exchange to share best veterinary and husbandry practices with other aquariums</li> </ul>

RWS records native plants and marine species within our premises. Among plants and animals under our care, several species are listed under national and international conservation lists for their vulnerable status.

Singapore Red Data Book	Convention on International Trade in Endangered Species ("CITES") I or II Lists
65 plant species	56 marine species

### Guardians of the SEEA

Guardians of the SEEA ("GOTS") is the conservation group of SEEA. Its mission is to protect the marine environment by partnering with like-minded organisations and the community, through its strategies to Explore, Protect, and Educate.

In 2019, GOTS rolled out a range of education and public engagement efforts held within and outside the aquarium (turn to page 51 to read about our outreach and engagement activities).

The group also continued to build relationships with various academic institutions and environmental organisations to promote conservation action. This is aimed at securing populations of species in natural habitats in the long term and to support research studies to advance animal welfare in the aquarium and zoological community.

In 2019, GOTS also maintained traction on its Sustainable Seafood Campaign, empowering people with information on sustainable fishing practices and empower them to make informed consumer and sustainable procurement choices.



Target for 2019	Our Performance	Going Forward
To introduce more native plant species where possible, and continued until a good standard is deemed to have been achieved	Ongoing	To introduce more native plant species where possible, and continued until a good standard is deemed to have been achieved
Ongoing and increased use of organic material to improve plant health and soil condition in the resort	Ongoing, of which compost was extensively used	Ongoing and increased use of organic material to improve plant health and soil condition in the resort
Diving certifications with disabled divers	Ongoing offering of certifications. We participated for the 2nd year in a row at the Inclusive Sports Festival	We continue to offer a free try dive for our Disabled Diver International (“DDI”) program. We hope to participate once again in the Inclusive Sports Festival
Continue to develop our “Explore” strategy by continuing to support researchers and scientists	On track	Embark on collaborative studies with academic institutions and/or AZA partners to enhance the understanding of animals in our care. Promote internal science advancement by setting up a platform for ex-situ study proposals and advancements
Continue to generate awareness for the marine environment, by supplementing the outreach efforts of SEAA in-house GOTS booth and roving outreach community booths	Achieved. Engaged over 8,000 marine enthusiasts and guests through outreach activities both in-house and in our heartlands, inspiring conservation action	Expand and extend outreach and engagement initiatives to all members of the society via collaborative and meaningful partnerships with like-minded organisations, communities, and individuals. Interest and empower the next generation of drivers for marine conservation through initiatives targeted at children and youths

**Outreach & Education**

Our environmental stewardship extends beyond how we operate. As an organisation, we believe that engagement is essential in building and nurturing a mindset of sustainability and environmental awareness. To this end, our advocacy spans the spectrum, from internal staff efforts to public campaigns.



**Team member engagement**

Over 2,500 RWS team members were engaged in 2019 on field trips and back-of-house activities related to sustainability and waste reduction efforts.

These activities include an educational fieldtrip to the Sungei Buloh wetland reserve that highlighted the impact of marine debris on local shores. There was also an internal back-of-house cleanup for sustainability representatives from various departments.

**Getting the public involved**

SEAA is one of our most important platforms for conservation outreach. In 2019, it has taken great strides to further its engagement efforts, both onsite at the facility and outside in the heartlands of Singapore to enhance environmental awareness and inspire conservation action.

Throughout the year, our conservation arm reached out to over 7,000 people across 14 events in the heartlands of Singapore, advocating and



raising awareness on marine life, plastic pollution and climate change. These include community and school events such as the Central Public Library Biodiversity Carnival and National University of Singapore Eco-Fest.

SEAA also organised the Ocean Heroes Bootcamp Network for 35 people from all walks of life – from children as young as eight to students and working adults – who wanted to do their part for the ocean. This three-day event, held in April 2019, empowered participants to conceptualise campaigns on how to reduce plastic usage in their community.

Over 2019, five beach, reef and kayak clean-ups were also held, garnering the participation of 206 members of the public and RWS team members. In total, over 500kg of trash from Singapore's shorelines was collected. These clean-ups were part of larger national and global efforts; data collected during each beach and mangrove cleanup was handed to International Coastal Cleanup Singapore to educate the public on marine debris issues. Data was also provided to Project AWARE's flagship citizen-science programme Dive Against Debris®, which collates information on the distribution of marine litter around the globe.



RWS also participated in the global Earth Hour movement as well as Singapore World Water Day in March 2019. Several onsite initiatives were also put forth to further engage around 1,300 guests and internal team members.

We partnered with James Cook University, Singapore and hosted our 2<sup>nd</sup> year of Science in the SEAA (SIS) series. This event invites researchers and experts to share their work with marine conservation enthusiasts in Singapore. Exclusive sharing sessions by the experts were organised for internal team members as capability building opportunities. Apart from these, SEAA hosted public talks and events on marine conservation and marine animals.

### Engaging The Young Ones in Marine Conservation

In 2019, SEAA partnered "Start Small Dream Big" ("SSDB"), a nationwide movement initiated by Early Childhood Development Agency that encourages children to use their own resources and abilities to give back to society as a means to instill good values.

In line with SSDB's theme on heritage, SEAA created resources and conducted activities centred on '**Protecting Singapore's Natural Heritage – Reduction of Single-Use Plastics**' for preschool educators and students. Children got to discover and acquaint themselves with the remarkable and diverse marine life of Singapore, as well as explore ideas and actions that can contribute to the preservation of Singapore's natural heritage.

SEAA Education team visited 19 centres to conduct brainstorming sessions and ideate activities for marine conservation together with the preschoolers. This initiative reached 917 students. On top of these initiatives, 150 children got to take action for marine conservation through their active participation in one of the five beach clean-ups specially organised by SEAA for preschool centres, amounting to the collection of 60kg of trash.



# sweet SESSIONS

## CUSTOMERS: THE HEART OF WHAT WE DO

*RWS is dedicated to creating rewarding, memorable, high quality and safe consumer experiences.*



CUSTOMER HEALTH AND SAFETY



MARKETING AND SERVICE LABELLING



CUSTOMER PRIVACY



# CUSTOMER HEALTH AND SAFETY

The comfort, safety and enjoyment of our guests is ensured through a holistic guest health and safety that guides relevant business units in the protocols, procedures and competencies required to not only comply with regulations, but also achieve comprehensive and proactive oversight on their wellbeing.

Our comprehensive three-prong approach comprises:

- Internal Standard Operating Procedures (“SOPs”): checks and monitoring
- Safety procedures: Compliance to standards and practices
- Service skills: Mandatory training and development



Guest Health & Safety Framework			
	Internal Checks and Monitoring	Safety Standards Compliance	Training and Development
HOTELS	<ul style="list-style-type: none"> <li>• Daily property walk-about and operations checks</li> <li>• Daily housekeeping checks and fault reporting</li> <li>• 4-hour limit for food exposure</li> <li>• Controlled access to guest floors</li> </ul>	<ul style="list-style-type: none"> <li>• Compliant with chlorine and pH levels used by National Environment Agency (“NEA”) for pools</li> <li>• Use of low-dust, durable laminated floors in guest rooms</li> <li>• Use of non-toxic, non-irritating, biodegradable cleaning products</li> <li>• Sprinkler-, extinguisher- and smoke detector-equipped guest rooms</li> </ul>	<ul style="list-style-type: none"> <li>• Workforce Skills Qualifications (“WSQ”) orientation training on food safety, workplace safety and security for all new staff</li> <li>• First aid certification and refresher training for all hotel staff</li> </ul>
F&B	<ul style="list-style-type: none"> <li>• Daily Quality Assurance inspection</li> <li>• Monthly audits on food hygiene</li> <li>• Formalised food incident investigation checklist</li> <li>• Standardised microbiological investigations for ready-to-eat and cooked food, ice and equipment</li> <li>• SOPs for investigating incidents and implementation of corrective measures</li> </ul>	<ul style="list-style-type: none"> <li>• Robust HACCP-based food safety management system for vendors</li> <li>• NEA/SFA “A” grade at all F&amp;B outlets in RWS and GHJ</li> </ul>	<ul style="list-style-type: none"> <li>• Mandatory food safety training for all new F&amp;B hires</li> <li>• Mandatory NEA-approved F&amp;B hygiene course prior to onboarding</li> <li>• Frequent WSQ training courses</li> </ul>

## EMERGENCY PREPAREDNESS AND RESPONSE

Over 20 million visitors come to RWS each year from around the world, accounting for one-third of all international arrivals in Singapore. It is our responsibility to ensure health and safety of our visitors. Emergency preparedness and response plan is thus a critical aspect for us as an organisation. The plan is reviewed annually by Safety & Emergency Preparedness department together with the response plan owners for continued relevance and communicated to all operational staff.

### **Fire Safety Compliance**

- Regular maintenance and testing of our automated fire detection and protection system
- Frequent fire drills, with a focus on areas with high human traffic
- Strategically placed fire extinguishers and fire alarms throughout RWS, GHJ and GC



### **Terrorism preparedness**

- Strategically located walk-through metal detectors
- Mandatory security and bag checks for entry into attractions
- Armed security personnel stations throughout the resort
- Routine checks on the integrity of the waterproofing, silicone seals and the bond between acrylic waterproofing and silicone SEAA

In 2019, Attractions USS and Security conducted a joint armed exercise for armed attack scenario in USS. Across the Company, the remaining exercise for high and medium risks response plans were duly executed according to plan.



### **Keeping a vigilant eye on haze**

- SOPs in place for rapid haze management
- Ability to close all windows and balcony doors to limit exposure
- Limiting operating hours of outdoor facilities and replacing USS' outdoor shows with indoor shows
- Air Quality Management standby measures such as indoor air purifiers and ionisers, and where necessary, extra air filters

### **Tackling food incidents speedily**

- Established source identification, tracking and isolation procedures
- Protocols for cleaning, disinfecting and deodorising of all areas associated with food incident
- Provision of necessary medical attention to affected persons
- Trace suspected contaminated food
- Robust internal investigation procedures in support of NEA/SFA

### **Pandemic response protocols**

- Comprehensive pandemic response plan aligned with the Ministry of Health's ("MOH") national plan
- Control measures in place for four Disease Outbreak Response System Condition ("DORSCON") alert levels as defined by MOH's DORSCON framework
- Established temperature screening protocols
- Ready stock of Personal Protective Equipment for front line employees
- Targets and performances for guest health and safety

## MARKETING AND SERVICE LABELLING



We pride ourselves at creating meaningful, memorable experiences at RWS – with a service experience that ensures the health, safety and enjoyment of all our guests.

To guide our efforts in guest health and safety, we conduct detailed, organisation-wide risk assessments and management plans for each business division, such as Attractions, F&B and Convention Centre. This enables us to actively identify significant hazards, manage risks and make sure that relevant guest safety SOPs are in place.

These SOPs are overseen, maintained and enforced by respective business divisions. For example, the Safety and Emergency Planning (“S&EP”) department coordinates health and safety management and reporting activities at the resort level. RWS’s Risk Committee also reviews guest health and safety incidents on a regular basis and provides oversight on corrective actions to prevent recurrences.

### GUEST SATISFACTION

RWS Attractions strives to create a positive experience for all our guests. A service excellence framework articulates our distinctive service DNA that defines the shared values we hold when engaging guests. This is in turn supported by tailored competency training programmes and robust monitoring activities for continuous improvements.

The service excellence framework covers a suite of training in areas such as service image, service language, service knowledge, and service attentiveness.

A service feedback system encourages and monitors service levels at key touchpoints. There is also an administrative function overseeing external service recognition awards.



**OUR SERVICE DNA**

*Creating memorable and fun experience through warm and caring service*



*2019 Service Strategies*

**Service excellence training**

To achieve service excellence, it is important that our staff are equipped with the relevant and necessary skills for their diverse and unique service roles.

A competency matrix that determines the different types of skills training required has been developed for each of these specialised and specific roles. This training also promotes and nurtures behavioural characteristics that elevate service performance. In 2019, we provided 6,661 training hours related to service delivery.

Among these programmes is, Be aRWsome, a service excellence initiative designed for all team members that focuses on the importance of having a positive attitude. Under this programme, Team Members are taught how attitudes can influence thinking and behaviour. This helps them to relate to their roles in the service chain, by applying positive attitudes, behaviours, and ownership at work to achieve service excellence.

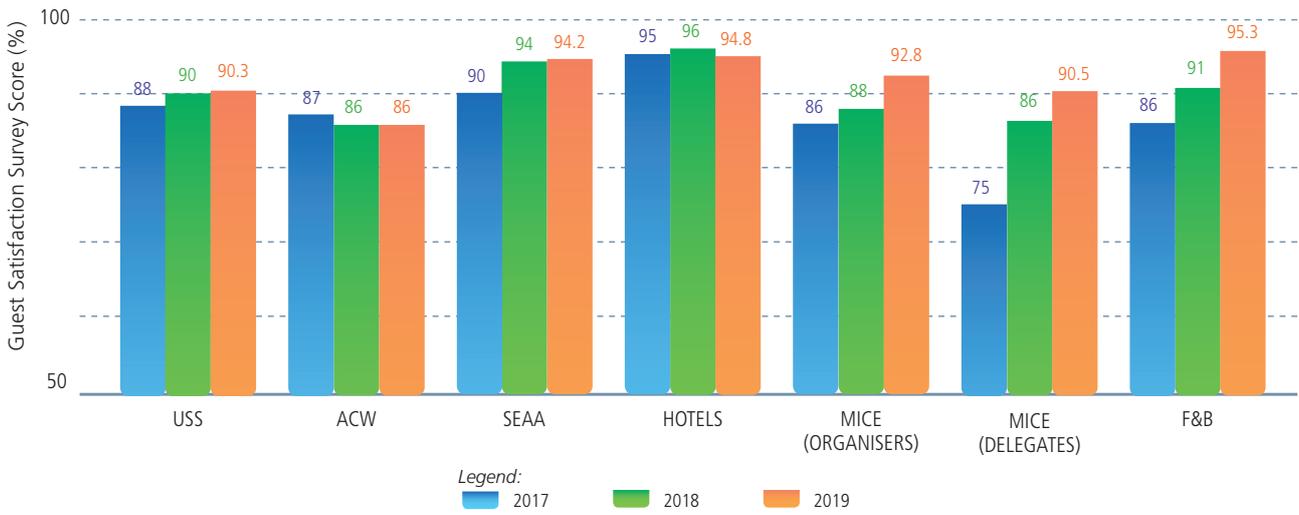
**Guest satisfaction surveys**

We conduct satisfaction surveys daily to gather feedback from guest about their experiences at the resort.

The data is analysed and shared with respective business units monthly for improvement action plans, if required. These guest satisfaction scores are benchmarked against the Customer Satisfaction Index of Singapore, a landmark measure of customer satisfaction cutting across sectors and sub-sectors in the services industry of Singapore. It is jointly developed by the Institute of Service Excellence at Singapore Management University and the Singapore Workforce Development Agency. The data also provides inputs for our competency training program to address any gaps in performances.

Target for 2019	Our Performance	Going Forward
Aim to target Guest Satisfaction Score ("GSS") rating of 90% and above across all attractions	In-progress	Aim to target Guest Satisfaction Score ("GSS") rating of 90% and above across all attractions
Aim to target GSS rating of 90% and above for F&B (Hotels & SPA)	Achieved	Aim to maintain GSS rating of 90% and above for F&B (Hotels & SPR)
Aim to target GSS rating of 85% for both MICE delegates and organisers	Achieved	Aim to maintain GSS rating of 85% for both MICE delegates and organisers
Aim to maintain GSS rating of 93% and above across all hotels	Achieved	Aim to maintain GSS rating of 90% and above across all hotels

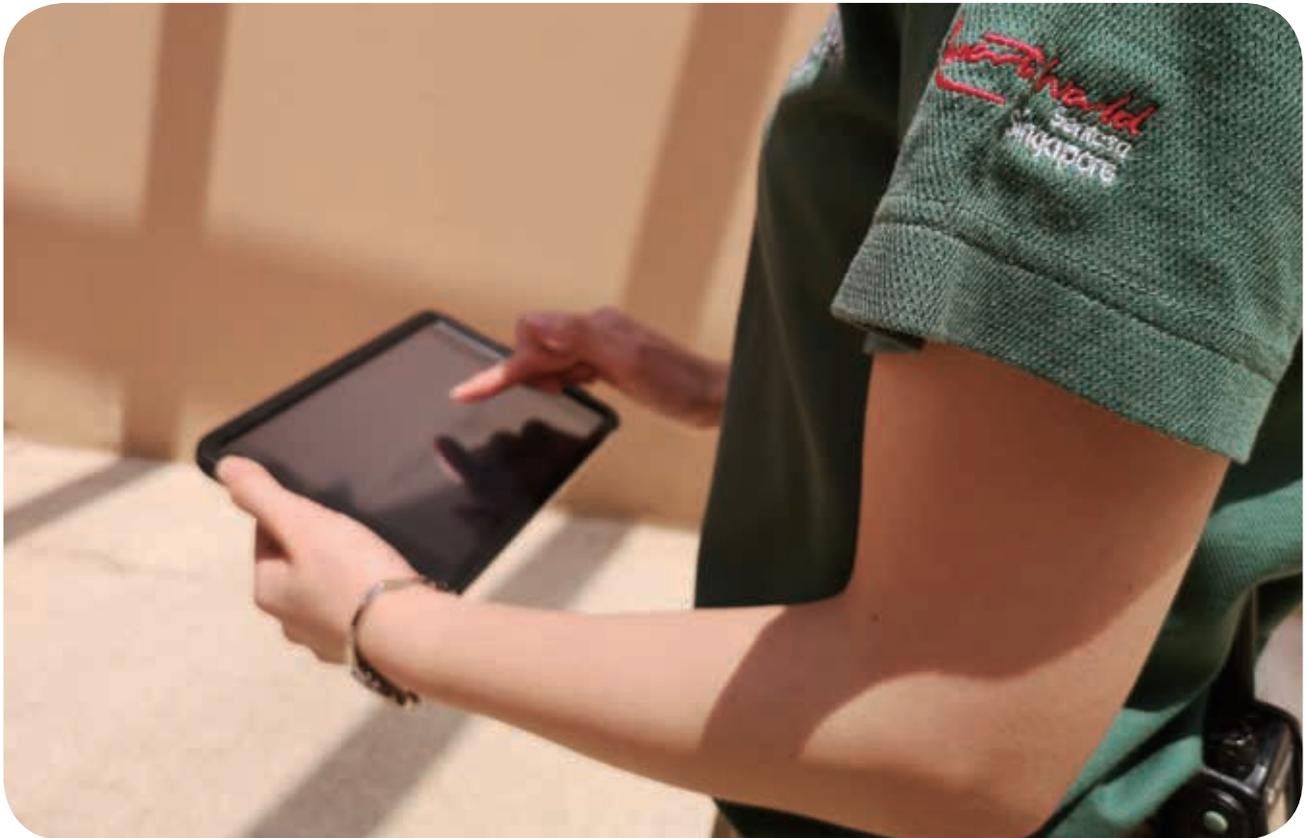
### GUEST SATISFACTION PERFORMANCE



Guest Satisfaction Levels of Surveyed Guests



# CUSTOMER PRIVACY



Perpetual Target	2019 Performance
Full compliance to safety laws and regulations	Achieved
Maintain 'A' grading at all F&B outlets	Achieved
Zero significant fines and cases of non-compliance	Achieved

At Genting Singapore, we treat the personal data of every guest with respect and privacy. As data security threats become more serious, we continuously strengthen our controls to protect our guests’ personal data. Our dedicated Data Protection Office ensures compliance with the Personal Data Protection Act 2012 (“PDPA”).

## PERSONAL DATA PROTECTION ACT 2012 COMPLIANCE

We respect our guests’ choices on the collection, use and disclosure of their personal data. Our personal data commitments to our guests are set out in our Personal Data Protection Statement.

We train our team members on our internal policies and procedures, so that they are aware of their responsibilities to guests’ personal data.

We ensure organizational, physical and information security controls over access and sharing of guests’ personal data through regular testing and monitoring.

We did not experience any breaches of the PDPA in 2019. We will continue to enhance our governance and accountability processes to safeguard our guests’ personal data.



## PUTTING OUR PEOPLE FIRST

*We believe in building a fair, equitable and empowering workplace that brings out the best in our team members*

 EMPLOYMENT

 NON-DISCRIMINATION

 TRAINING AND EDUCATION

 OCCUPATIONAL HEALTH AND SAFETY

 FORCED OR COMPULSORY LABOUR



## THE RWS ACADEMY: DEVELOPING OUR TALENT

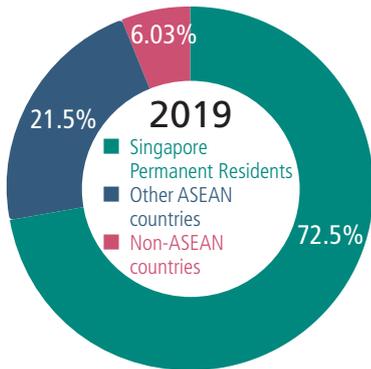
The RWS Academy aims to be the centre of excellence for capability development in integrated resort management. The academy provides a series of core, functional and leadership training to equip and prepare the RWS workforce for the future. It also enables the development of a continuous pipeline of effective leaders as part of succession management.

The RWS Academy distinguishes itself in 3 areas: (1) the academy adopts a unique practitioner-based mentorship apprenticeship model to develop key competencies in integrated resort management and operations; (2) the academy has a training role in supporting the Company's CSR agenda; and (3) the academy espouses a learner-teacher-mentor mindset whereby the individual learns and upgrades oneself, teaches others and inspires the community of team members.

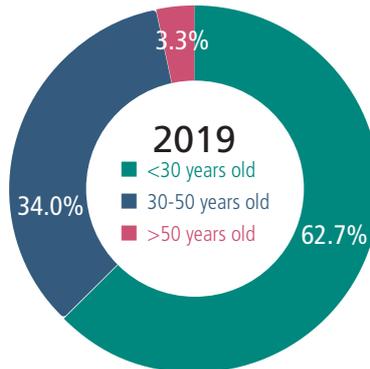
# EMPLOYMENT

We are committed towards fair and inclusive workplace that supports local employment in Singapore. In 2019, our headcount decreased slightly by 8.7% but the breakdown of our workforce remains fairly similar to 2018. Compared to the national average of 22%, we recorded a turnover rate of 16.0% in 2019 and welcomed 1,011 new team members to the Group last year.

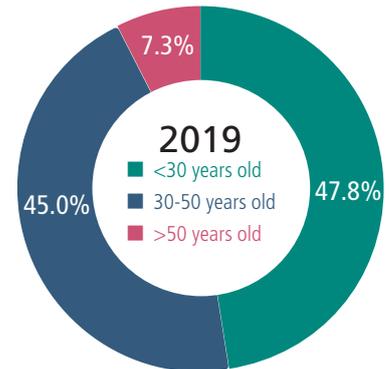
EMPLOYEE BREAKDOWN BY NATIONALITY



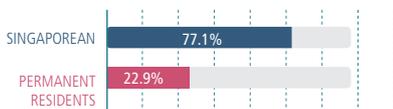
HIRING NUMBER AND RATE BY AGE



TURNOVER NUMBER AND RATE BY AGE

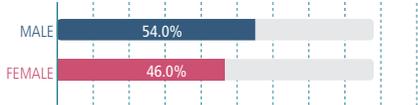


EMPLOYEE BREAKDOWN BY SINGAPOREANS AND PERMANENT RESIDENTS



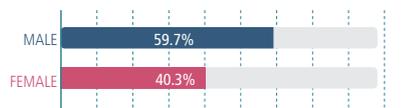
Total Number of Turnovers  
**1,501**

TURNOVER NUMBER AND RATE BY GENDER

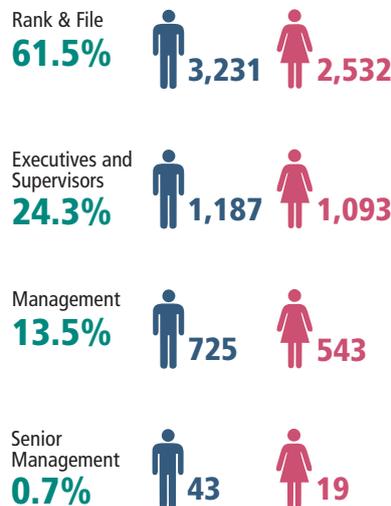


Total Number New Hires  
**1,011**

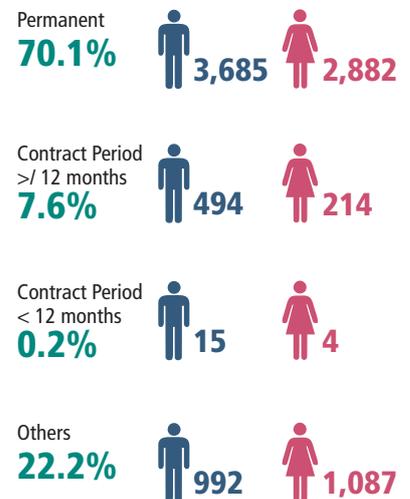
HIRING NUMBER AND RATE BY GENDER



WORKFORCE BY EMPLOYMENT CATEGORY AND GENDER



WORKFORCE BY EMPLOYMENT CONTRACT CATEGORY AND GENDER



Total Number of Employees  
**9,373**

Gender	Count
Male	5,186
Female	4,187

## NON-DISCRIMINATION

In keeping with our organisational values of promoting an inclusive culture, we adopt the International Labour Organisation's 20 conventions, as well as the five principles of Singapore's Tripartite Alliance for Fair & Progressive Employment Practices.

Our recruitment process is fair and just. We do not discriminate against race, age, gender, religion or nationality. We continue to search for talent through various channels, including job portals, social media platforms, Institutes of Higher Learning, career fairs and collaborations with partners such as the Devan Nair Employment & Employability Institute, Community Development Councils and Workforce Singapore. In 2019, we started a pilot collaboration with the Ministry of Defence to provide newly minted National Servicemen with internship opportunities. A total of 17 National Servicemen were personally mentored by management staff, and guided on key deliverables and competencies.

Genting Singapore also provides a platform for employees to seek redress for labour practices or human rights grievances through the Grievance Handling Procedure. In 2019, there were no reported grievances on labour practices and human rights through this platform.

### Disclosures on parental leave

Disclosure	Male	Female	Total
Number of employees entitled to parental leave	1,587	1,037	2,624
Number of employees that took parental leave	1,532	999	2,531
Number of employees that returned to work after parental leave ended (Return to work rate)	1,520	990	2,510
Number of employees that returned to work after parental leave ended and was still employed after 12 months (Retention rate)	1,362	889	2,251
Return to work rate (%)	99.22	99.10	99.16
Retention rate (%)	88.90	88.99	88.95

## TRAINING AND EDUCATION

A happy workplace is a productive and successful one – and one that boosts team member morale and job fulfilment. As a benefit of working at RWS, all staff are also entitled to discounted attraction tickets and discounts at RWS-owned F&B and retail outlets.

And besides the provision of healthcare and insurance, Genting Singapore supports long-term health and fitness. All RWS staff have convenient access to the in-house clinic, and all performers enjoy free gym access in the resort. We also organised Company-wide events to raise awareness of important health issues. In 2019, these included 'Fitness Flash' (stretching exercise classes) and educational talks on healthy food and weight management. There were also health awareness days to highlight World Cancer Day, World Skin Health Day, and World Osteoporosis Day.

Complementing these efforts, we make health checkups easily available to our Team Members throughout the year at our partner clinics as well as onsite Health and Wellness checkups twice a year.

Human capital is a key contributor to business growth. To this end, we invest in our Team Members and provide learning opportunities to improve their skills, knowledge and capabilities.

From induction courses to lay the right foundation for new Team Members, we also run customised development programmes for our Professional, Managers, Executives and Technicians (“PMETs”). These courses include:

- Leadership and People Management Programme
- Workplace Skills Programme
- Service Excellence Skills Training
- In-house Workforce Skills Qualifications (“WSQs”) catered to each of the Group’s 10 business units
- Sharing on Autism Awareness for Attraction Team Members
- RWS Leadership Event (with Harvard Business School Professor) for Management
- HR Roadshows on HR policies, code of conduct and training initiatives for People Managers
- Technology workshops (e.g. Robotic Process Automation)



The Inaugural Management Trainee Programme kicked off in February 2019. The five-year programme aims to build talent pipelines for key functions and business expansions by rotating candidates across key organisational functions. This will provide a solid grounding in industry knowledge and management skills in an accelerated learning environment.

Another key initiative last year was the launch of RWS Academy on 18 December 2019. The Academy aims to be the Centre of Excellence for capability development in integrated resort management. It includes a one-stop training information portal where Team Members can access training information with convenience to support their learning journey at RWS.

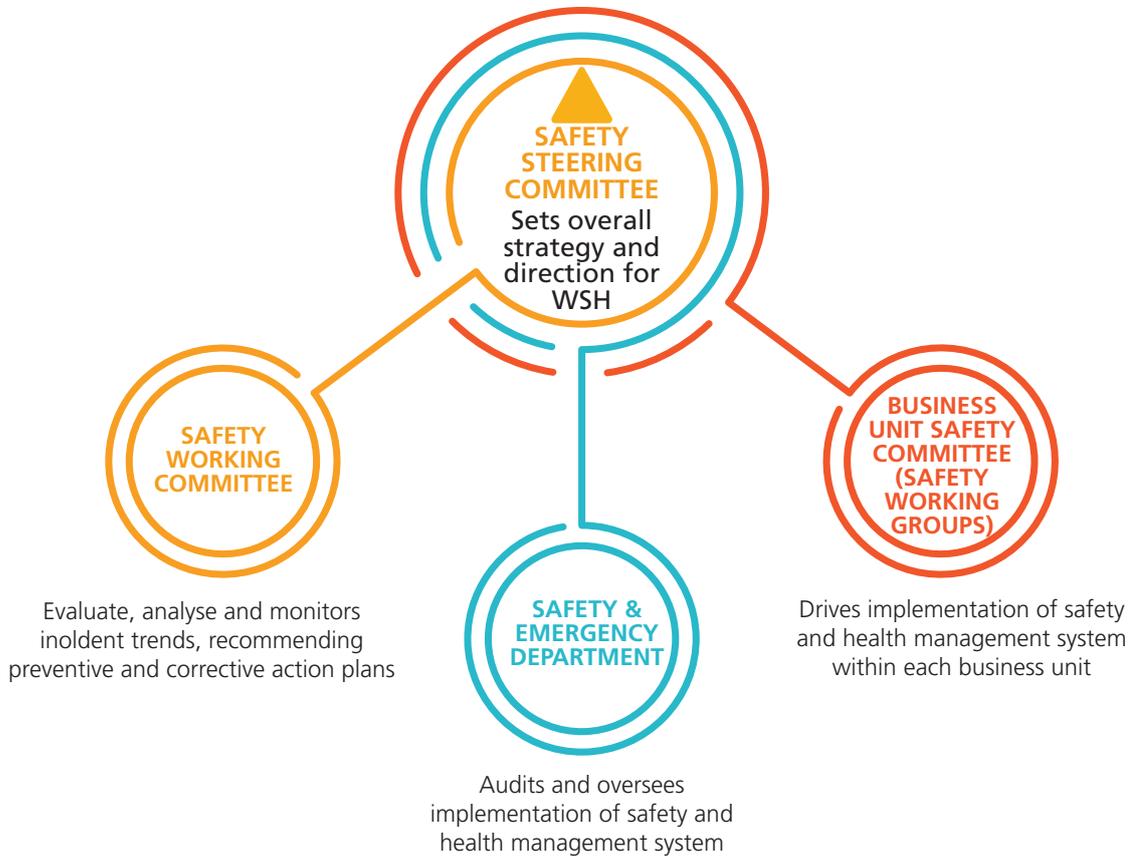
Perpetual Target	2019 Performance
Maintain an average of 22 training hours	Clocked average of 25.7 hours of training
Corporate induction programme for all new hires	Achieved

**Average training hours by employment category and gender**



# OCCUPATIONAL HEALTH & SAFETY

Safety comes first at Genting Singapore and is overseen by a Safety Steering Committee that has oversight on a Working Committee, Safety & Emergency Planning Department and Safety Working Groups.



Together, this structured approach ensures the implementation of a Company-wide Workplace Safety and Health (WSH) policy that meets all regulatory requirements.

### A robust Occupational Health and Safety Management System (“OHSMS”)

We are accredited in the bizSAFE Level Star Status for OHSMS, exceeding the minimum local requirement of bizSAFE Level 3. For Facilities Management and Engineering (“FM&E”), our system adheres to ISO45001.

#### Coverage of workers

Name of OHSMS	Internally Audited	Externally Audited	No. of Workers Covered
Safety Management System (FM&E) – ISO45001	Yes	Yes	246
Safety Management System (Contractors)	Yes	No	Varies

#### Prevention through pro-active risk management

Hazard identification and elimination is the keystone in our safety efforts. Risk registers are prepared by the Safety and Emergency Planning department via on-site inspections with area owners and inputs from our near misses and accidents reporting process.

Safety risk assessments are reviewed three times a year or whenever an incident happens or when there are significant process changes. For all recorded work-related incidents, corrective and preventive actions are implemented and monitored for effectiveness, appropriateness and adequacy.

Besides employees, we extend the same standard to all contractors and service providers. We hold mandatory safety induction and meetings with contractors before work starts and safety considerations are included in our criteria when shortlisting vendors during the procurement process. Appointed contractors are reviewed regularly for their safety robustness and performance – which forms an important factor in the contract renewal process.

**Promoting a culture of safety**

We believe that safety and accident prevention are everyone’s responsibilities. To this end, we empower all team members with the knowledge and skills to take ownership of workplace safety.

For example, all employees are encouraged to refresh their knowledge on fire safety awareness via e-learning modules. Fire safety awareness trainings are also conducted once a week and a hands-on fire extinguisher and fire blanket trainings are conducted monthly on-site. Department safety representatives are also required to complete an e-learning on risk management, and incident reporting and investigation. Ongoing safety videos are broadcasted at the uniform collection area in the office and during induction training for awareness.

Building on this, each department has a safety committee that engages team members in the promotion of safety practices relevant to their roles and responsibilities. Once a month, safety inspections are done together with the respective Head of Department.

To build a culture of open communication and mutual learning, work-related incidents are communicated to employees during department safety committee meetings, pre-shift briefings, safety video at wardrobe areas, induction training, safety bulletins and safety alerts. To ensure that these messages effectively shared, we also provide them in various languages to ease of understanding.

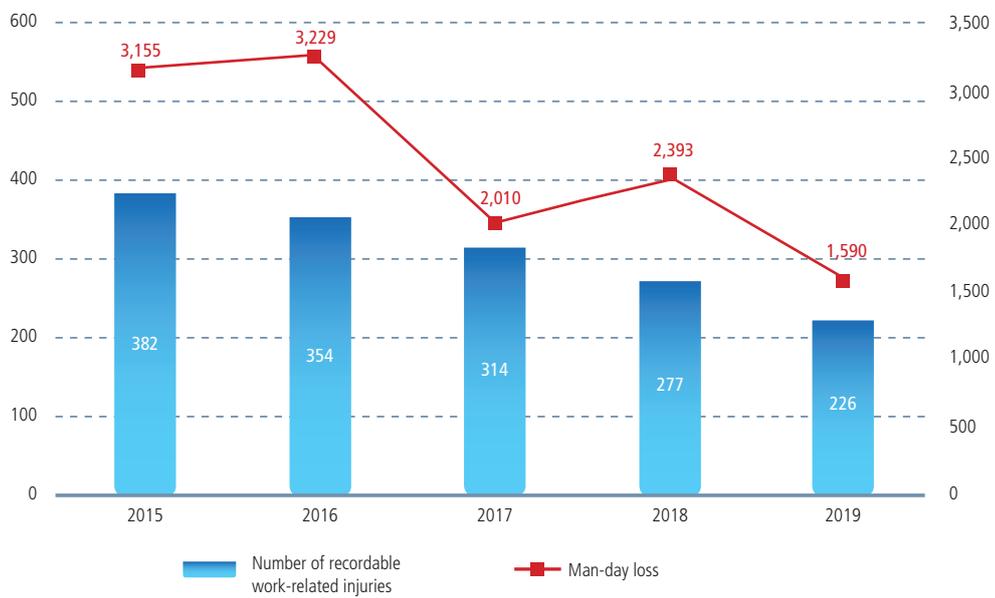
Importantly, workers are also encouraged to report any unsafe act through various channels such as whistle-blowing channels, HR touchpoints and WSH common mailbox.

Hazards that Pose a Risk of High-Consequence Injury	Actions Taken/Underway to Eliminate this Hazard & Minimise Risks Using The Hierarchy of Controls
Fall from heights on façade Inspection	Risk eliminated with the use of drone for external building visual inspection
Slips, Trips and Falls while working within RWS premises	For tripping hazards: <ul style="list-style-type: none"> <li>• Adequate housekeeping (frequent inspection) is emphasised</li> <li>• Additional middle handrails for wide staircase is provided</li> <li>• Prominent demarcation of uneven surfaces</li> </ul> For slipping hazards: <ul style="list-style-type: none"> <li>• Anti-slip applications enhancement at strategic</li> <li>• Raised perforate platform</li> <li>• Prominent signage used when floor is wet</li> <li>• Deployment of cleaning services at semi-outdoor areas during rainy day</li> </ul>
Work Related Traffic Hazards	Controlled traffic junction Speed hump/road hump Speed limit signage Reflective vests and light sticks for traffic wardens
Housekeepers with repetitive activities	Job rotation Buddy to buddy system
Entertainer/Technical personnel exposed to loud performance noise	Enhancement of noise control measure Job rotation Provision of personal protective equipment Yearly health check

Genting Singapore once again achieved zero fatalities and zero high-consequence work-related injuries. The total number of recordable injury cases has also declined from 277 in 2018 to 226 in 2019. Also, there are zero fatalities or injuries due to work-related ill health in FY2019.

Perpetual Target	2019 Performance
5% reduction in man days lost as compared to prior year	Improved by 34% Year 2018 = 2,393 Year 2019 = 1,590
5% reduction in total lost day incidents as compared to prior year	Improved by 18% Based on number of workplace cases. Year 2018 = 277 Year 2019 = 226

**Total number of recordable work-related injuries and man-day loss**





 名胜世界  
新加坡 圣淘沙

来西亚美食街

 Resorts World  
SENTOSA  
SINGAPORE

MALAYSIAN FOOD STREET

## **MAKING A POSITIVE IMPACT ON OUR COMMUNITIES**

*We serve the community we operate in through giving back, looking out for health and safety of the public, guests and staff to make a positive impact*

 LOCAL COMMUNITIES

## RWS CARES: OUR COMMITMENT TO COMMUNITIES

Through empowerment and engagement, we hope to make a positive impact on the underprivileged in the community. RWS Cares is our company's CSR platform. We take a strategic and long-term approach to our CSR efforts so that we can achieve sustained and meaningful impact in the community.



In 2019, we contributed and enabled close to S\$6.7 million cash and in-kind donations as well as funds raised towards various charity organisations in Singapore. Children, youth and elderly remain the key focus in our outreach, where 87% of total donations account towards these causes. Genting Singapore has also joined the national movement towards building a more caring and inclusive society by sponsoring venues and providing resources and expertise for events empowering the special needs community and individuals with disabilities. Our volunteerism spirit continues to soar each year with our one-day Volunteer Leave, which team members can utilise, over and above their annual leave, to take part in CSR events organised or endorsed by RWS Cares. As such, we clocked 7,720 volunteer hours in 2019, which translated to S\$263,000 worth in salary cost. In total, RWS Cares has engaged and reached out to more than 71,000 beneficiaries.

### **Caring for Our Silver Generation**

In celebration of the Singapore Bicentennial, Genting Singapore organised a number of events dedicated to the silver community in recognition of the contributions of our pioneer generation.

#### **aRWSome Volunteer Day**

Our signature home refurbishment programme, aRWSome Volunteer Day, saw over 210 volunteers clock more than 2,600 hours cleaning and refurbishing 26 one- and two-room rental flats of needy and elderly residents in Queenstown. This year, the programme took the company's sustainability efforts a step further by including several green initiatives to the programme. This included an upcycling workshop for senior citizens and collaboration with vendors to recycle waste in support of a Zero Waste Nation. A group of 70 elderly residents took part in the upcycling workshop to re-purpose common household items such as single-use plastic bottles and old T-shirts into pen holders and tote bags. RWS collaborated with industry partners such as KL Enviro to sort out recyclables from the waste generated from the homes, and Diversey to provide environmentally-friendly floor and toilet cleaning solutions.



### **Our Children, Our Future**

We believe every child should have equal opportunities to realise their fullest potential. We want to do our part and empower children to pursue their dreams and make positive contributions to society.

#### **aRWSome Wishes**

More than 400 children, including children-in-need and those from needy homes across six divisions from Tanjong Pagar GRC and Radin Mas SMC, celebrated an early Christmas at the annual aRWSome Wishes on 28 November 2019. Accompanied by over 100 aRWSome Volunteers for a day of fun at the largest-ever snowfall in the history of the theme park, and the biggest meet and greet with favourite characters during the launch of *A Universal Christmas*. RWS team members voluntarily pooled money from their own pockets to grant the wishes of these children by purchasing presents comprising attractive USS merchandise. 16 lucky children celebrating their birthdays in November joined Santa Claus on his sleigh to ride down the streets of New York.



### Children for Children

Genting Singapore once again became one of the organisers for the 11<sup>th</sup> edition of *Children for Children*, the annual community outreach event for children from financially disadvantaged backgrounds. aRWSome Volunteers took more than 1,000 children to enjoy SEAA and The Maritime Experiential Museum as part of their Children's Day celebrations. The charity event raised more than S\$200,000 for The Business Times Budding Artists Fund.

### Empowering Youths, Transforming Lives

Some youths struggle with academic studies and life skills, and risk dropping out of the school system. Genting Singapore addresses this gap with a programme that imparts skills and transforms the lives of youths to be gainfully employed in the workforce.

### aRWSome Apprenticeship

Genting Singapore took on 10 youths pursuing WSQ Higher Certificates in Culinary Arts and Pastry & Baking at SHATEC under its aRWSome Apprenticeship programme. Former students of NorthLight School and Assumption Pathway School, they were assigned individual mentors, who are experienced RWS culinary team members, and received on-the-job training across our celebrity chef restaurants and F&B outlets for six months. Mentors also imparted life skills such as discipline, accountability and grooming, and offered socio-emotional support to help them in character-building. Several youths were motivated to return to studies while others were considered for full-time employment at RWS.



### Nurturing Diversity for an Inclusive Society

As Singapore grows into a more inclusive society for people with special needs, Genting Singapore wants to play a role to positively impact these individuals by integrating them into the community through sports and the arts.

### Partnership with Pathlight School

Sesame Street, the internationally beloved iconic children's series, commemorated its 50th anniversary with the Sesame Street 50 Years and Counting Celebration at USS.

Genting Singapore invited student artists from Pathlight School to join local and regional celebrities in painting and decorating the trash can of Oscar the Grouch. Team members adopted all 50 cans displayed across RWS and raised nearly S\$24,000 towards Autism Resource Centre to help fund programmes for persons on the autism spectrum.



### Major donor for St. Andrew's Adult Home

Genting Singapore was one of the largest donors to St. Andrew's Adult Home (Sengkang), Singapore's first residential home for adults with moderate to severe autism. A total of S\$1 million in cash was channelled, over three years through Community Chest, to the home. Receiving its first resident in April 2019, the residential facility adopts a cluster home concept instead of dormitory-style accommodations to better suit the sensory needs of its residents.

### Inclusive Sports Festival

Genting Singapore participated in Sport Singapore's Inclusive Sports Festival, from 1 to 4 August 2019 at Our Tampines Hub. SEAA is Singapore's first and only accredited Disabled Divers International Centre offering diving programmes for those with disabilities. SEAA divers provided participants the opportunity to try out disabled diving in a safe and supervised environment, promoting inclusivity through sports.

# RESPONSIBLE GAMBLING ADVOCACY



We take a holistic approach to Responsible Gambling (“RG”) with the aim of providing guests with an enjoyable yet safe environment for a pleasant gaming experience.

We continue our efforts to advocate responsible gambling through our RG Programme. The Programme is a platform that consolidates our strong and concerted stance towards collaborating with the government and relevant stakeholders in the industry to enhance safeguards and address problem gambling.

## RWS Responsible Gambling Programme

### 01 TOP MANAGEMENT COMMITMENT

With goals set by CEO and communicated to all employees at RWS, employees work towards the common goal of creating an RG culture. RWS also collaborates with the government and relevant stakeholders in building the RG culture.

### 02 CONTINUOUS AND COMPREHENSIVE RG TRAINING

All casino employees undergo compulsory RG trainings and refresher courses to be well-equipped with the knowledge and skills to support our RG programme.

### 03 COMPREHENSIVE INFORMED DECISION FRAMEWORK

The framework aims to promote safe gambling practices and provide easily accessible information to dispel and clarify gambling misconceptions, allowing guests to make informed decisions about participating in gambling.

### 04 PROMPT RESPONSE AND ESCALATION OF PROBLEM GAMBLING SITUATIONS

Casino employees are trained to look out for problem gambling indicators and to escalate potential cases to RG Ambassadors who are available for assistance 24/7.

### 05 PROVISION OF SAFE ENVIRONMENT

Our guests are able to access and track past visits and gaming records through onsite and online channels. RWS also provides a conducive environment for guests to gamble responsibly.

### RG accreditation

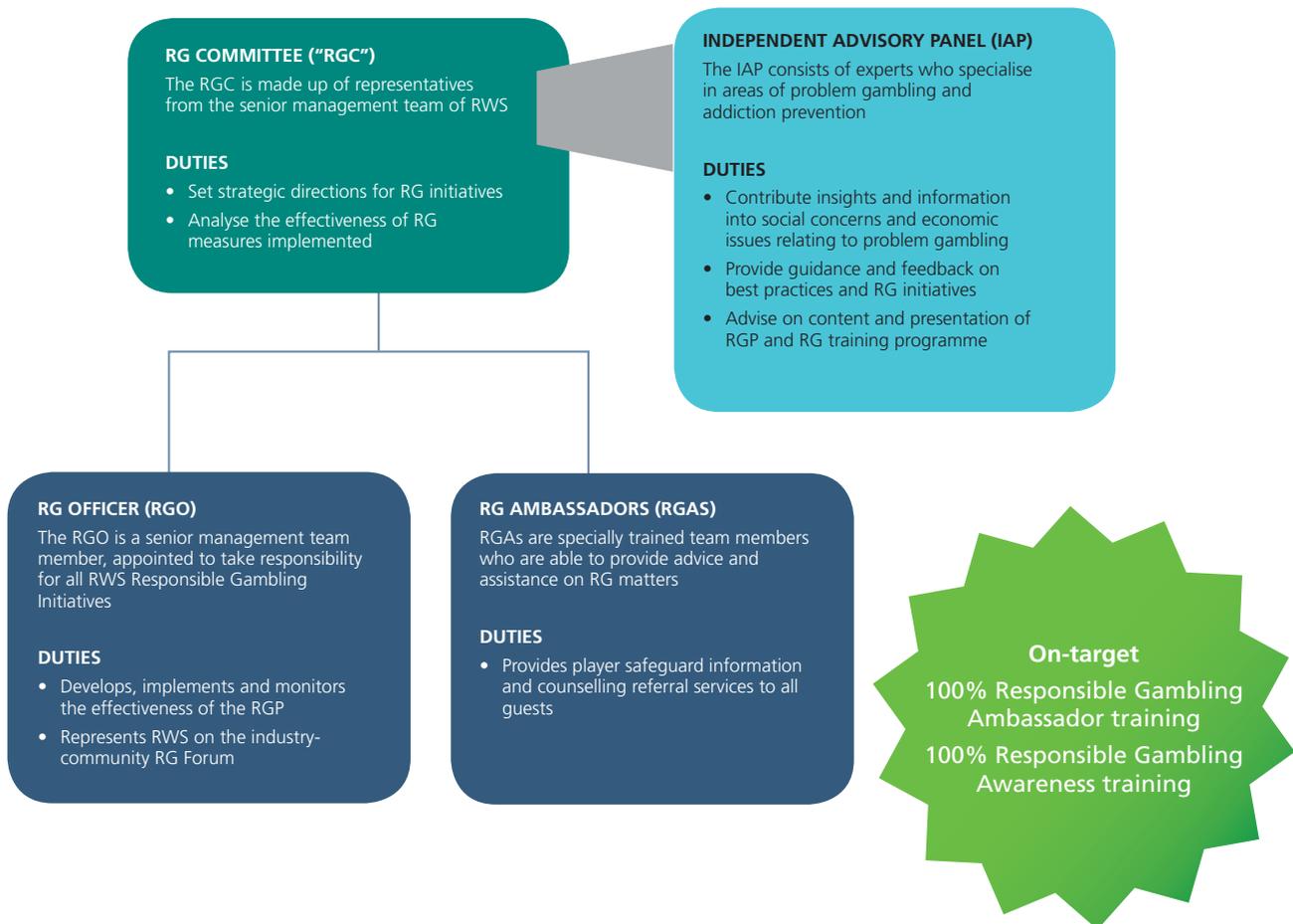
In November 2015, RWS became the first casino in Asia Pacific to receive RG Check accreditation from the Responsible Gambling Council. In December 2018, RWS once again successfully attained the RG Check accreditation and achieved the highest score amongst more than 150 worldwide venue accreditations and re-accreditations completed by the Responsible Gambling Council. To date, we have continued to maintain the highest score amongst all venue accreditations and reaccreditations.

This independent accreditation by the Responsible Gambling Council is affirmation of our commitment to effectively implementing player safeguards including the prevention of underage gambling and the prevention and reduction of problem gambling.

### RG governance

We continue to engage local and foreign experts to provide specialised and experienced direction and advice on our responsible gambling initiatives. RWS’s Independent Advisory Panel (“IAP”) consists of experts in problem gambling and addiction prevention.

The panel of experts contributes insights, provides guidance and advises on new responsible gambling initiatives, such as RG Programme and RG training programmes.



### Responsible Gambling Forum ("RGF")

The RGF – a collection of industry and community representatives – was established by the Ministry of Social and Family Development ("MSF") in June 2013 to promote a shared commitment and understanding towards responsible gambling amongst gaming operators in Singapore including the Singapore Pools, Turf Club, social clubs and integrated resorts. These goals include:

- The exchange of information and views to enable shared understanding of responsible and problem gambling issues
- A commitment to shared ownership and collective action on responsible gambling measures
- The formulation of responsible gambling policies and practices to be implemented by the various gambling sub-sectors
- Monitoring and evaluating the implementation and effectiveness of responsible gambling policies and practices

RWS has partnered with RGF since its inauguration and together have led industry-wide responsible gambling initiatives.

The fifth RG Awareness Week (RGAW) was launched in May, 2019, at the Resorts World Convention Centre. The theme was: 'Are you playing smart?'

During the launch, RWS shared responsible gambling measures and practices with around 150 representatives from the gaming industry, including club operators, counselling practitioners, and related government agencies.



RWS's Chief Executive Officer, Mr Tan Hee Teck, spoke on our continually improving RG Programme. There was also a video presentation of the RG measures/initiatives that RWS has successfully implemented to provide guests with a safe gaming environment.



The RGAW also included roadshows that reached out to over 700 people. 20 RWS RG Ambassadors engaged patrons in a series of interactive games.

Two experienced RG Ambassadors from RWS also took to the stage. They highlighted their ambassadorial roles and responsibilities and shared valuable practical insights on their experiences in identifying responsible and problem gambling matters and extending help to patrons.

**First Gaming Operator to Contribute to the RGF Newsletter**

In the 2018 RGF Newsletter, RWS was the first gaming operator to share their responsible gambling experience with the Singapore gaming industry. RWS has continued to share our knowledge and best practices on this platform including our 2019 Newsletter contribution ‘Tips on Successful Adoption of Responsible Gambling Practices.’ The Newsletter was distributed to gambling operators and made available to the public on the National Council on Problem Gambling website. The fact that the MSF invited RWS to share our experience with the rest of the Singapore gaming industry evidenced our leading position in responsible gambling.

**Targets and Performances for Responsible Gambling**

Perpetual Target	Performance For 2019
Ensure our RG programme maintains its world-class standards by benchmarking it against industry best practices	Achieved
Existing RG Ambassadors to achieve 100% completion and 100% assessment score for RG Ambassador training	Achieved
All casino staff to achieve 100% completion and 100% assessment score for RG Awareness Training <sup>#</sup>	Achieved
Target For 2019	
To increase number of RG Ambassadors to provide prompt assistance or reach out to casino patrons who are displaying problem gambling indicators.	Achieved – increased RG Ambassadors by 60%

# Excluding team members on maternity leave, hospitalisation and prolonged sick leave.

Moving forward, RWS will continue to collaborate with the government and relevant authorities to continually enhance our RG measures and initiatives, including:

- Implementing technological measures that provide patrons with more information that assists with informed decisions making and the management of gambling time and expenditure
- Providing enhanced training to all our existing as well as new RG Ambassadors
- Holding more RG Awareness roadshows in our casino to generate more patron awareness of our RG Programme

**SUPPORTING NATIONAL SERVICE**

National Service (“NS”) is a critical function that ensures the safety and security of Singapore. We fully supports our operationally-ready NSmen in fulfilling their NS and reservist responsibilities. Our HR policies enable our NSmen to strengthen their commitment to serving the nation, by organising fitness events to encourage them to lead healthy lifestyles.

As representatives sitting on the Advisory Council on Community Relations in Defence, we have also worked closely with stakeholders, businesses and members of the public to raise support and understanding on national defence matters. In 2019, we celebrated Singapore Armed Forces (“SAF”) Day for the seventh year. Team members who are operationally-ready NSmen were encouraged to come to work on Monday, 1 July 2019 in their SAF uniform as a show of solidarity and pride. Other team members are also encouraged to show their appreciation to NSmen.



## RWS 2.0: OUR NEXT STEPS GOING BEYOND SUSTAINABILITY<sup>21</sup>

The RWS 2.0 Waterfront Development – part of our expansion and evolution – is a master plan to better integrate and improve our offerings as a resort. The final built form will resemble a mountain sitting partially on decking over water, a design that minimises ecological impact on marine life by reducing construction footprint into the water. The development will also include more sustainable modes of transport into RWS by better integrating multiple modes of Singapore’s public transportation, linking the interchange at Harbourfront MRT station with the new Driverless Transport System (DTS). Cyclists are also connected to the development, and there will be parking facilities for bicycles.

RWS 2.0 will be a green icon, featuring a rich variety of nature, flora and fauna. Lush and water-efficient landscaping will enhance biodiversity around the development, while providing visual relief to guests and visitors. Green roofs on the waterfront development and Forum extension as well as other extensive shading structures will reduce heat island effect and minimize thermal heat gain into the interior, enhancing indoor comfort. Additionally, passive cooling – recycling of the development’s cooling tower water usage to lower radiant temperatures – within the naturally ventilated forum further aids thermal comfort and also reduces electricity load.



GRI Standards	Disclosure	Section Of Report	Page Reference & Remarks
<b>GRI 102: General Disclosure 2016</b>			
<b>ORGANISATIONAL PROFILE</b>			
102-1	Name of the organisation	Business in Brief	Page 01
102-2	Activities, brands, products and services	Business in Brief	Page 02
102-3	Location of headquarters	Managing Sustainability – How We Report	Page 10
102-4	Location of operations	Managing Sustainability – How We Report	Page 10
102-5	Ownership and legal form	Business in Brief	Page 01
102-6	Markets served	Business in Brief	Page 01
102-7	Scale of the organisation	Business in Brief	Page 01
102-8	Information on employees and other workers	Putting Our People First – Employment	Page 43
102-9	Supply Chain	Doing Good Business – Procurement Practices	Page 14
102-10	Significant changes to organisation and its supply chain	Not applicable	There is no significant changes to organisation and its supply chain in FY2019
102-11	Precautionary principle or approach	Doing Good Business	Page 17
102-12	External Initiatives	Making A Positive Impact On Our Communities	Page 50
102-13	Membership of associations	GRI Content Index	<ul style="list-style-type: none"> <li>• Singapore Business Federation;</li> <li>• Association of Zoos and Aquariums (“AZA”);</li> <li>• World Association of Zoos and Aquariums (“WAZA”);</li> <li>• The Asian Association for Investors in Non-Listed Real Estate Vehicles Limited;</li> <li>• Urban Land Institute;</li> <li>• Singapore Green Building Council (“SGBC”)</li> </ul>

GRI Standards	Disclosure	Section Of Report	Page Reference & Remarks
<b>GRI 102: General Disclosure 2016</b>			
<b>STRATEGY</b>			
102-14	Statement from senior decision-maker	Message From Our President Board of Directors' Statement	Page 04 Page 05
102-15	Key impacts, risks and opportunities	Message From Our President Board of Directors' Statement	Page 04 Page 05
<b>ETHICS AND INTEGRITY</b>			
102-16	Values, principles, standards, and norms of behaviour	Doing Good Business	Page 17
102-17	Mechanisms for advice and concerns about ethics	Doing Good Business	Page 17
<b>GOVERNANCE</b>			
102-18	Governance structure	Doing Good Business	Page 17
102-19	Delegating authority	Doing Good Business	Page 17
102-20	Executive-level responsibility for economic, environmental, and social topics	Doing Good Business	Page 17
102-21	Consulting stakeholders on economic, environmental, and social topics	Doing Good Business	Page 17
102-22	Composition of the highest governance body and its committees	Annual Report 2019: Corporate Governance Section	Page 22
102-23	Chair of the highest governance body	Annual Report 2019: Corporate Governance Section	Page 22
102-24	Nominating and selecting the highest governance body	Annual Report 2019: Corporate Governance Section	Page 22
102-25	Conflicts of interest	Annual Report 2019: Corporate Governance Section	Page 22
102-26	Role of highest governance body in setting purpose, values, and strategy	Board of Directors' Statement	Page 05

GRI Standards	Disclosure	Section Of Report	Page Reference & Remarks
<b>GRI 102: General Disclosure 2016</b>			
102-27	Collective knowledge of highest governance body	Annual Report 2019: Corporate Governance Section	Page 22
102-28	Evaluating the highest governance body's performance	Annual Report 2019: Corporate Governance Section	Page 22
102-29	Identifying and managing economic, environmental, and social impacts	Annual Report 2019: Corporate Governance Section	Page 22
102-30	Effectiveness of risk management processes	Annual Report 2019: Corporate Governance Section	Page 22
102-31	Review of economic, environmental, and social topics	Board of Directors' Statement	Page 05
102-32	Highest governance body's role in sustainability reporting	Board of Directors' Statement	Page 05
102-33	Communicating critical concerns	Doing Good Business	Page 17
102-34	Nature and total number of critical concerns	Doing Good Business	Page 17
102-35	Remuneration policies	Annual Report 2019: Corporate Governance Section	Page 22
102-36	Process for determining remuneration	Annual Report 2019: Corporate Governance Section	Page 22
102-37	Stakeholders' involvement in remuneration	Annual Report 2019: Corporate Governance Section	Page 22
102-38	Annual total compensation ratio	Not applicable	We have not reported this due to confidentiality and sensitivity of the information.
102-39	Percentage increase in annual total compensation ratio	Not applicable	We have not reported this due to confidentiality and sensitivity of the information.
<b>STAKEHOLDER ENGAGEMENT</b>			
102-40	List of stakeholder groups	Managing Sustainability – Stakeholder Engagement	Page 10
102-41	Collective bargaining agreements	GRI Content Index	Approximately 31.4% of our workforce are members of the Attractions, Resorts and Entertainment Union (AREU)

GRI Standards	Disclosure	Section Of Report	Page Reference & Remarks
<b>GRI 102: General Disclosure 2016</b>			
102-42	Identifying and selecting stakeholders	Managing Sustainability – Stakeholder Engagement	Page 10
102-43	Approach to stakeholder engagement	Managing Sustainability – Stakeholder Engagement	Page 10
102-44	Key topics and concerns raised	Managing Sustainability – Stakeholder Engagement	Page 10
<b>REPORTING PRACTICE</b>			
102-45	Entities included in the consolidated financial statements	Managing Sustainability – How We Report	Page 10
102-46	Defining report content and topic Boundaries	Managing Sustainability – Materiality Assessment: Identifying Our Focus Managing Sustainability – Stakeholder Engagement	Page 9 Page 10
102-47	List of material topics	Managing Sustainability – Materiality Assessment: Identifying Our Focus	Page 9
102-48	Restatements of information	Not applicable	There is no restatement of information in FY2019
102-49	Changes in reporting	Not applicable	There is no changes in reporting scope in FY2019
102-50	Reporting period	Managing Sustainability – How We Report	Page 10
102-51	Date of most recent report	Not applicable	Genting Singapore Sustainability Report 2018
102-52	Reporting cycle	Managing Sustainability – How We Report	Page 10
102-53	Contact point for questions regarding the report	Managing Sustainability – How We Report	Page 10
102-54	Claims of reporting in accordance with the GRI Standards	Managing Sustainability – How We Report	Page 10
102-55	GRI content index	GRI Content Index	Page 58
102-56	External assurance	Managing Sustainability – How We Report	Page 10

GRI Standards	Disclosure	Section Of Report	Page Reference & Remarks
<b>GRI 103: Management Approach 2016</b>			
103-1	Explanation of the material topic and its Boundary	Managing Sustainability – Materiality Assessment: Identifying Our Focus Managing Sustainability – How We Report	Page 9 Page 10
103-2	The management approach and its components	Doing Good Business Environmental Stewardship Customers: The Heart Of What We Do Putting Our People First Making A Positive Impact On Our Communities	Page 13 Page 20 Page 34 Page 41 Page 49
103-3	Evaluation of the management approach	Doing Good Business Environmental Stewardship Customers: The Heart Of What We Do Putting Our People First Making A Positive Impact On Our Communities	Page 13 Page 20 Page 34 Page 41 Page 49
<b>GRI 201: Economic Performance 2016</b>			
201-1	Explanation of the material topic and its Boundary	Doing Good Business – Economic Performance	Page 14
201-2	The management approach and its components	Not applicable	Information unavailable – Genting Singapore climate change has not formally assessed the financial implications of climate change to the organisation.
201-3	Defined benefit plan obligations and other retirement plans	GRI Content Index	Pursuant to the Central Provident Fund (CPF) Act, we also contribute to the CPF savings of our team members who are Singapore Citizens and Permanent Residents. For more information on the contribution rates for different age groups, please visit <a href="https://www.cpf.gov.sg/">https://www.cpf.gov.sg/</a> .
201-4	Financial assistance received from government	Doing Good Business – Economic Performance	Page 14

GRI Standards	Disclosure	Section Of Report	Page Reference & Remarks
<b>GRI 202: Market Presence 2016</b>			
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Not applicable	Not applicable
202-2	Proportion of senior management hired from the local community	Doing Good Business – Market Presence	Page 14
<b>GRI 204: Procurement Practices 2016</b>			
204-1	Proportion of spending on local suppliers	Doing Good Business – Procurement Practices	Page 14
<b>GRI 205: Anti-Corruption 2016</b>			
205-1	Operations assessed for risks related to corruption	Doing Good Business - Anti-Bribery and Anti-Corruption: A Zero Tolerance Approach	Page 19
205-2	Communication and training about anti-corruption policies and procedures	Doing Good Business – Anti-Bribery and Anti-Corruption: A Zero Tolerance Approach	Page 19
205-3	Confirmed incidents of corruption and actions taken	Doing Good Business – Anti-Bribery and Anti-Corruption: A Zero Tolerance Approach	Page 19
<b>GRI 206: Anti-Competitive Behaviour 2016</b>			
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Doing Good Business – Anti-Competitive Behaviour	Page 18
<b>GRI 302: Energy 2016</b>			
302-1	Energy consumption within the organization	Environmental Stewardship – Energy	Page 27
302-2	Energy consumption outside of the organization	Environmental Stewardship – Energy	Page 27
302-3	Energy intensity	Environmental Stewardship – Energy	Page 27
302-4	Reduction of energy consumption	Environmental Stewardship – Energy	Page 25
302-5	Reductions in energy requirements of products and services	Environmental Stewardship – Energy	Page 25

GRI Standards	Disclosure	Section Of Report	Page Reference & Remarks
<b>GRI 303: Water 2016</b>			
303-1	Water withdrawal by source	Environmental Stewardship – Water	Page 29
303-2	Water sources significantly affected by withdrawal of water	Environmental Stewardship – Water	Page 29
303-3	Water recycled and reused	Environmental Stewardship – Water	Page 29
<b>GRI 304: Biodiversity 2016</b>			
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Environmental Stewardship – Biodiversity	Page 31
304-2	Significant impacts of activities, products, and services on biodiversity	Environmental Stewardship – Biodiversity	Page 31
304-3	Habitats protected or restored	Environmental Stewardship – Biodiversity	Page 31
304-4	CITES I or II List species and national conservation list species with habitats in areas affected by operations	Environmental Stewardship – Biodiversity	Page 31
<b>GRI 305: Emissions 2016</b>			
305-1	Direct (Scope 1) GHG emissions	Environmental Stewardship – Emissions	Page 28
305-2	Energy indirect (Scope 2) GHG emissions	Environmental Stewardship – Emissions	Page 28
305-3	Other indirect (Scope 3) GHG emissions	Environmental Stewardship – Emissions	Page 28
305-4	GHG emissions intensity	Environmental Stewardship – Emissions	Page 28
305-5	Reduction of GHG emissions	Environmental Stewardship – Emissions	Page 28
305-6	Emissions of ozone-depleting substances (ODS)	Not applicable	Not applicable
305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	Not applicable	Not applicable

GRI Standards	Disclosure	Section Of Report	Page Reference & Remarks
<b>GRI 306: Effluents And Waste 2016</b>			
306-1	Water discharge by quality and destination	Environmental Stewardship – Effluents and Waste	Page 23
306-2	Waste by type and disposal method	Environmental Stewardship – Effluents and Waste	Page 23
306-3	Significant spills	Environmental Stewardship – Effluents and Waste	Page 23
306-4	Transport of hazardous waste	Environmental Stewardship – Effluents and Waste	Page 24
306-5	Water bodies affected by water discharges and/or runoff	Environmental Stewardship – Effluents and Waste	Page 23
<b>GRI 307: Environmental Compliance 2016</b>			
307-1	Non-compliance with environmental laws and regulations	Doing Good Business – Compliance	Page 19
<b>GRI 401: Employment 2016</b>			
401-1	New employee hires and employee turnover	Putting Our People First – Employment	Page 43
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Putting Our People First – Employment	Page 44
401-3	Parental leave	Putting Our People First – Employment	Page 44
<b>GRI 403: Occupational Health And Safety 2016</b>			
403-1	Workers representation in formal joint management-worker health and safety committees	Putting Our People First – Occupational	Page 46
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Putting Our People First – Occupational	Page 47
403-3	Workers with high incidence or high risk of diseases related to their occupation	Putting Our People First – Occupational	Page 47
403-4	Health and safety topics covered in formal agreements with trade unions	Not applicable	Not applicable

GRI Standards	Disclosure	Section Of Report	Page Reference & Remarks
<b>GRI 404: Training And Education 2016</b>			
404-1	Average hours of training per year per employee	Putting Our People First – Training and Education	Page 45
404-2	Programs for upgrading employee skills and transition assistance programs	Putting Our People First – Training and Education	Page 45
404-3	Percentage of employees receiving regular performance and career development reviews	Putting Our People First – Training and Education	Page 45
<b>GRI 406: Non-Discrimination 2016</b>			
406-1	Incidents of discrimination and corrective actions taken	Putting Our People First – Non-Discrimination	There is no incident of discrimination in FY2019
<b>GRI 409: Forced Or Compulsory Labour 2016</b>			
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Not applicable	No operations and suppliers at significant risk for incidents of forced or compulsory labor in FY2019
<b>GRI 413: Local Communities 2016</b>			
413-1	Operations with local community engagement, impact assessments, and development programs	Making A Positive Impact On Our Communities	Page 50
413-2	Operations with significant actual and potential negative impacts on local communities	Not applicable	There is no operations with significant actual and potential negative impacts on local communities in FY2019
<b>GRI 416: Customer Health And Safety 2016</b>			
416-1	Assessment of the health and safety impacts of product and service categories	Customers: The Heart Of What We Do – Customer Health and Safety	Page 35
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Compliance – A Report Card	Page 19
<b>GRI 417: Marketing and Service Labeling 2016</b>			
417-1	Requirements for product and service information and labeling	Customers: The Heart Of What We Do – Marketing and Service Labeling	Page 37
417-2	Incidents of non-compliance concerning product and service information and labeling	Compliance – A Report Card	Page 19
417-3	Incidents of non-compliance concerning marketing communications	Compliance – A Report Card	Page 19

GRI Standards	Disclosure	Section Of Report	Page Reference & Remarks
<b>GRI 418: Customer Privacy 2016</b>			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Customers: The Heart Of What We Do – Customer Privacy	Page 40
<b>GRI 419: Socioeconomic Compliance 2016</b>			
419-1	Non-compliance with laws and regulations in the social and economic area	Doing Good Business – Compliance	Page 19



**GENTING**  
SINGAPORE

**GENTING SINGAPORE LIMITED**

10 Sentosa Gateway,  
Resorts World Sentosa,  
Singapore 098270  
[www.gentingsingapore.com](http://www.gentingsingapore.com)  
E: [ir@gentingsingapore.com](mailto:ir@gentingsingapore.com)

