



# GENTING

SINGAPORE

SUSTAINABILITY REPORT 2015

# TABLE OF CONTENT

## 03 MESSAGE FROM OUR PRESIDENT

## 04 ABOUT THIS REPORT

- 04 REPORTING STANDARDS
- 04 REPORTING SCOPE AND PERIOD ASSURANCE
- 04 ACCESSIBILITY OF THE REPORT AND FEEDBACK

## 05 ABOUT GENTING SINGAPORE PLC

- 05 ABOUT RESORTS WORLD SENTOSA
- 06 PRINCIPAL BUSINESSES
- 06 AWARDS AND ACCOLADES

## 07 OUR SUSTAINABILITY APPROACH

- 08 SUSTAINABILITY21 STRATEGY
- 09 STAKEHOLDERS ENGAGEMENT
- 10 MATERIALITY ASSESSMENT

## 12 OUR COMPANY

- 13 CORPORATE GOVERNANCE
- 16 PERFORMANCE HIGHLIGHTS

## 18 MARKETPLACE

- 19 GUEST SAFETY AND ACCESSIBILITY
- 25 GUEST SATISFACTION
- 30 GUEST PRIVACY
- 30 RESPONSIBLE GAMBLING (RG)

## 37 PEOPLE

- 38 PEOPLE OF OUR WORKFORCE
- 40 EMPLOYMENT POLICIES AND COMMITMENT
- 41 EMPLOYEES WELLNESS
- 42 CAREER DEVELOPMENT
- 44 WORKPLACE SAFETY AND HEALTH

## 47 COMMUNITY

- 48 CSR PROGRAMMES

## 50 ENVIRONMENT

- 51 BIODIVERSITY
- 55 ENERGY
- 57 EMISSIONS
- 58 WATER
- 59 WASTE
- 60 HAZARDOUS WASTE

## 61 GRI CONTENT INDEX

# MESSAGE FROM OUR PRESIDENT



Dear stakeholders,

We are pleased to present to you Genting Singapore PLC's third annual Sustainability Report, which also marks our second year of reporting in accordance to Global Reporting Initiative (GRI) G4 guidelines - Comprehensive. This year, we have expanded our reporting scope to include Genting Hotel Jurong (GHJ), Genting Centre and Marine Aquaculture Research Centre (MARC) to attain a comprehensive understanding of our overall sustainability impact. We are proud to be one of the forerunners in producing a balanced sustainability report, and we remain resolute in our commitment towards sustainability.

This year, we finalized our SUSTAINABILITY21 (S21) Strategy, a roadmap that focuses on Marketplace, People, Community, and Environment as four key pillars of sustainability. The strategy will lay the foundation for us to drive sustainability policies and programmes across the group in the next five years.

We are committed to deliver high quality products and services to all our guests. Most of the guest satisfaction ratings at our attractions continued to score above the industry average measured by Customer Satisfaction Index of Singapore (CSISG).

We recognize the vital contributions of our team members to our business. To that end, we ensure that all our team members have a safe, dynamic and inclusive workplace which nurtures growth. We continued to provide ample opportunities for our team members to develop their potential through tailored human capital development programmes and the Further Education Scholarship.

Being socially responsible is a philosophy which is ingrained within our business. Throughout the year, we have touched more than 9,000 lives with approximately S\$3.6 million cash and in-kind donations. Over 1,200 of our team members clocked in more than 14,700 volunteer hours, more than 90% increase as compared to 2014.

Part of our commitment towards sustainability is the reduction of our ecological footprint. In 2015, we implemented various energy-saving initiatives which conserved 9.56 GWh of energy, equivalent to powering 2,062 4-room HDB flats for a year. Overall, carbon emissions were also reduced by approximately 7.4% amounting to 9.9 kilotonnes. We have also stepped up our recycling efforts, increasing the total recycled materials by 50.8% from 467.6 tonnes to 705.2 tonnes in 2015.

We would like to thank our team members, supporters and stakeholders for partnering us in our sustainability journey. With our "kampung spirit", we will continue to strive and improve the environmental, social and economic well-being of the community we live in.

- Tan Hee Teck,  
President and Chief Operating Officer

# ABOUT THIS REPORT

Genting Singapore reaffirms our commitment to sustainability with the publication of our third sustainability report. As a dedicated complement to our annual report, it includes a concise discussion of our material sustainability issues, following the Genting Singapore journey as we track and present our accountability on environmental, social and economic performance.

## REPORTING STANDARD

This year marks our second year of reporting in accordance with Global Reporting Initiative (GRI) G4 guidelines - Comprehensive. Please refer to the GRI Index (page 61-67) for the relevant references.

## REPORTING SCOPE AND PERIOD

We continuously seek to improve the reliability and completeness of our report. As we strengthen our data collection processes over time, we have expanded the scope of reporting to include more of our operations. Figure 1 outlines the operations and facilities covered in this report. The GRI Event Organizers sector supplement has not been referenced as we focus the reporting on our integrated business operations.

We continue to exclude our warehouse at Pandan Gardens from the report since the limited nature of its activities leads to a minimal sustainability impact. Also excluded are the Trick Eye Museum and all our tenants within the resort, as they do not fall under our operational control.

Unless otherwise stated, our report covers the period from 1 January to 31 December 2015. To account for the increase in scope of our reporting, specific restatements have been made to our previous year's performance.

## ASSURANCE

We have not sought external assurance for this reporting period and will consider it when our reporting matures over time.

## ACCESSIBILITY OF THE REPORT AND FEEDBACK

In line with our environmentally friendly practice, we will not be printing this report. A copy of this report is available for download from our website:

[www.gentingsingapore.com](http://www.gentingsingapore.com).

We welcome your questions and value your feedback on how our sustainability practices can be improved. Please send all feedback to [csr@RWSentosa.com](mailto:csr@RWSentosa.com).

Figure 1: Reporting Scope

Legend: ■ Reported since 2013 ■ Newly reported in 2015

### RESORTS WORLD SENTOSA (RWS)

Fully integrated destination resort located in the island of Sentosa

### GENTING HOTEL JURONG (GHJ)

The first hotel in Jurong Lake district, with "hotel in a garden" theme located in the bustling town of Jurong East

### MARINE AQUACULTURE AND RESEARCH CENTRE (MARC)

A breeding and quarantine facility owned by RWS, which supports the Conservation and Research team of RWS

### GENTING CENTRE (GC)

Headquarter office of Genting Singapore

# ABOUT GENTING SINGAPORE PLC

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

Today, the Group is widely recognised for its award-winning flagship project, Resorts World Sentosa (RWS), one of Southeast Asia's largest fully integrated destination resorts located in Singapore. RWS expanded its operations with the new Genting Hotel Jurong, opened in April 2015.

The Group is currently developing an integrated resort in Jeju, South Korea, called Resorts World Jeju that is slated to open progressively from 2017.

Listed on the Main Board of the Singapore Exchange, the Group is one of Singapore's largest companies at a market capitalisation of more than \$9.2 billion as at 31 December 2015. Genting Singapore is a constituent stock of the FTSE Straits Times Index.

## ABOUT RESORTS WORLD SENTOSA

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

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

## WHO WE ARE

Brand leader in sustainable integrated resort developments worldwide

## MISSION

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

## OUR CORE VALUES

Trustworthiness, Integrity and Mutual Respect

"Kampung Spirit" ("Village Spirit"): Warm and caring, always looking out for one another, sharing resources



For more information, please visit [www.gentingsingapore.com](http://www.gentingsingapore.com) & [www.rwsentosa.com](http://www.rwsentosa.com)



## PRINCIPAL BUSINESSES OF RWS

### ATTRACTIONS

- Adventure Cove Waterpark (ACW)
- Dolphin Island (DI)
- Maritime Experiential Museum
- S.E.A. Aquarium (SEAA)
- Universal Studios Singapore®

### RESTAURANTS

- Asian cuisine
- Bars and lounges
- Celebrity chef restaurants
- Western cuisine

### RESORTS WORLD CASINO

### ENTERTAINMENT

- Resorts World Theatre
  - Great World Cabaret (19 Feb '15 – 17 Mar '15)
  - SMURFS Live on Stage (14 Mar '15 – 12 Jun '15)
  - Dora the Explorer LIVE! (11 Sep '15 – 13 Sep '15)
  - Cinderella – A Fairly True Story (10 Dec '15 – 4 Jan '16)
- Crane Dance
- Lake of Dreams

### RESORTS WORLD CONVENTION CENTRE

### HOTELS AND SPAS

- Beach Villas
- Crockfords Tower
- Equarius Hotel
- ESPA at RWS
- Festive Hotel
- Genting Hotel Jurong
- Hard Rock Hotel Singapore
- Hotel Michael
- Ocean Suites
- Tree Top Lofts

### SPECIALTY RETAIL OUTLETS

- RWS attractions merchandise

## AWARDS AND ACCOLADES

Genting Singapore is committed to excel in every aspect of our business. Over the years, we have clinched distinguished awards covering the aspects of brand, environmental responsibility and social responsibility as a testament to our continuous endeavours for excellence.

For a full list of awards and accolades received, please refer to page 15 of our Annual Report (<http://www.gentingsingapore.com/#!/en/investors/annual-reports>).

### BRAND

Best Integrated Resort, TTG Travel Awards (2011 - 2015)

### SOCIAL

Best Employee Health & Well-being, Ikeda Prestige Award (2015)

### CORPORATE GOVERNANCE

4<sup>th</sup> in Singapore for Best Corporate Governance, Finance Asia (2015)

### ENVIRONMENTAL

- Green Mark Platinum Award: Maritime Museum and Genting Hotel Jurong (2015);
- Green Mark Gold Plus Award: Festive Hotel, Hard Rock Hotel, Marine Life Park (2015)

# OUR SUSTAINABILITY APPROACH

**1**  
SUSTAINABILITY21  
STRATEGY

**2**  
STAKEHOLDERS  
ENGAGEMENT

**3**  
MATERIALITY  
ASSESSMENT

# SUSTAINABILITY21 STRATEGY

In late 2015, our sustainability steering committee finalized our SUSTAINABILITY21 Strategy, a five year roadmap meant to drive sustainability policies and programmes across the Group.

Beginning in 2016, our four pillars of Marketplace, People, Community and Environment will form the foundation on which we set performance targets and action plans to achieve them in the next five years.

The targets were set by our senior management and sustainability steering committee in specific areas that we aim to improve. At the same time, we strive to maintain our performance in areas where we have done well over the years.

Figure 2: Sustainability21 Strategy

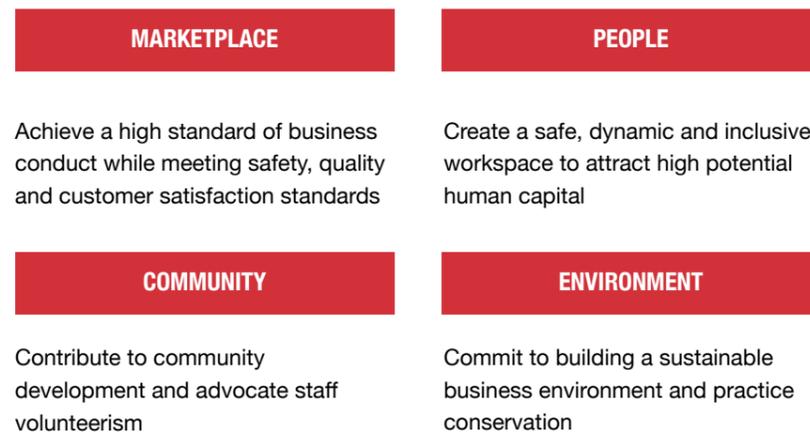
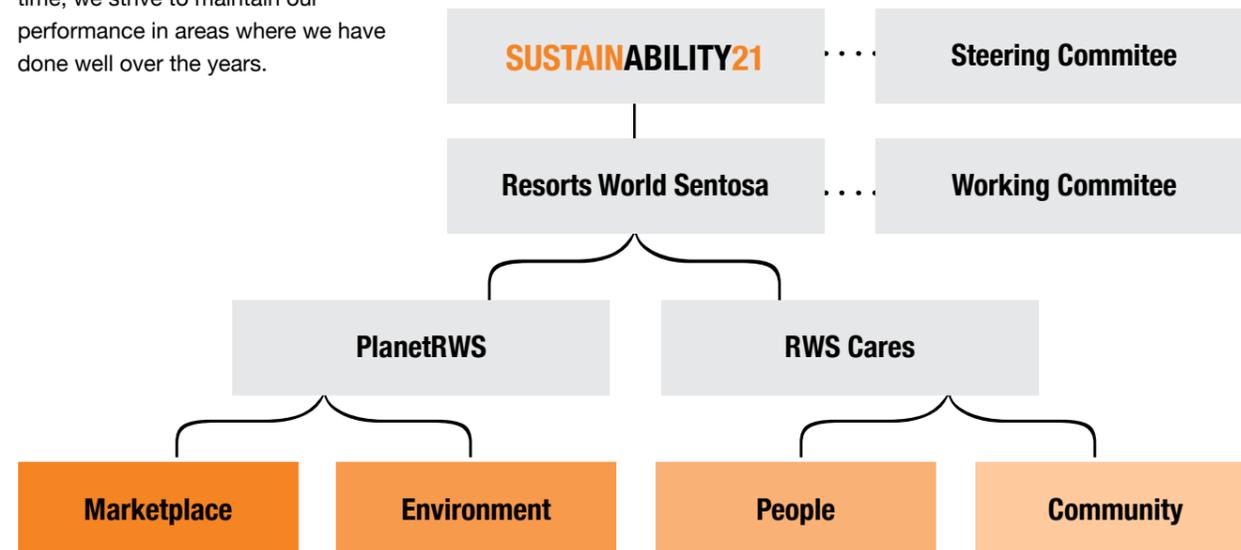


Figure 3: Sustainability21 Committee Structure



# STAKEHOLDERS ENGAGEMENT

Table 1:

## HOW WE ENGAGE WITH OUR KEY STAKEHOLDERS

KEY STAKEHOLDER	OUR GOALS	HOW WE ENGAGE
<b>GUESTS</b>	Create memorable experiences for guests	<ul style="list-style-type: none"> <li>• Guest satisfaction surveys</li> <li>• Personalised services</li> <li>• Loyalty programmes: RWS Invites and Genting Rewards</li> </ul>
<b>TEAM MEMBERS</b>	Provide training and career progression opportunities to team members based on merit and develop an open and communicative workforce to engage our team members.	<ul style="list-style-type: none"> <li>• Annual performance appraisal</li> <li>• Network sessions</li> <li>• Focused group discussions</li> <li>• Internal communications</li> <li>• Monthly magazines: aRWSome and Backstage Pass</li> <li>• CEO townhalls</li> </ul>
<b>GOVERNMENT AND REGULATORS</b>	Comply with all regulations and laws that impact our businesses.	<ul style="list-style-type: none"> <li>• Partnerships</li> <li>• Regular meetings and dialogues</li> </ul>
<b>INVESTORS</b>	Provide timely and regular updates on financial performance, business strategy and other shareholder issues for investors to make informed decisions.	<ul style="list-style-type: none"> <li>• Dedicated Investor Relations (IR) team available to address concerns</li> <li>• More than 300 investor meetings</li> <li>• Quarterly financial results announcements</li> <li>• Regular updates on company website, with dedicated IR section</li> <li>• Annual General Meeting for shareholders</li> </ul>
<b>LOCAL COMMUNITIES</b>	Improve lives and bring hope to the communities we operate in, through engagement, empowerment and environmental conservation.	<ul style="list-style-type: none"> <li>• RWS Cares Programme</li> <li>• Ongoing dialogue</li> <li>• Charity sponsorships</li> <li>• Responsible Gambling (RG) Programme</li> </ul>
<b>NON-GOVERNMENTAL ORGANISATIONS (NGOS)</b>	Foster collaborative partnerships and hold ongoing dialogues to improve lives.	<ul style="list-style-type: none"> <li>• Regular scheduled meetings</li> <li>• Ongoing dialogues</li> </ul>

Table 1:

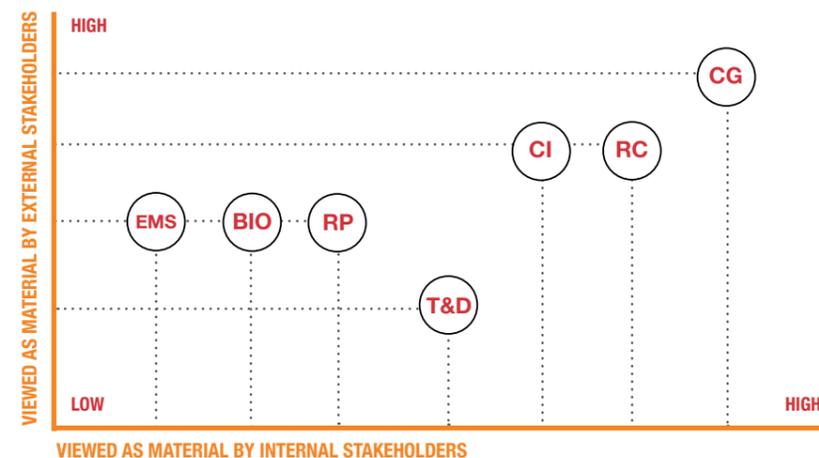
**HOW WE ENGAGE WITH OUR KEY STAKEHOLDERS**

KEY STAKEHOLDER	OUR GOALS	HOW WE ENGAGE
<b>MEDIA</b>	Increase awareness of our offerings to strengthen the positioning of our integrated resort by providing timely and accurate information about our products, services and company performance.	<ul style="list-style-type: none"> <li>• Press releases / conferences / briefings</li> <li>• Media interviews</li> <li>• Media previews / reviews</li> <li>• Respond to media queries and requests in a timely manner</li> </ul>
<b>SUPPLIERS</b>	Selection of suppliers based on a fair and competitive value policy.	<ul style="list-style-type: none"> <li>• Tender evaluation procedure</li> <li>• Ongoing dialogues</li> </ul>
<b>TRADE UNION</b>	Foster collaborative partnerships and hold ongoing dialogues to ensure we maintain fair and equal treatment of our team members.	<ul style="list-style-type: none"> <li>• Membership in trade union</li> <li>• Industry forums and dialogues</li> </ul>

# MATERIALITY ASSESSMENT

In November 2013, we conducted our first formal materiality assessment with key members of our senior management. The process to identify and prioritise issues of significance to the business and our external stakeholders, was assisted by independent sustainability consultants.

Figure 4: Materiality Matrix in 2013



Following the decision to include MARC, GHJ and GC in our reporting, our sustainability steering committee undertook an internal review of the material issues in October 2015. Three new issues emerged as relevant and significant to the business, namely: Economic Performance, Human Rights and Public Policy.

Table 2: List of Material Issues in 2015

**ISSUES DETERMINED TO BE MATERIAL FROM FIRST FORMAL ASSESSMENT IN 2013 AND RECONFIRMED DURING REVIEW IN 2015**

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

**ADDITIONAL ISSUES DETERMINED TO BE MATERIAL FROM MATERIALITY REVIEW IN 2015**

<b>EC</b> Economic Performance	<ul style="list-style-type: none"> <li>• Economic Performance</li> </ul>
<b>HR</b> Human Rights	<ul style="list-style-type: none"> <li>• Non-Discrimination</li> <li>• Forced or Compulsory Labor</li> <li>• Human Rights Grievance Mechanisms</li> </ul>
<b>PP</b> Public Policy	<ul style="list-style-type: none"> <li>• Public Policy Advocacy</li> </ul>

# CORPORATE GOVERNANCE

We are committed to acting in the best interests of the Company while simultaneously complying with local and international laws and regulations and Company's codes, standards and policies. We are dedicated to upholding integrity and honesty in our operations and are in compliance with the Code of Corporate Governance 2012 issued by the Monetary Authority of Singapore. More details can be found in Genting Singapore PLC 2015 Annual Report.

### BOARD OF DIRECTORS

1. Tan Sri Lim Kok Thay
2. Mr. Tan Hee Teck
3. Mr. Lim Kok Hoong (Independent)
4. Mr. Tjong Yik Min (Independent)
5. Mr. Koh Seow Chuan (Independent)



For more details on director profiles, please refer to page 8 & 9 of our 2015 Annual Report (<http://www.gentingsingapore.com/#!/en/investors/annual-reports>).

### CORPORATE GOVERNANCE AT GENTING SINGAPORE

Our framework of corporate governance comprises of the following elements:

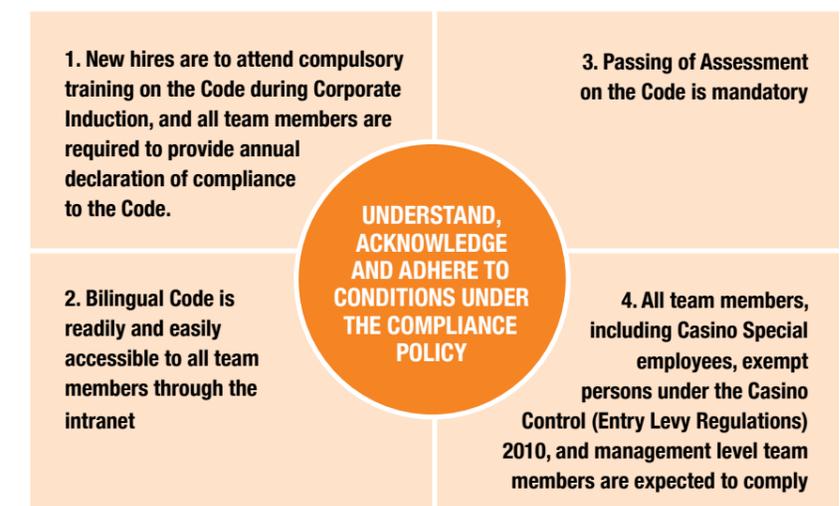
Figure 5: Corporate Governance Framework



### CORPORATE GOVERNANCE TRAINING

The Company provides compulsory training for all new hires on the Core Principles and the Code of Conduct (the "Code") as our dedication to our commitment.

Figure 6: Communication of Core Principles and Code of Conduct to team members



# OUR COMPANY

**1**  
CORPORATE GOVERNANCE

**2**  
PERFORMANCE HIGHLIGHTS

**ERM**

**RISK MANAGEMENT (RM) COMMITTEE**

- Oversees RM activities
- Approves appropriate RM procedures
- Reviews adequacy and effectiveness of the RM system
- Ensures sufficient RM resources are made available

**RISK ASSESSMENT ACTIVITIES**

- Awareness trainings and workshops
- Risk identification and assessment
- Formulation of key risk mitigation strategies
- Design and implementation of risk mitigation controls
- Monitoring and timely reporting of risk management performance
- Continuous improvement of risk management

**APPROACH TOWARDS ANTI-COMPETITIVE BEHAVIOUR**

Genting Singapore is against, and does not partake in, any anti-competitive behaviour which includes activities that prevent, restrict, or distort competition within Singapore.

**STATISTICS**

**NO** legal actions or outcomes regarding anti-competitive, anti-trust or monopoly practices

**NO** dealings or co-operation with other companies of similar business on anti-competitive issues

**CORE PRINCIPLES AND CODE OF CONDUCT**

All team members are required to read and understand the Code. An annual acknowledgement is to be signed and team members are obliged to comply with its contents.

**CORE PRINCIPLES**

1. Integrity in all that we do
2. Compliance with the laws and regulations and company's codes and policies
3. Commitment to doing our best for our guests and company
4. Diversity and contribution of all team members are to be valued
5. Together, we grow, strive and create memorable moments for our guests and our team

**CODE OF CONDUCT**

**1** Best interest of the group

**2** Exemplary conduct

**3** Representing the Group to external parties

**4** Compliance with laws and regulations

**5** Professional integrity

**6** Workplace safety and environment

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

A PMLTF framework has been established, which includes related procedures and controls, in accordance with the Board's commitment to PMLTF efforts.

- Minimize the risk of having products and services used for MLTF activities
- Protect reputation
- Achieve compliance with legal and regulatory requirements
- Identify and adopt risk-based, PMLTF related industry practices
- Adopt a risk-based approach for pre-employment screening

**ENTERTAINMENT & GIFTS POLICY AND WHISTLEBLOWER POLICY**

**ENTERTAINMENT & GIFTS POLICY**

Protocols have been set to oversee the giving and acceptance of entertainment and gifts by all team members. There has been one reported case of corruption that saw the accused facing charges in the year 2015.

**WHISTLEBLOWER POLICY**

A robust internal control system has been put in place to manage fraud risks. This is applicable to external parties and all team members, under the management oversight of Genting Singapore. Out of 12 reported cases in 2015, 11 have been resolved and the remaining case is undergoing investigations. The above policies have been implemented at key business units.

**COMPLIANCE**

Non-compliance of the Company's codes, and local laws and regulations are tracked and addressed. This facilitates team members' awareness of policies and regulations and ensures that all operations are lawfully conducted. The Company takes the CRA's observations and

recommendations seriously and are obliged to continuously enhance our compliance efforts to meet social safeguard requirements.

In 2015, there were two reported cases of corruption, and three cases of fines related to the casino

business. Corrective actions have been taken in an effort to improve our compliance practices.

A description of the fines and warnings that have been issued to Genting Singapore are listed in Table 4.

Table 3: List of reported cases of corruption

DESCRIPTION OF CORRUPTION CASE(S)	AMOUNT	CORRECTIVE ACTIONS
In 2015, two RWS casino croupiers were charged for the fraudulent scheme of unfair advantage with a casino patron. The croupiers have received prison sentences.	Received bribes amounting to S\$400 to S\$600.	Team members are prohibited from serving friends and relatives at their designated gaming table. Any violation will result in disciplinary actions and/or dismissal.
In 2015, a former employee of RWS has been charged for obtaining gratification from contractors. The case is undergoing investigations and legal proceedings.	Received bribes worth S\$317,000 in total.	A review was conducted in response to the charge and it was concluded that procurement systems and processes are in place to ensure fair competition from bidding vendors.

Table 4: List of warnings and fines from CRA

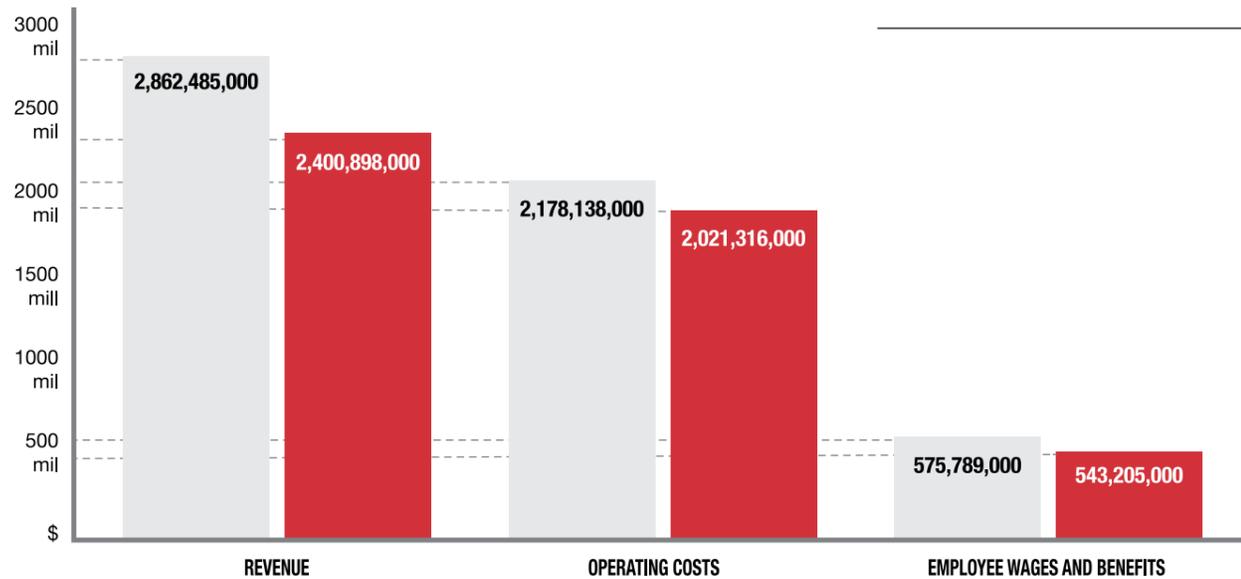
DESCRIPTION	AMOUNT (S\$)	CORRECTIVE ACTIONS
A warning for allowing a Singapore citizen to enter the casino using an identification document that was not hers in 2013.	N.A.	<ul style="list-style-type: none"> <li>• Implementation of enhanced impersonation check procedure. Since then, detection rate has increased by 280% from August 2014 to February 2015.</li> </ul>
A warning and a fine for allowing 3 Singapore citizens (on separate occasions in 2013) to enter or remain on casino premises of RWS without valid entry levies.	5,000	<ul style="list-style-type: none"> <li>• Stepped up verification measures during the manual override process</li> <li>• Refresher trainings on the use of handheld devices and the manual override process.</li> <li>• Strengthening of physical security measures in casino's entrance.</li> <li>• Putting up of bilingual posters to indicate locations of casino's access doors.</li> </ul>
A fine for 2 cases of minors being permitted to enter or remain on casino premises of RWS without reasonable excuse in 2013.	25,000	<ul style="list-style-type: none"> <li>• Adding physical controls physical controls to prevent the use of unauthorized pass.</li> <li>• Institutionalization of a liquidated damages framework for outsourced security firms.</li> <li>• The security officers have been reminded to be more vigilant when looking out for FIN holders who are minors.</li> </ul>

# PERFORMANCE HIGHLIGHTS

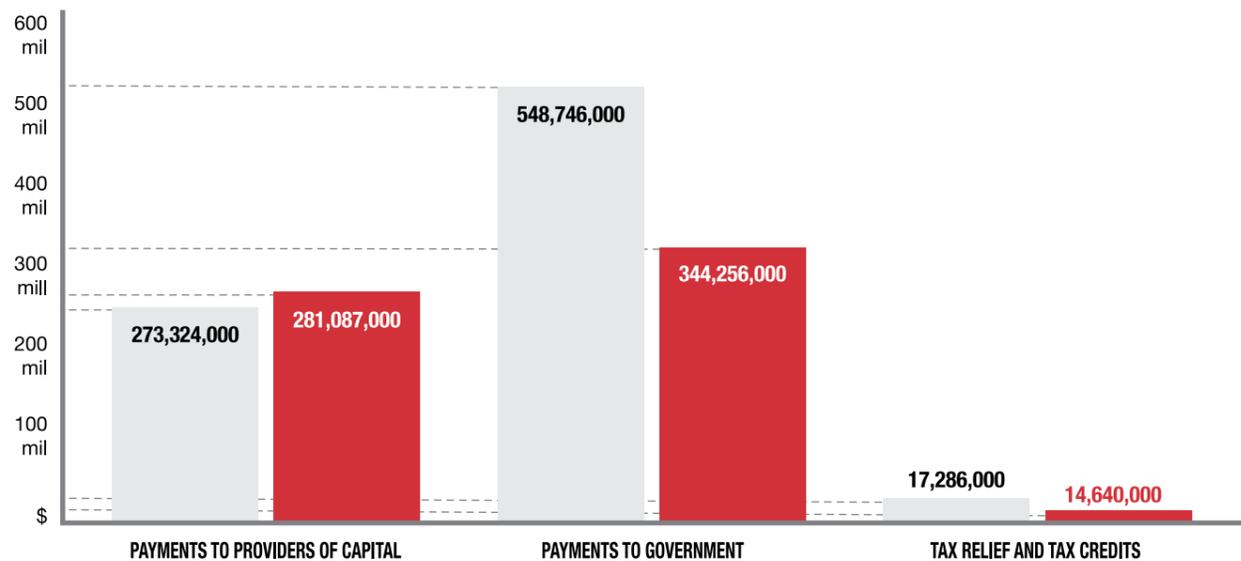
## FINANCIAL HIGHLIGHTS

Legend

2014 2015



For more details on financial performance, refer to Genting Singapore PLC Annual Report 2015. (<http://www.gentingsingapore.com/#!/en/investors/annual-reports>).



## ENVIRONMENTAL HIGHLIGHTS

EMISSION



**EMISSIONS (KILOTONNES CO<sub>2</sub>)**  
 2014 : 2015  
 134.1 : 124.2

ENERGY



**ELECTRICAL ENERGY CONSUMPTION (GWh)**  
 2014 : 2015  
 248.5 : 241.0

**DIRECT ENERGY CONSUMPTION FROM FUELS (TJ)**  
 2014 : 2015  
 46.1 : 49.5

WASTE



**TOTAL RECYCLED WASTE (TONNES)**  
 2014 : 2015  
 467.6 : 705.2

**TOTAL WASTE (KILOTONNES)**  
 2014 : 2015  
 16.1 : 10.8

WATER



**WATER CONSUMPTION (THOUSAND M<sup>3</sup>)**  
 2014 : 2015  
 2,801.8 : 2,854.2

**RAINWATER COLLECTED (THOUSAND M<sup>3</sup>)**  
 2014 : 2015  
 731.3 : 785.2

# MARKETPLACE

**1**  
GUEST SAFETY  
AND ACCESSIBILITY

**2**  
GUEST  
SATISFACTION

**3**  
GUEST PRIVACY

**4**  
RESPONSIBLE  
GAMBLING

**5**  
RESPONSIBLE  
SOURCING

## GUEST SAFETY AND ACCESSIBILITY

The safety of our guests is our utmost priority. In upholding this, we are committed to comply with the local laws and regulations as well as industry standards. We believe a safe environment is vital to an enjoyable experience at our integrated resort.

### UNIVERSAL STUDIOS SINGAPORE®



#### GUEST SAFETY AND ACCESSIBILITY AT UNIVERSAL STUDIOS SINGAPORE®

Table 5: Universal Studios Singapore® Guest Safety and Accessibility Targets and Performance

**TARGET:**

Zero regulatory summons for non-compliance of safety laws and regulations.

2015

**PERFORMANCE:**



Target achieved.

2016

**ACTION PLANS:**

Safety representatives will continue to be encouraged to identify safety hotspots and generate new ideas for improving safety.

#### UNIVERSAL STUDIOS SINGAPORE® SAFETY INITIATIVES IN 2015

**1** Installation of lights at the passageways for guests to exit Halloween Horror Nights 5 haunted houses.

**2** New yellow lines were painted on Sci-fi City curbs to prevent accidental tripping.

**3** Installation of additional ramp at New York zone to facilitate wheelchair-bound guests and prevent accidental tripping.

**4** Tightened enforcement of “no loose article policy” at Enchanted Airways and Canopy Flyer®.

**GENS' APPROACH TO MANAGING SAFETY AT UNIVERSAL STUDIOS SINGAPORE®**

**COMPLIANCE TO SAFETY STANDARDS**

- Singapore's Building and Construction Authority's (BCA) Amusement Rides Safety Act.
- Singapore's Public Entertainment Licensing Unit requirements.
- Voluntary subscription to the ASTM International (ASTM) Committee F24 Standards. The ASTM standard is followed by Universal Studios theme parks worldwide.

**INTERNAL CHECKS AND MONITORING**

- Daily checks at all rides by operations team.
- Singapore Civil Defence Force (SCDF)-certified Fire and Rescue Management System.

**SAFETY LABELLING**

- Safety information and rider requirements are stated in the "Rider's Guide", "Studio Guide", Universal Studios Singapore®'s website and are displayed at every attraction.

**TRAINING AND KNOWLEDGE SHARING**

- External training by Singapore Workforce Skills Qualifications (WSQ) credentialed Work Safety program.
- Annual recertification of attractions' attendants.
- Sharing of best practices at the Universal Parks & Resorts' annual technical/operations safety summit.

**S.E.A. AQUARIUM, ADVENTURE COVE WATERPARK AND DOLPHIN ISLAND**



**GUEST SAFETY AND ACCESSIBILITY AT S.E.A. AQUARIUM, ADVENTURE COVE WATERPARK AND DOLPHIN ISLAND**

Table 6: SEAA, ACW and DI's Guest Safety and Accessibility Targets and Performance

**TARGET:**  
Zero regulatory summons for non-compliance of safety laws and regulations.

2015

**PERFORMANCE:**  
Target achieved.



2016

**ACTION PLANS:**  
While continuing the efforts carried out in 2015, we will continue to focus on finding further improvements to safety.



**GENS' APPROACH TO MANAGING SAFETY AT S.E.A. AQUARIUM, ADVENTURE COVE WATERPARK AND DOLPHIN ISLAND**

**CERTIFIED LIFEGUARDS ON DUTY**

- All lifeguards are certified by Jeff Ellis & Associates (E&A)<sup>1</sup> under their Comprehensive Aquatic Risk Management Program and International Lifeguard Training Program.
- In 2015, ACW received the E&A Platinum International Safety Award for performing well in the 2014 quarterly audits. ACW has achieved "Exceed Evaluation" by E&A for seven out of eight quarters.

**COMPLIANCE TO SAFETY STANDARDS**

- Singapore's BCA Amusement Rides Safety Act.
- ASTM Committee F24 Standards.
- SS556 – Code of Practice for the Design and Management of Aquatic Facilities.

**WATER QUALITY CHECKS**

- Chemical and bacteriological testing are performed regularly by our Water Quality Laboratory Team in all our pools and attractions.
- Full compliance with the Singapore

Environmental Public Health Act Regulation 10. The measured metrics used are as per the Singapore National Environment Agency (NEA) Code of Practice on Environmental Health.

**SAFETY LABELLING**

- Installation of safety instructions signages around the water park.
- Detailed health and competency requirements for participation in experiential attractions such as Sea Trek® Adventure, Shark Dive and Open Ocean Dive.

**S.E.A. AQUARIUM, ADVENTURE COVE WATERPARK AND DOLPHIN ISLAND SAFETY INITIATIVES IN 2015**

All our attractions' safety representatives are encouraged to actively identify and prevent non-compliances while contributing ideas for reducing incidents. Some key suggestions which we implemented in 2015 are listed below.

<p><b>S.E.A. AQUARIUM AND DOLPHIN ISLAND</b></p> <ul style="list-style-type: none"> <li> Adding luminous strip at the conservation platform to prevent accidental tripping.</li> <li> Installing stanchion poles to form the queue line instead of attaching it to the counter. This prevents the counter from toppling over when children play with the queue ropes.</li> <li> Adding a platform to DP5 for Open Water Dive course to allow guests to stand up whenever they feel any discomfort during the course.</li> <li> Replacing stairs with ramps at various areas in Dolphin Island.</li> </ul>	<p><b>ADVENTURE COVE WATERPARK</b></p> <ul style="list-style-type: none"> <li> "Proper Riding Position" signage installed for Big Bucket Treehouse</li> <li> Exit &amp; out of bound area" signage and cordon area for Dueling Racer</li> <li> "Directional &amp; Exit Reminder" signage at Rainbow Reef</li> </ul>
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1. E&A is a leader in international aquatic safety and risk management consulting. Besides developing a comprehensive International Lifeguard Training Program, E&A has also developed the flagship Comprehensive Aquatic Risk Management Program which encompasses aquatic safety audit and consultation with experts.

# HOTELS

We place a great emphasis on the comfort and safety of the guests in our hotels to ensure they have a memorable stay. Additionally, we strive to minimize any potential health and environmental hazards within our hotels.



## GENS' APPROACH TO MANAGING SAFETY AT HOTELS



### CLEANING SUPPLIES

We use only Green Sealed Certified core cleaning products that are non-toxic, non-irritating to skin and eyes and readily biodegradable.



### FLOORING

Carpeting in guest rooms have been replaced with laminated floors that has led to a reduction in the use of harmful cleaning agents.



### WATER QUALITY IN SWIMMING POOL

Our Quality Assurance team schedule inspects our NEA licensed swimming pools on a regular basis. Free chlorine and pH levels are checked to ensure compliance with NEA water quality requirements.



### PANDEMIC ACTIVATION PLAN

- We have established a Standard Operating Procedure (SOP) for pandemic activation plan for our operations in hotels, MICE, SEAA, ACW and DI.
- The SOP includes laundry disinfection and bio-hazard waste disposal procedures.
- Approved bio-hazard bags are used to place disposable items before being transported to a designated bio-hazard waste bin.



## ACCESSIBILITY ACROSS RWS

To enhance the overall experience of the guests at RWS, we are constantly thinking of ways to improve the guest accessibility across our integrated resort. Some of our initiatives include:

- Updating the map of the resort every month for guests and for display across the resort.
- Setting up overhead directional signages throughout the resort.
- Providing shuttle buses between RWS and Harbourfront MRT Station, as well as between RWS and GHJ.

In 2016, we plan to set up interactive kiosks, which will allow guests to find their way around the resort more easily. We also plan to improve wheelchair accessibility across the resort.

# FOOD AND BEVERAGE SAFETY AND HYGIENE

## FOOD AND BEVERAGE SAFETY AND HYGIENE TARGETS AND PERFORMANCE

Table 7: Food and Beverage Safety and Hygiene Targets and Performance

**TARGET:**  
Maintain 'A' grading at all F&B outlets.

2015

**PERFORMANCE:**



2016

**ACTION PLANS:**  
To continue with the efforts carried out in 2015.



## GENS' APPROACH TO MANAGING F&B SAFETY AND HYGIENE

### COMPLIANCE TO SAFETY STANDARDS

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

### MICROBIOLOGICAL SAMPLING

- Microbiological sampling is conducted on ready-to eat and

cooked food, water/ice, and equipment.

- Hand swab testing is performed on food handlers.
- Our SOP provides for immediate highlighting, investigation and correction of non-compliance cases.

### INTERNAL CHECKS AND MONITORING

- Our Quality Assurance (QA) team visits all F&B outlets and kitchens on a daily basis and carries out food hygiene audits once a month.
- The QA team is in charge of

adhering to NEA compliance requirements and HACCP food temperature checks, documentation screening, collection and records' maintenance.

### TRAINING

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

## EMERGENCY PREPAREDNESS

Our emergency response plans aim to keep both our guests and team members safe in times of adversity. These include, but are not limited to fire, terrorism, flu pandemics, and haze. Since 1997, Singapore has encountered the haze periodically due to forest fires from neighboring countries. The air quality worsens when there is little rain or changes in wind direction. In 2015, a longer than expected dry spell caused the haze to reach the hazardous range of the Pollutant Standards Index (PSI) on several occasions, with 24-hourly PSI peaking at 341 in September 2015. If prolonged, this may have an impact on our visitor levels. Our efforts to combat the haze and other potential emergencies are listed below:



### HAZE

#### FOR EMPLOYEES:

- Providing more liquids at staff canteen.
- Staff rotation at outdoor attractions and services.
- Reducing the number of outdoor performers in Universal Studios Singapore®.
- Ready stock of N95 masks.

#### FOR GUESTS:

- Advising hotel guests to close all windows and balcony doors.
- Reducing operating hours of outdoor facilities.
- Replacing Universal Studios Singapore® outdoor shows as well as meets and greets with indoor sessions.

#### FOR AIR QUALITY MANAGEMENT:

- Installing indoor air purifiers and ionizers.
- Installing extra air filters, wherever necessary.
- Reducing the use of sliding doors.
- Avoid opening external doors at lobbies and Resorts World Convention Centre.

### FIRE SAFETY

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

Our efforts have been recognised by The National Fire and Civil Emergency Preparedness Council and Singapore Civil Defence Force (SCDF) through several awards in 2014.

### FLU PANDEMICS

- Developed flu pandemics response plan, in line with Ministry of Health (MOH)'s national response plan.
- Control measures for four Disease Outbreak Response System Condition (DORSCON) alert levels as defined by MOH's DORSCON framework.
- Temperature screenings at strategic locations in the event of a flu outbreak.
- Ready stock of Personal Protective Equipment for frontline team members on duty.

### TERRORISM

- Setting up of walk-through metal detectors at designated entry points.
- Security bag check at various entry points of the resort's attractions.
- Deployment of armed security personnel.

## GUEST SATISFACTION



Genting Singapore highly values feedback from guests and continuously improves guest experiences. Genting Singapore carries out annual guest satisfaction surveys to gain an in-depth understanding of guest needs and concerns.

Surveys for our attractions are carried out randomly. A Guest Research Team member will approach the guests and conduct short face-to-face interviews. We collected more than 1,140 surveys for Universal

Studios Singapore® and at least 500 surveys for SEAA and ACW, for a representative sample of guest sentiments.

We survey our hotel guests every month. Feedback is gathered through feedback forms in guest rooms, social media and any verbal comments that are given to our team members.

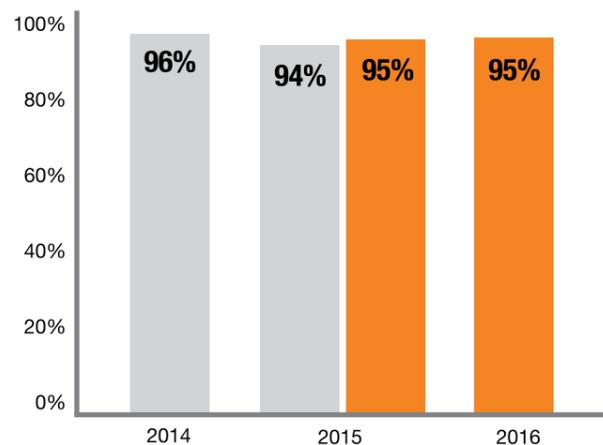
Guests at our spa, ESPA, use the ESPA guest comment card to share their feedback. In 2015, we improved

the guest comment card to include more answer choices such as "definitely would", "probably would", "might", "might not", "probably not" and "definitely not" instead of just "yes" and "no" to some of our questions. We have also included an overall rating instead of ratings for different spa categories. These amendments were done to obtain better understanding of our guests' experience in order to improve our services.

# UNIVERSAL STUDIOS SINGAPORE®

\*Figure 8: Guest Satisfaction at Universal Studios Singapore® based on In-House Surveys

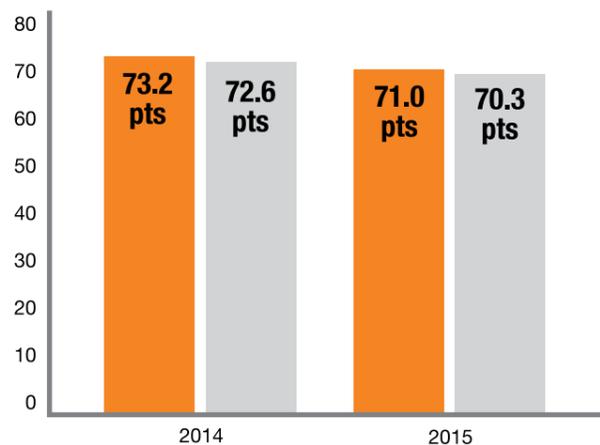
## GUEST SATISFACTION AT UNIVERSAL STUDIOS SINGAPORE®



Legend: Actual Target

\*\*Figure 9: Guest Satisfaction at Universal Studios Singapore® based on the Customer Satisfaction Index of Singapore (CSISG)

## GUEST SATISFACTION AT UNIVERSAL STUDIOS SINGAPORE® IN COMPARISON TO INDUSTRY AVERAGE



Legend: Industry Average Universal Studios Singapore®

Table 8:

### FORTHCOMING PLANS TO IMPROVE GUEST SATISFACTION

- Enhance training program to improve service standards.
  - Introduction of new training programs with on-the-job service focus.
  - Mandatory participation in "Deliver the WOW" training program for all team members.
- Refine product mix at restaurants and retail outlets to meet different needs of guests from various market segments.
- Continue to improve technology infrastructure and service options to enhance guest experience at the park.
- Introduce self-administered surveys to collect guest feedback and use the insight obtained to improve guest satisfaction.



"The Transformers and Battlestar Galactica rides were exceptionally good."

- A GUEST FROM MALAYSIA

"The Transformers ride was a fun experience."

- A GUEST FROM TAIWAN



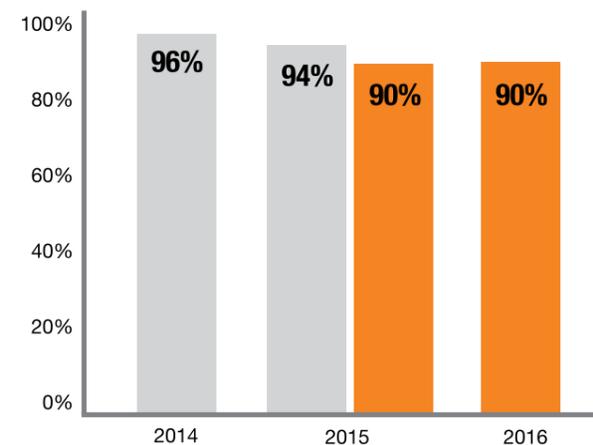
"We have observed that an increase in average daily attendance drives down key indicators for queue times, general cleanliness and feeling of crowdedness."

- A GUEST FROM SINGAPORE

# S.E.A. AQUARIUM MARINE LIFE PARK (SEAA)

\*Figure 10: Guest Satisfaction at SEAA based on In-House Surveys

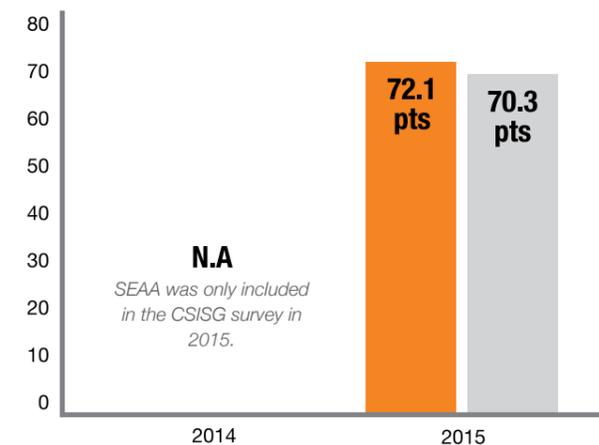
## GUEST SATISFACTION AT SEAA



Legend: Actual Target

\*\*Figure 11: Guest Satisfaction at SEAA based on Customer Satisfaction Index of Singapore (CSISG)

## GUEST SATISFACTION AT SEAA IN COMPARISON TO INDUSTRY AVERAGE



Legend: Industry Average SEAA

Table 9:

### FORTHCOMING PLANS TO IMPROVE GUEST SATISFACTION

- Increase the number of signages with fun designs.
- Increase the number of patrolling team members to provide assistance to guests in a more proactive manner.
- Enhance programmes and activities such as enlarging touch pool, handicraft and learning zone, pop-up galleries and holding more meet-and-greet mascots.
- Re-arrange, review, and replace least favorite tanks with new exhibits.
- Park Service will conduct more cleaning trips to restrooms and the entire park, to ensure cleanliness and upkeep.



"The aquarium is beautiful and there is a great number of marine creatures in the exhibits."

- A GUEST FROM JAPAN



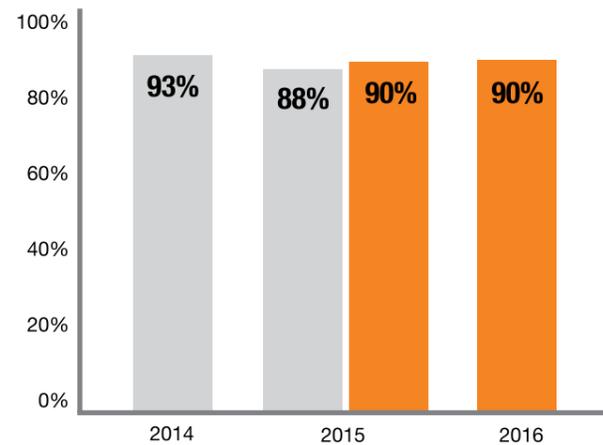
"Everything is good, but the experience could be better with a staff to assist me. I get really confused as there were too many exit signs."

- A GUEST FROM SINGAPORE

# ADVENTURE COVE WATERPARK (ACW)

\*Figure 12: Guest Satisfaction at ACW Based on In-House Surveys

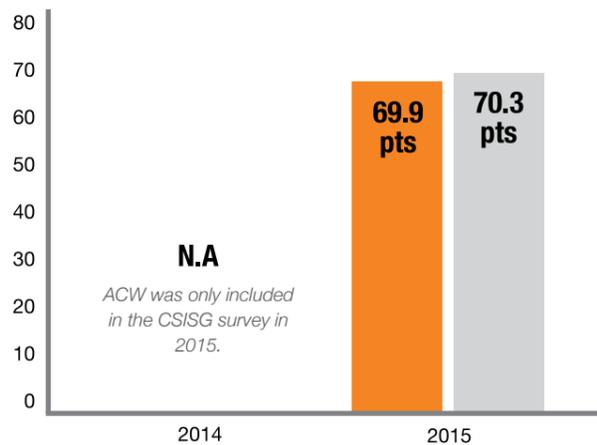
## GUEST SATISFACTION AT ACW



Legend: Actual Target

\*\*Figure 13: Guest Satisfaction at ACW Based on Customer Satisfaction Index of Singapore (CSISG)

## GUEST SATISFACTION AT ACW IN COMPARISON TO INDUSTRY AVERAGE



Legend: Industry Average ACW

Table 10:

### FORTHCOMING PLANS TO IMPROVE GUEST SATISFACTION

1. Team members will be deployed to assist guests with directions in the Park.
2. Park service will conduct more systematic cleaning during busy periods.
3. Introduce more shades in guest queuing areas.
4. Regular review and refreshment of food offerings.



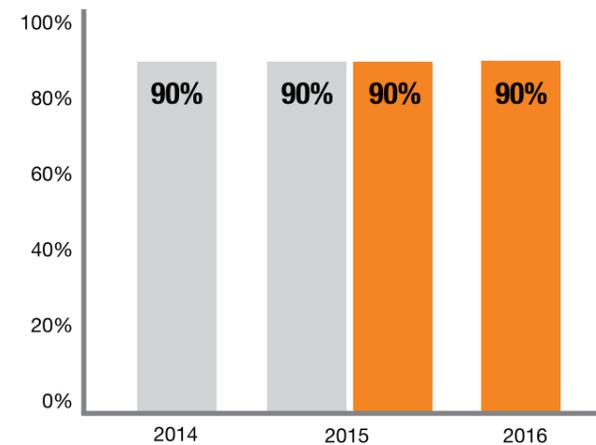
“The waterpark was amazing and it was a fun experience to try out the slides.”

— A GUEST FROM HONG KONG

# HOTELS AND ESPA

\*Figure 14: Guest Satisfaction at Hotels Based on In-House Surveys

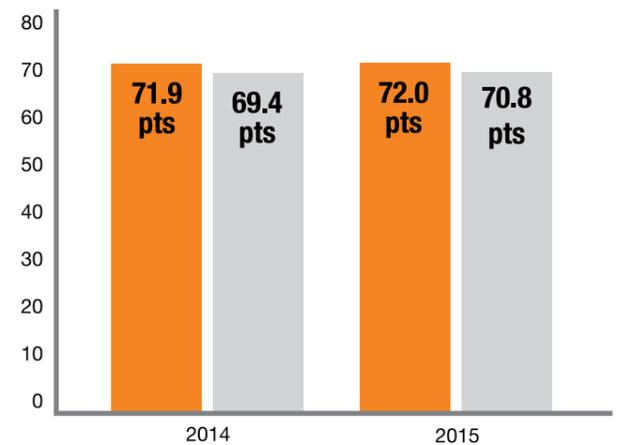
## GUEST SATISFACTION AT HOTELS



Legend: Actual Target

\*\*Figure 15: Guest Satisfaction at Hotels Based on Customer Satisfaction Index of Singapore (CSISG)

## GUEST SATISFACTION AT HOTELS IN COMPARISON TO INDUSTRY AVERAGE



Legend: Industry Average RWS

Table 11:

### FORTHCOMING PLANS TO IMPROVE GUEST SATISFACTION

- | HOTELS   | ESPA  |
|--|---|
| 1. Placement of charts comprising greetings and common phrases in hotel offices.   | 1. Continue to invest in both internal and external training, such as training on front office excellence.  |
| 2. Sending team members to Workforce Skills Qualifications (WSQ) courses, such as “Interact with Guest” and “Deliver the WOW” courses. | 2. Conduct regular audits to ensure that our standards for service excellence is met.                       |
| 3. Nominating team members to English language courses.  | 3. Enhance standard operating procedures on personalizing guest experience using guest profile and history. |
| 4. Recommending team members to specialised skills courses, such as butler training.   | 4. Upgrade amenities in ESPA.   |



“Service staff were friendly, courteous and helpful.”

— A GUEST FROM MALAYSIA

“Efficient and professional service made the RWS experience a fantastic one.”

— A GUEST FROM PHILIPPINES

\* depicts scores calculated based on our in-house surveys.

\*\* depicts industry average guest satisfaction scores calculated by CSISG using an econometric model. For more information on CSISG and its calculation methods, please visit <http://ises.smu.edu.sg/csiscg>.

# GUEST PRIVACY

We respect the privacy of our guests and treat all information as confidential. To uphold our commitment, we comply with the Personal Data Protection Act 2012 (PDPA) at all times.

To access our Personal Data Protection Statement, please visit <http://www.gentingsingapore.com/#!/en/privacy-policy>.

We have internal policies and practices complying with the PDPA requirements, and have communicated them to all team members. We also provide guests

with an opt-in choice to receive marketing updates from us on their preferred platforms.

Despite our efforts to protect the personal data of our guests, an RWS Invites member received two marketing messages which he did not opt for due to a clerical mistake in RWS' database. The mistake was immediately rectified upon receipt of Personal Data Protection Commission (PDPC)'s letter informing RWS of the complaint. PDPC did not take any enforcement action against RWS.



# RESPONSIBLE GAMBLING (RG)

RWS aims to provide our guests with an enjoyable gaming experience and is committed to the prevention of underage and problem gambling within our casino premises. This includes fulfilling regulatory compliance and collaborating with the government, responsible gambling bodies and the communities to reduce negative social impacts.

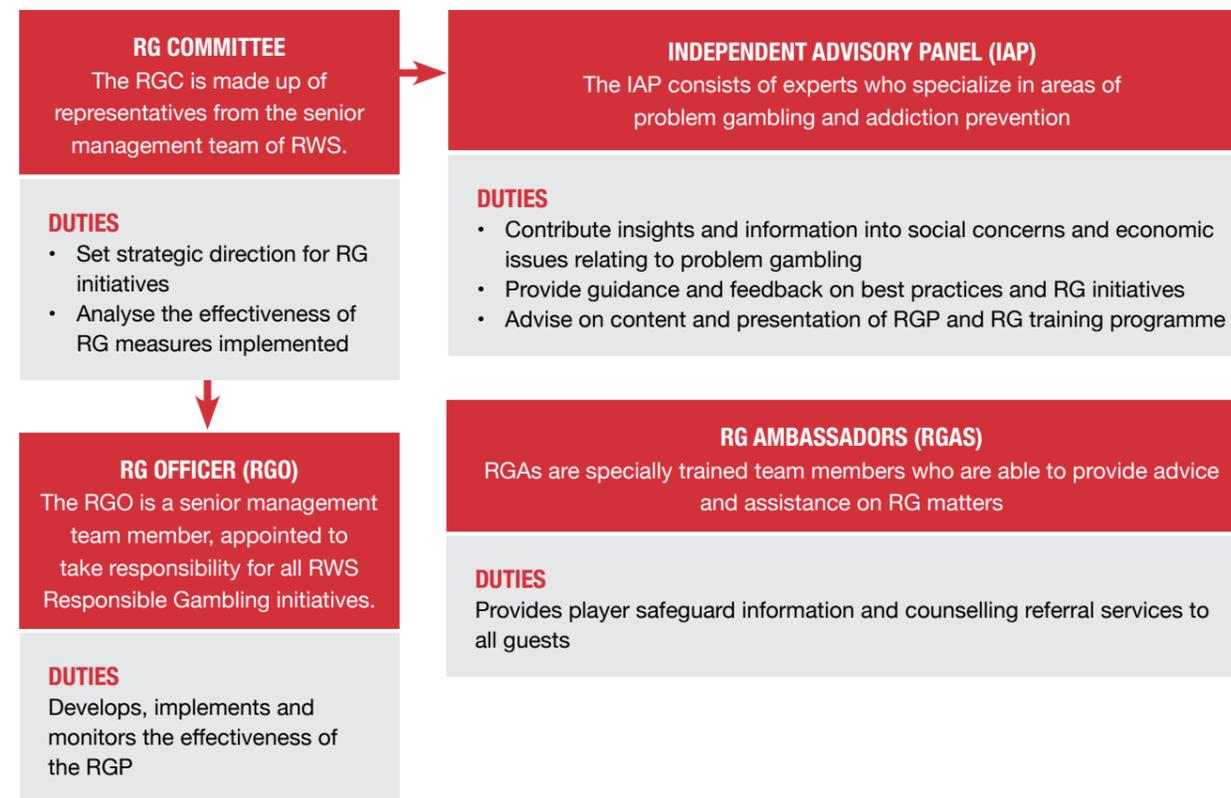
With this aim taking precedence, the RG Programme was introduced to create awareness of problem gambling, to prompt intervention in problem gambling cases and provide referrals to professional help services such as the National Council on Problem Gambling (NCPG).

## PLANS AHEAD

1. To reinforce RGA's knowledge and skills in providing assistance on problem gambling to guests – refresher training will be provided with more role plays on various scenarios
2. To monitor best industry practices, especially in areas of identification and management of problem gamblers on site – RPG will be refined based on the Responsible Gambling Council's and the Ministry of Social and Family Development's (MSF) recommendations while being benchmarked against the 3 leading jurisdictions and casino operators
3. To continue collaborations with MSF in raising RG awareness

# RG GOVERNANCE STRUCTURE

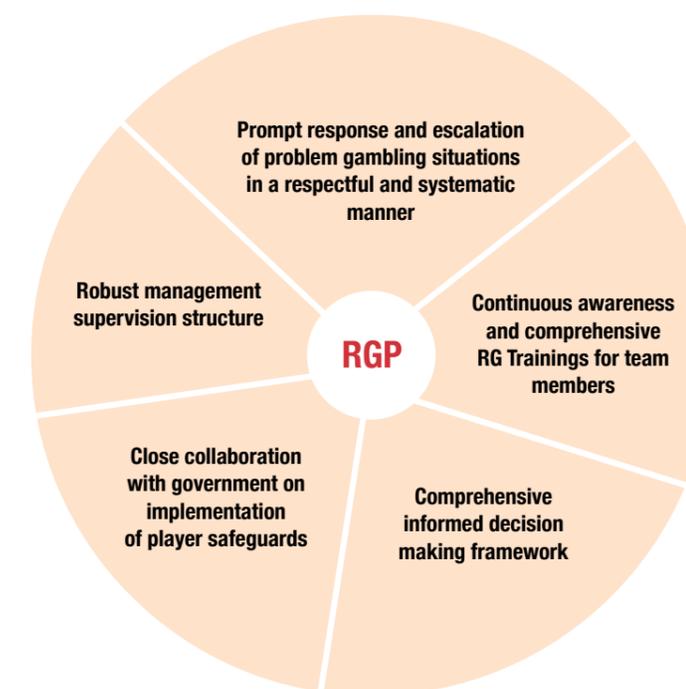
Figure 16: 4-tier RG Management Supervision



# RG PROGRAMME (RGP)

The RGP is led by our Senior Management team and seeks to promote a RG culture among all team members. The 5 main tenets of the RGP include:

Figure 17: Key Features of RGP



In November 2015, RWS Casino became the first casino in Asia Pacific to receive RG Check accreditation from the Responsible Gambling Council, one of the most comprehensive and rigorous responsible gambling accreditation programmes in the world. This independent assessment is a seal of approval for Genting Singapore's commitment to RWS Casino's player safety net.

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

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



#### STANDARDS USED FOR ASSESSMENT OF THE CASINO

- |                                  |   |                              |
|----------------------------------|---|------------------------------|
| 1. Responsible Gambling Policies | 4. Assistance to Players who May Have a Problem with Gambling | 6. Informed Decision Making  |
| 2. Employee Training             | 5. Access to Money  | 7. Venue and Game Features   |
| 3. Self-Exclusion                |   | 8. Advertising and Promotion |

RWS RG Programme is subject to MSF audits. In the 2015 Audit Report by MSF, RWS was commended for going beyond mere compliance with government expectations. The following are some of our responsible gambling initiatives that were applauded by MSF:

**1** Development of in-house collaterals

**2** Development of a comprehensive RG kit for distribution

**3** Continuous and extensive training of RGAs on problem gambling matters

**4** Review of barring for those affected by problem gambling

#### KEY FEATURES OF RGP - PREVENTIVE MEASURES

##### RG POLICIES

There are well-articulated policies that outline GENS' commitment to promote responsible gambling and prevent problem gambling in our premises. Senior management is actively engaged in responsible gambling matters.

##### TEAM MEMBER TRAINING

Team members are required to undergo mandatory RG training during their job induction programme and annual refreshers. Selected supervisory or managerial team members undergo special RGA training to equip them with the knowledge and

skills to assist with problem gambling issues at our casino. In addition, team members are guided by other applicable supplementary policies and frameworks, e.g. Code of Conduct, Compliance Policy and Casino Access, and Patronage and Membership policy. Furthermore, there are responsible gambling messages at the back-of-house areas and monthly team members' newsletter to continuously raise awareness of team members.

##### SELF EXCLUSION

We collaborate with government to support and facilitate the Casino Exclusion and Visit Limit programme administered by National Council on Problem Gambling. Our RGAs will provide information and assistance to patrons who come forward to request for self-exclusion. RGAs will assess if the patron has problem gambling and may refuse entry at the casino if necessary.

##### ASSISTING PLAYERS WHO MAY HAVE A PROBLEM WITH GAMBLING

Our casino frontline team members are trained to look out for indicators or situations where players may have a gambling problem in casino and escalate to RGA for intervention. They observe three basic principles of Respect, Responsive and Systematic when responding to the various situations that suggest gambling problem.

##### ACCESS TO MONEY

All ATMs are situated off the gaming floor and bilingual posters have been put up at ATM halls to remind guests about responsible gambling. Casino team members must report to their department head if they suspect or become aware of any unlicensed money lending or related activity on the casino premises.

##### INFORMED DECISION MAKING

We provide responsible gambling and problem gambling related collaterals in various media to meet the varying needs of different segments of the gambling population, i.e. Casual Gamblers, Frequent Gamblers and Intensive Gamblers.

##### VENUE AND GAME FEATURES

The creation of a responsible ambience in our casino provides a conducive environment for guests to make informed decisions. This has been done by controlling our alcohol service, prominently displaying digital clocks around the casino and on all electronic gaming machines and ensuring the venue is adequately lit. All new games are screened against the authority technical standards.

##### ADVERTISING AND PROMOTION

RWS does not advertise our operations outside our casino. We do not have advertising that mislead patrons about gambling or misrepresent the odds of winning and losing. We also ensure we do not send excluded patrons any casino-related marketing and promotional materials.

# RESPONSIBLE SOURCING

We procure a wide range of goods and services to support the Group's operations. Comprising more than 2,000 suppliers, our supply chain presents a good opportunity for us to drive and spread our sustainability efforts. We aim to source goods and services responsibly and work with our suppliers to promote sustainable practices across key categories. This is done to reduce our negative impact on the environment and communities, while developing innovative products and services to maintain our position as the region's integrated resort leader. Furthermore, we endeavor to create a positive impact in the

community that we operate in by supporting local businesses. Currently, 86% of our suppliers are based in Singapore. Our responsible sourcing strategy focuses on three areas:

- SUSTAINABLE PROCUREMENT**  
 We establish goals and monitor our performance in the area of sustainable procurement while complying with laws and regulations.
- SUPPLIER CODE OF CONDUCT**  
 We communicate our expectations towards sustainable practices to

our suppliers through Supplier Code of Conduct.

- SUSTAINABLE BUSINESS PRACTICES**  
 We adopt fair and ethical supplier selection processes and foster sound business partnerships with them.

We have identified key business categories where we have created the most impact in. Therefore, our responsible sourcing efforts mainly focus on the products and services in these categories, namely casino, theme park, hotels and Food & Beverages (F&B).

## SUSTAINABLE PROCUREMENT

### PRODUCTS:

- Over 60% of the fishes procured by Ocean Restaurant are from certified sustainable sources.
- 32% of fish feeds in SEAA are sourced from sustainable source.
- Food suppliers are subjected to Food Safety requirements stipulated by NEA and HACCP, with over 50 % food suppliers being HACCP certified.
- Annual supplier site audit is conducted to ensure food safety objectives are met.
- We support responsible sourcing for all pulp-related material.
- We partnered our key food caterer to install food waste digester systems.
- 100% of cleaning chemicals used in our restaurant outlets are biodegradable.
- 100% of RWS' bottled drinking water are made of recyclable material.
- The retail merchandise in Universal Studios Singapore® is sourced from suppliers who have complied with NBC Universal standards in labour, environment, health and safety.
- 100% of carrier bags used in our retail outlets are biodegradable.

## SUSTAINABLE PROCUREMENT

### SERVICES

- Suppliers are required to comply with the Employment and WSH Act, providing adequate remuneration and proper working conditions for their workers.
- We practice performance-based service contract and engage licensed service providers who fulfill certain standards in the areas of productivity, employment standards and progressive wage model.
- We mandate all paper and pulp-related material consumed by our contractors to be sustainable.
- We partner with our suppliers to ensure timely application and renewal of licenses, such as NEA license for cleaning contractors.
- We comply with regulatory requirements and work closely with the Casino Regulatory Authority (CRA) to ensure that only manufacturers or suppliers approved by CRA are engaged for Casino-related purchases .

### SUSTAINABLE BUSINESS PRACTICES

In line with our focus on sustainability, we adopt fair and ethical supplier selection process. Rigorous processes are in place to review potential suppliers based on their merit in the areas of technical competency, track record, product quality, service support, financial reliability, litigation history and ethical profile. All suppliers are selected via non-discriminatory bidding and tendering process. Our Tender Management Committee ensures that supplier selection processes are strictly adhered to and that all suppliers are given a fair chance to bid for our business.

### SUPPLIER CODE OF CONDUCT

GENS purchases from reputable suppliers who meet our purchasing standards and share our business values. We have developed Supplier Code of Conduct in accordance to these values to promote sustainable development. The Supplier Code of Conduct comprises four main elements as shown on the right.

- Ethical business practice
- Labor and human rights
- Health and safety
- Environmental responsibility

**GEOGRAPHICAL SPREAD OF SUPPLIERS IN 2015**



**IN 2015, WE HAVE ACHIEVED:**

- Formation of cross procurement categories team to spearhead our responsible sourcing strategy for 10 key suppliers.
- Inclusion of “Sustainability Policy and Initiative” declaration as one of supplier’s tender documents.
- Inclusion of energy conservation option as one of supplier’s tender documents to meet our objectives of energy conservation, water conservation and water recycling.
- Inclusion of sustainability as one of the supplier selection criteria.
- Establishment of Supplier Code of Conduct to more than 2,000 suppliers.
- Implementation of Supplier Performance Scorecard for strategic suppliers, with some key scoring criteria, such as compliance to Supplier Code of Conduct and supplier’s sustainability initiatives.

**IN 2016, WE AIM TO:**

- Have 60% of our suppliers to be HACCP certified by 2020.
- Implement Supplier Performance Scorecard for all strategic suppliers.
- Champion responsible sourcing efforts for 10 key suppliers.

# PEOPLE

**1**  
PROFILE OF OUR  
WORKFORCE

**2**  
EMPLOYMENT POLICIES  
AND COMMITMENTS

**3**  
EMPLOYEE  
WELLNESS

**4**  
CAREER  
DEVELOPMENT

**5**  
WORKPLACE SAFETY  
AND HEALTH

# PROFILE OF OUR WORKFORCE

Our team members are the engines to drive our diverse business operations. In 2015, we had 12,284 team members, a 2.21% decrease as compared to 2014 - a result of our continuous endeavors towards productivity and efficiency.

In 2015, we hired a total of 1,579 new team members. Our turnover rate stands at 21.7%, which is lower than the industry average for similar sectors relating to hospitality and F&B, arts, entertainment and recreation.

We are committed to fair and inclusive practices and welcomes diversity in age, gender and race. Our employment policies and commitments are elaborated in subsequent pages.



Figure 19: EMPLOYEE HIRES IN 2015

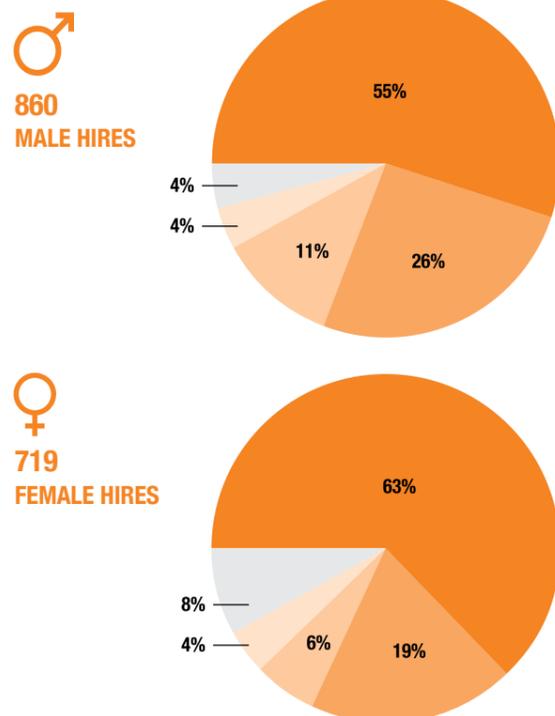
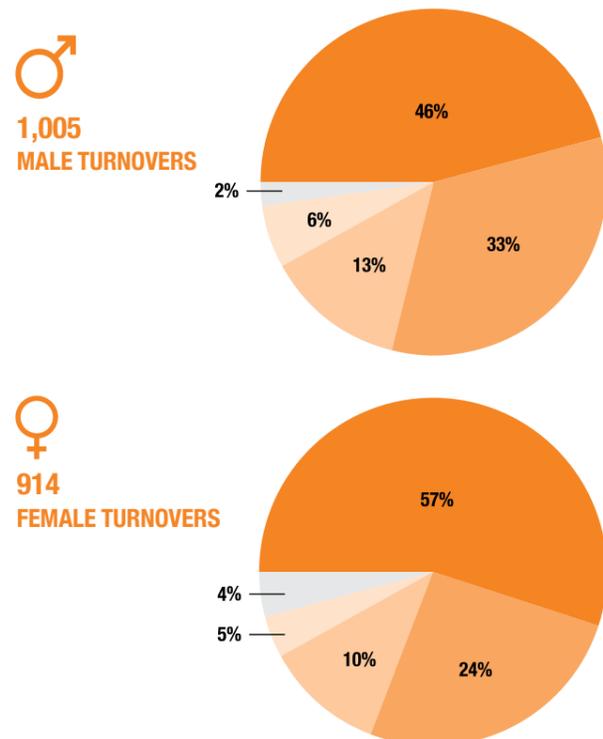
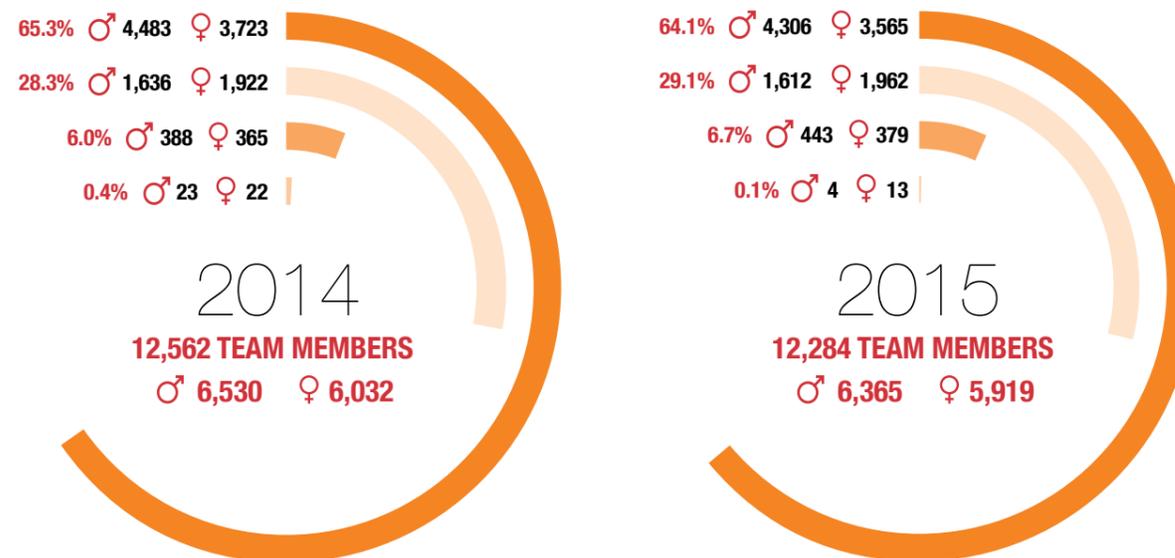


Figure 20: EMPLOYEE TURNOVER IN 2015



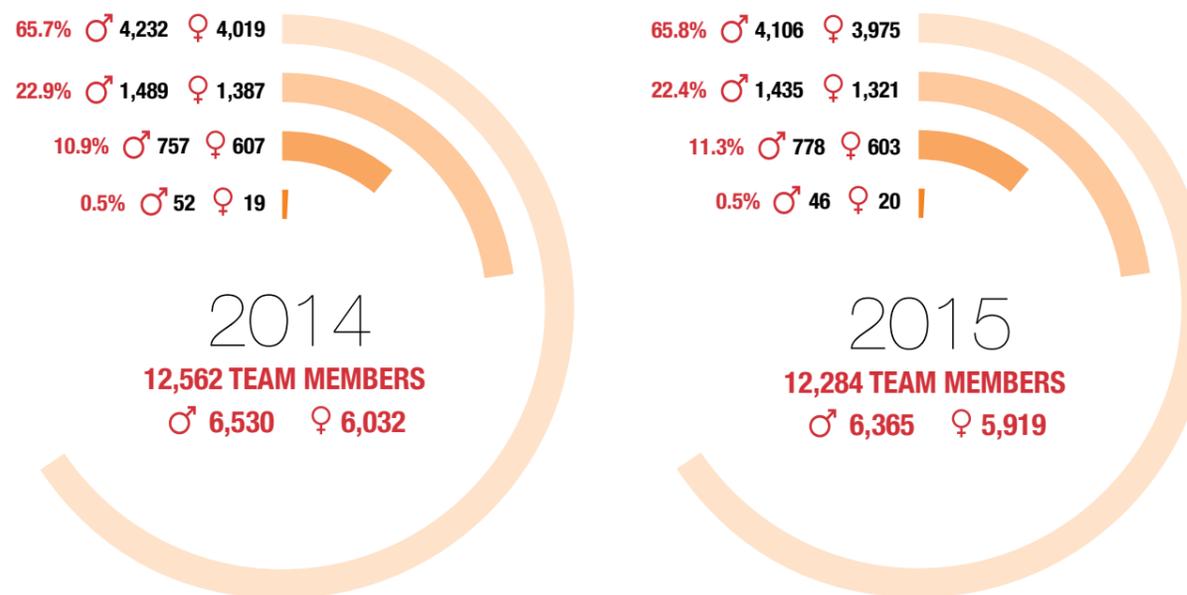
Legend: Below 20 years old, 20 - 29 years old, 30 - 39 years old, 40 - 49 years old, Above 49 years old

Figure 21: TOTAL NUMBER OF TEAM MEMBERS BY EMPLOYMENT CONTRACT AND GENDER



Legend: Permanent, Contract period ≥ 12 months, Contract period < 12 months, Others

Figure 22: OUR WORKFORCE BY EMPLOYMENT CATEGORY AND GENDER



Legend: Senior Management, Management, Executives and supervisors, Rank and file

# EMPLOYMENT POLICIES AND COMMITMENTS

## FAIR AND INCLUSIVE EMPLOYMENT

We are a signatory to the Tripartite Alliance for Fair Employment Practices (TAFEP) Employers' Pledge of Fair Employment Practices since 2007. All our employment practices are aligned to the TAFEP five key principles.

In addition, we are also committed to create an inclusive workplace for all our team members. One of our notable efforts is to partner the Singapore Corporation of

Rehabilitative Enterprises (SCORE) to recruit ex-offenders. This gives ex-offenders a chance to rebuild their lives and to be responsible members of society.

## HIRING LOCALS

We believe in supporting local talent. For the last two years, the Singapore citizens makeup of our team has remained fairly consistent at 57% (see Figure 23). Including Permanent Residents, the proportion works out to 74%. At the same

time, we recognize that foreign talent continues to be important for specialized skill sets amid the tight local labour market.

The proportion of Singaporeans in our senior management (defined as Assistant Vice Presidents (AVP) and above) remained stable at 48% in 2015. 29% of our senior management is made up of other ASEAN nationalities, while the remaining 23% comprises non-ASEAN nationalities.

## HUMAN RIGHTS POLICIES AND COMMITMENTS

Advocating human rights contributes to good labour-management relations. The following policies supports human rights within our business.

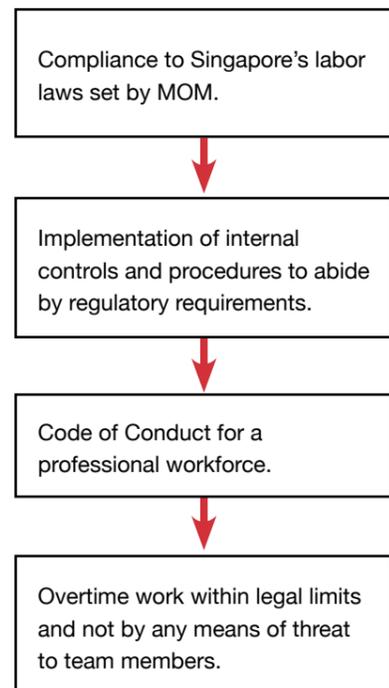
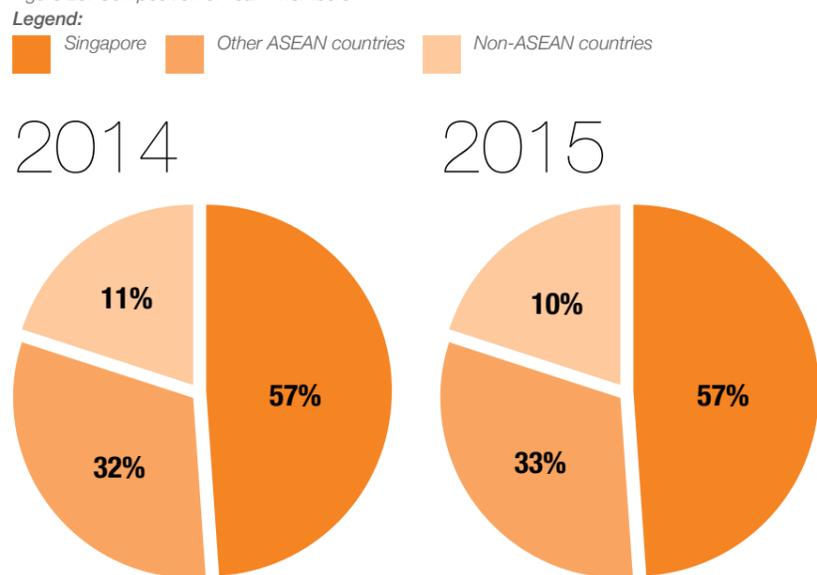


Figure 23: Composition of Team Members



“ I met RWS and was offered a job as a casual employee with Attractions at the age of 71. As I enjoyed the work, the people and the work environment, I applied to become a full-time employee and have been working full-time ever since. I am still enjoying my work, especially with it comes to interacting with guests.”

— KHOO TEIK KOOL, ATTRACTIONS CREW. TEAM MEMBER SINCE 2009.

# EMPLOYEE WELLNESS

## TEAM MEMBER BENEFITS

We believe that employee well-being leads to a productive workforce. In support of this, we offer a diverse range of benefits to our full-time team members including life insurance, health care, and parental leave, amongst others. We also contribute to the CPF savings of our team members who are Singapore citizens and Permanent Residents. For more information on the contribution rates for different age groups, please visit <https://www.cpf.gov.sg/>.

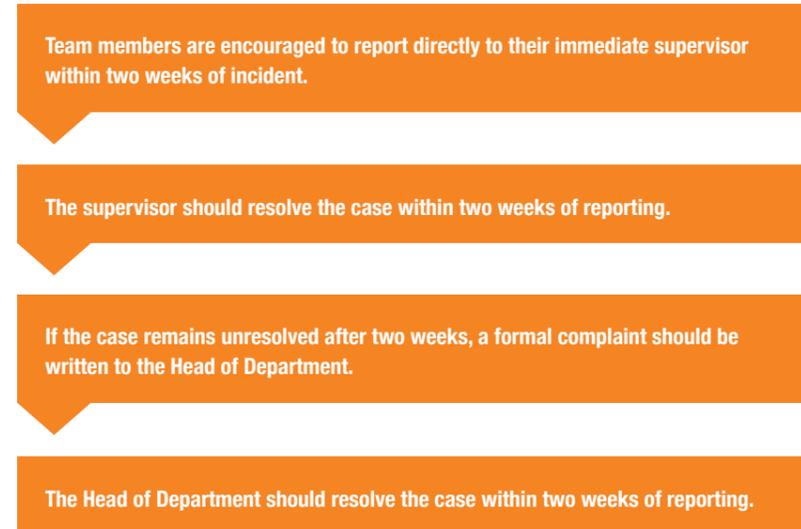
At the same time, balancing work and family life is as important. All our full-time team members who are parents are entitled to parental leave. This year, 731 male and 545 female team members took parental leave. On completion of leave, all team members returned to work. As at 31 Dec 2015, retention rates stood at 76% and 82% for male and female team members, respectively.

## GRIEVANCE MECHANISM

Besides implementing a

Whistleblower Policy, we have in place a Grievance Handling Procedure. The Grievance Handling Procedure is designed to create a fair, responsible, prompt and confidential platform for our team members to lodge their grievances. To promote responsible use of the Whistleblower Policy, team members who raise complaints without merit and/or with ill intent will be disciplined. There were no reported grievances on labour practices and human rights during the year.

Figure 24: Grievance Handling Procedure



# CAREER DEVELOPMENT

## LIFELONG LEARNING AND SKILLS ENHANCEMENT

We believe that the sustainability of our business is highly dependent on the performance of our team members. As such, we believe in providing the best opportunities and programs for our team members to equip them with skills relevant for their career. Our Service Vision of “Creating WOW Moments Together” prepare our team members to deliver memorable experiences to our guests. Table 15 reflects our targets in this area.

Table 15: Yearly Targets and Performance

TARGETS	2015 PERFORMANCE
Provide induction to all new hires within the first month of joining GENS.	 Target achieved
Provide Service Excellence skills training to all team members within the first year of joining GENS.	
Provide Leadership and People Management training to people managers within two years of joining GENS, according to individual learning needs.	
Develop Career Development Plans. We target to pilot these plans with two business units by January 2016.	 In Progress
Beyond training to meet job requirements, we have designed our training and development programs to prepare our team members for a fulfilling career. Figure 25 charts the average training hours clocked for each employment category. The average training hours saw an increase in 2015 as we embarked on the newly designed Workplace Skills Program and Leadership and People	Management Program to address common learning needs of our team members. We are an in-house WSQ Approved Training Organisation since 2010 and to date, over 18,000 team members have benefitted from our in-house accredited training programmes in Hotels, F&B, Attractions, Gaming, Retail, Service Excellence and
	Security. Close to 140 team members have also undergone and completed the Workforce Development Agency’s Advanced Certificate in Training and Assessment programs. In addition, we have granted Further Education Sponsorship to 52 team members, while 45 team members have graduated from our career fast track programs to date.

Figure 23: Composition of Team Members

Legend:

♂ Male ♀ Female

### SENIOR MANAGEMENT



### MANAGEMENT



### EXECUTIVES AND SUPERVISORS



### RANK AND FILE



## PERFORMANCE AND CAREER PROGRESSION

Our team members undergo an annual three-stage Performance Appraisal Cycle, regardless of their rank. To ensure the performance appraisal is objective, we moderate team members’ performance ratings across all departments and organization levels. The following chart depicts the Performance Appraisal Cycle.

Figure 26: Performance Appraisal Cycle



“ The course helped me grow into my current role as a stewarding manager looking after nine outlets and about 50 Team Members (internal and vendors).”  
 – MOHAMAD YUSOFF BIN MOHD SHAH, F&B OPS STEWARDING MANAGER

# WORKPLACE SAFETY AND HEALTH

As much as guest safety is important to GENS, the workplace safety and health (WSH) of our team members too is important to us. Our Safety and Emergency Planning team and our safety committees ensure our operations fully comply to the MOM requirements and constantly find new ways to make our processes safer. About 160 cross-functional representatives from key Business Units sit on these committees. They meet monthly to ensure that our WSH initiatives, goals and targets have been shared and implemented across our Business Units.

The following table lists our WSH targets and performance.

## GENS' SAFETY COMMITTEES

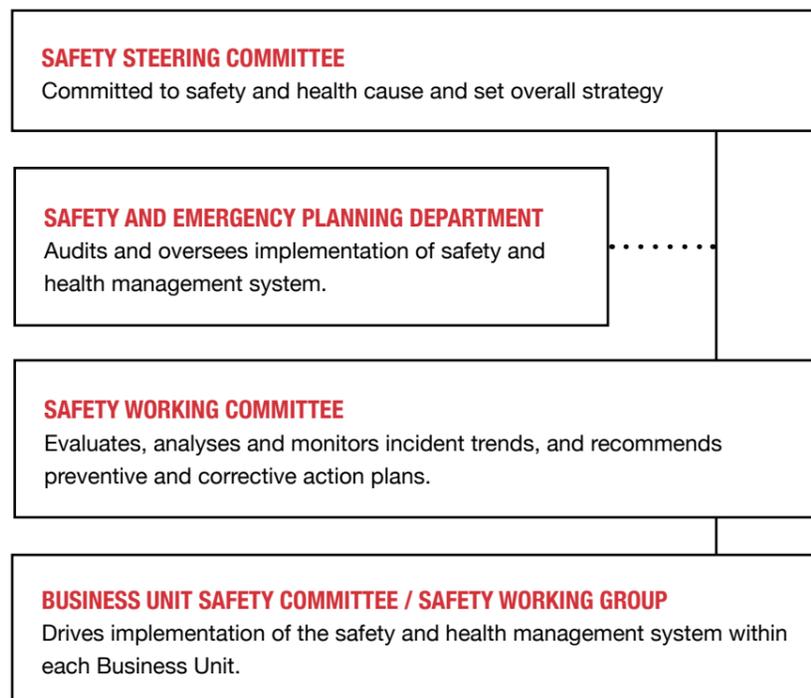


Table 16: Workplace Safety and Health Targets and Performance

2015 TARGETS	2015 PERFORMANCE
Reduction in man days lost by 15% as compared to 2014.	Target achieved.
Reduction in total lost day incidents by 10% as compared to 2014.	Target not met as majority are minor incidents.
2016 TARGETS	2016 ACTION PLANS
Reduction in man days lost by 15% as compared to 2015.	We will continue to focus on top three Business Units with high incident rates to: <ul style="list-style-type: none"> <li>Identify common causes of incident, establish action plans and implement safety programs.</li> <li>Update the risk assessment for all Business Units to ensure that control measures address the top hazards</li> <li>Raise competencies of Safety Working Committee members through modular training during monthly meetings</li> <li>Educate team members on common hazards through safety bulletin and other means.</li> </ul>
Reduction in total lost day incidents by 10% as compared to 2015.	

## GENS' APPROACH TO MANAGING WORKPLACE SAFETY AND HEALTH

### COMPLIANCE TO SAFETY STANDARDS

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

### WELCOMING SAFETY IDEAS

- All team members are encouraged

to contribute health and safety ideas through the WSH-Novation Project. Since 2014, several of the innovative ideas generated have been successfully implemented.

- Team members are also encouraged to participate in the annual WSH Awards organized by Singapore WSH Council and MOM.

### SAFETY CAMPAIGN

- RWS has organized the RWS Safety Campaign to promote WSH

every year since 2014. Various events were held to promote WSH among GENS' team members during the campaign, including WSH-novation Competition.

### EMERGENCY PREPAREDNESS

- Mass evacuation drills are conducted for attractions and hotels throughout 2015. Such drills will be expanded to other areas, including Back Of House areas in 2016.

## SAFETY PERFORMANCE

We evaluate our safety performance using Accident Severity Rate (ASR) and Accident Frequency Rate (AFR) as guided by MOM. In 2015, our ASR and AFR fell, as we continued to strengthen our safety management system and reduce MOM reportable incident. However, our loss day incidents increased, due to more minor incidents reported during the year. There has been no fatalities due to work-related incidents from 2013 to 2015. Figure 16 reflects our safety performance over the years.

We are aware that our performers may be prone to injuries due to the nature of their work and the inherent risk involved. We seek to prevent performers related incidents by providing costumes which fit their body structures, we improve their ergonomics and reduce the likelihood of injury. We also supervise compulsory warm-up exercises. Performers who injure themselves attend customized group rehabilitation sessions conducted by physiotherapist.

### CLOSURE OF PAST INCIDENT

Although we are always improving our safety management system, incidents may unfortunately occur from time to time. We would like to take this opportunity to revisit a misfortune in 2013 when a former SEAA intern accidentally injured himself while restarting a traveller. The traveller has long since been removed and the case was concluded this year.

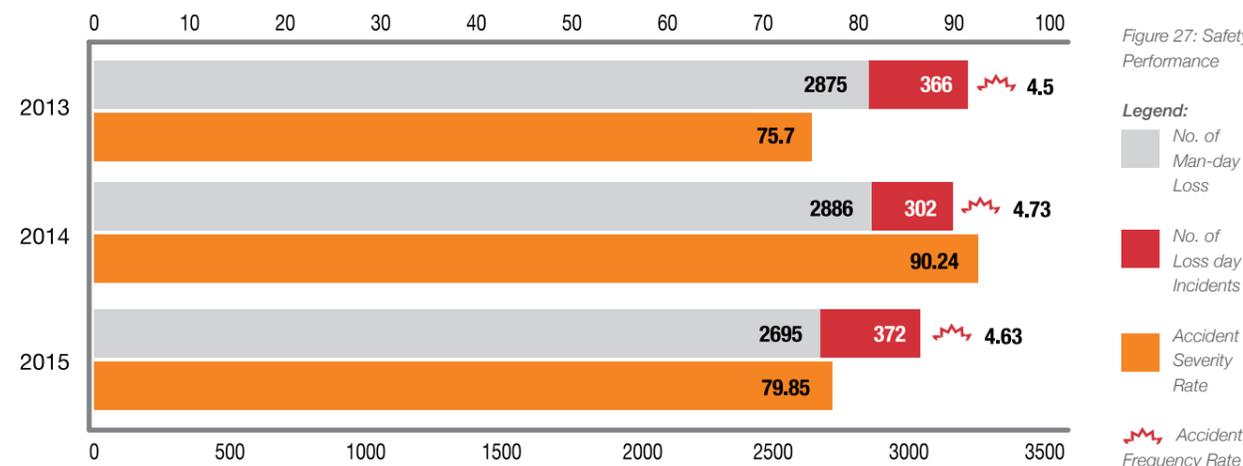


Figure 27: Safety Performance

Legend:  
 No. of Man-day Loss  
 No. of Loss day Incidents  
 Accident Severity Rate  
 Accident Frequency Rate

## CASE STUDY: WARDROBE UNIFORM TRACKING SYSTEM

In 2015, we clinched the WSH Innovation Awards given jointly by the MOM and WSH Council with our Wardrobe Uniform Tracking System, which made use of Ultra High Frequency chips embedded in our uniforms. This helped our wardrobe assistants to reduce fatigue and injuries from repetitive actions of sorting out and identifying clean and soiled uniforms previously. This project also clinched the Singapore Hotel Association – Hotel Sector Innovation Award for Workplace Safety & Health 2015.



## CORRECTIVE ACTIONS FOR GENS' COMMON F&B INCIDENTS

In F&B department, we encourage our team members to report incidents regardless of the extent of injuries caused. This has helped us to identify common incidents, and subsequently devised corrective actions as follows:

### CUT INCIDENTS AT KITCHENS

Use of cut resistant gloves for chefs at all our kitchens across RWS

### SLIP AND FALL AT F&B OUTLETS

Replacement of existing floor tiles with more suitable anti-slip tiles

### BURN AND SCALD AT KITCHENS

Use of better quality protective gloves at all our kitchens across RWS

# COMMUNITY

# CSR PROGRAMMES

Genting Singapore is committed to be a responsible corporate citizen by giving back and investing in the communities where we operate in. Being socially responsible is a philosophy ingrained in the way we conduct our business and not merely an after thought. We adopt a three-pronged approach to empower the

## 1 SHARITY DAY

As part of the RWS five years celebration, we had announced a S\$5 million pledge, in cash and in kind, over five years, to Community Chest on Sharity Day, 3 October 2015. Graced by Minister for Social and Family Development, Mr Tan Chuan-Jin, Sharity Day marked the launch of this joint partnership with the animated "Tree of Life" ("生命之树").

The event invited 1,200 school children, beneficiaries, volunteers and partners to Resorts World Theatre to celebrate Children's Day with an inaugural Sharity Musical. RWS is one of the fore-runners in heeding the call from Community Chest for sustained giving so that the social programmes can be better planned in the long term. The donation benefitted the underprivileged children and youths from Youth Guidance Outreach Services, HELP Family Service Centre, Marine Parade Family Service Centre and @27 Family Service Centre.

## 2 ARWSOME APPRENTICESHIP

For two weeks during the December school holidays, 68 underprivileged youths from 10 secondary schools were transformed

community, engage our stakeholders in community development and conserve the environment.

Through our RWS Cares initiatives, we have committed to both cash and in-kind donations to numerous charity organisations in Singapore - 73% of which were donated to

into ride attendant greeters, guest servicers and Edu-guides at RWS. These youths, aged 15 to 17, learnt about the integrated resort operations first-hand, and worked alongside RWS team members.

Now into its fifth year, the aRWSome Apprenticeship programme targets underprivileged youths to equip them with practical skills and knowledge for lifelong learning. It draws on the expertise and resources of RWS and its senior team members to provide mentorship and training to these youths in the hope that they would find a meaningful path ahead.

## 3 ARWSOME WISHES – 600 WISHES GRANTED

The annual aRWSome Wishes on 4 December 2015 brought festive cheers to about 1,400 children beneficiaries and their families. Besides enjoying a preview of Santa's All-Star Christmas at Universal Studios Singapore®, the children also brought home their favourite Christmas presents from a four-metre tall Christmas tree stacked with character-themed merchandise from Transformers, Despicable Me and many more. Into its fifth installment, the signature event received great

children and youth causes. To exemplify the true spirit of giving, our team members had volunteered their time to engage with over 9,000 vulnerable children, youths and seniors, achieving a volunteerism rate of about 10% in 2015. The following provides some highlights of our key CSR Programmes in 2015.

support from various stakeholders this year as they played a part in giving back to the community.

## 4 RECYCLING ART COMPETITION

RWS organised the inaugural Recycling Art Competition in November 2015 which saw a total of 58 entries from 58 primary and secondary schools. Revolving around the themes of "Preserving Nature's Own Home" and "Joining Hands To Do Our Part in Marine Conservation", the winning entries were strongly inspired by nature and featured a myriad of recyclable items such as plastic bottles, cans and paper. The Recycling Art Competition reinforces our commitment to environmental sustainability.

## 5 SING50

Genting Singapore celebrated Singapore's Golden Jubilee with RWS as the Supporting Sponsor of the Sing50. The mega concert celebrated 50 years of Singapore Music and was co-organised by The Straits Times and The Business Times. More than 41,000 Singaporeans attended the event which brought together home-grown Singapore and international performers at the National Stadium.



Number of Lives Touched:  
**> 9,000**



Number of Volunteer Hours:  
**> 14,700 hours**



Total Cash and in-kind donations:  
**~ S\$3.6 million**



Number of aRWSome Volunteers:  
**> 1,200**

“Through my participation of aRWSome Apprenticeship, I have gained real-life work experience. As an Edu-guide, I get to learn about the fascinating and beautiful marine life calling the S.E.A. Aquarium their home. I also picked up the essentials especially communications skills for best practices in my various guest interactions. Indeed, it has been an enriching two weeks with Resorts World Sentosa and I am very thankful for this once-in-a-lifetime opportunity.”

— MS NURUL AMIRAH BTE NABAWI FROM TANGLIN SECONDARY SCHOOL, 15, A SECONDARY 3 STUDENT WHO WAS ATTACHED TO THE ATTRACTIONS TEAM AND ALSO ONE OF THE TOP FIVE APPRENTICES FOR THE ENTIRE COHORT OF ARWSOME APPRENTICESHIP 2015.

# ENVIRONMENT

**1**  
BIODIVERSITY

**2**  
ENERGY

**3**  
EMISSIONS

**4**  
WATER

**5**  
WASTE

## BIODIVERSITY

Our commitment to biodiversity includes conserving the flora and fauna in the wild and in our care.

We play a major role in public education, in ensuring a better understanding of aquatic ecosystems, their conservation and the value that these ecosystems provide to human well-being. Our husbandry practices follow sustainable standards, and we also support and develop many in-house research, field studies and public outreach programmes.

We have set targets for these, which may be found in Table 17 on the next page.



**AIM:** To increase public awareness of the importance of biodiversity and the steps we can take to conserve for a sustainable future

**1** Inspiring the public to protect the oceans through interactive education

**2** Protecting animals in their natural environment to conserve the global diversity

**3** Adopting sustainable practices when acquiring animals and food sources

### GREENING OUR CITY

Since the start of our operations, we have designated a 2.9 ha secondary coastal forest on our site as a nature area. As part of our on-going effort to protect the environment, we had successfully salvaged 73 trees from the Puss in Boots site before construction, subsequently replanting 37 at the site upon completion and another four at the District Cooling Plant.

Likewise, we have replanted trees lost due to the construction of Genting Hotel Jurong in 2015. Our effective integration of the landscape and the environment won us a Singapore Institute of Landscape Architects (SILA) Merit award in the Hotel Category and the Outstanding Project-- Landscape Excellence Assessment Framework (LEAF) Certification. Genting Hotel Jurong currently possesses:

**900M<sup>2</sup>** of gardens, sky terraces, green walls and outdoor lounges

**>100** species of plants

**47%** of these plants which are native species to the Jurong Lake District

Table 17:

BIODIVERSITY TARGETS AND PERFORMANCE	
2015 TARGETS	2015 PERFORMANCE
Enhance visitor engagement through a series of themes.	 Organised a series of themes on marine conservation, which allowed us to engage our visitors.
Develop partnerships with international organizations.	 Established official partnership with Manta Trust.
Collaborate on research projects with other aquarium institutions.	 Certified as a member of the Association of Zoos and Aquariums (AZA), which provides us with extensive collaboration opportunities
Collaborate on local projects with academic institutions.	 Strengthened partnership with Temasek Polytechnic, Republic Polytechnic, and Nanyang Polytechnic.
Develop internal breeding projects to work towards sustainability.	 Successfully bred several species, such as sharks, rays, sea jellies, and seahorses.
2016 TARGETS	2016 ACTION PLANS
Focus on Singaporean coastal conservation issues.	Develop new and innovative themes and activities to engage and motivate the public.
Develop and strengthen partnerships with Singapore entities (Polytechnics, local conservation groups, universities, and research institutes).	<ul style="list-style-type: none"> <li>Promote all collaborative projects and achievements through the media.</li> <li>Enhance information outreach within SEAA</li> </ul>
Collaborate with other institutions to exchange husbandry knowledge and work on potential collaborative projects.	<ul style="list-style-type: none"> <li>Develop more comprehensive projects.</li> <li>Promote all partnership projects and achievements via public outreach.</li> </ul>
Joint programs to be finalized and implemented with Polytechnics, including: <ul style="list-style-type: none"> <li>Breeding of Mud crabs</li> <li>Breeding of Horseshoe crabs</li> <li>Coral breeding</li> </ul>	Promote all partnership projects and achievements via: <ul style="list-style-type: none"> <li>Public outreach.</li> <li>Conferences from SEAA professionals at Temasek Polytechnic.</li> <li>Tie-ups with events at SEAA.</li> </ul>
Continue breeding programmes and dedicate resources to focus on flagship species.	<ul style="list-style-type: none"> <li>Dedicate resources to flagship species which require specialist knowledge.</li> <li>Disseminate knowledge amongst other institutions.</li> <li>Promote via public outreach.</li> </ul>

## PRACTICES AND ACTIONS TAKEN TO ACHIEVE OUR BIODIVERSITY GOALS



### COLLECTION PLANNING

Our extensive collection planning process addresses the needs of the organization and the species under our care.

As a member of AZA, our collection plan is re-evaluated and updated every five years. Justification for all species and individuals in the planned collection have to be stated. The evaluation process includes details on the status of the animal in the wild, its suitability to exhibits and educational value for the public, amongst others. Furthermore, the collection planning process is facilitated by AZA Taxon Advisory Groups (TAGs) to ensure the well-being of collected species.

### SUSTAINABLE PRACTICES

We are committed to adopting sustainable practices in-house for our fish acquisition and husbandry through:

Acquiring fish from sustainable sources

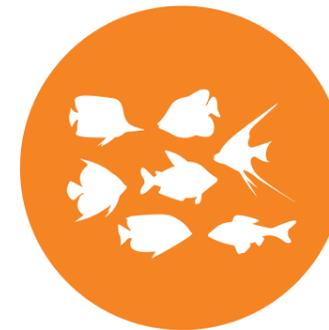
- Complying with a regulatory management framework that meets the standards or guidelines set by the Agri-Food and Veterinary Authority of Singapore (AVA), AZA, the Australasian Species Management Programme (ASMP) and Convention on International Trade in Endangered Species (CITES).
- Procuring fish from sustainable sources.

Inter-institution livestock exchange

- Avoiding inbreeding by acquiring species that are bred by other institutes.
- Building knowledge on animal biology and husbandry techniques to continuously improve practices for animals under human care.

Conducting breeding programs in-house

- Establishing cooperative breeding programmes.
- Creating a self-sustaining and genetically diverse collection under our care.
- Reducing dependence on wild sources.



### CONSERVATION ACTIONS

As we work towards an integrated approach to species conservation, we collaborate with other organizations to combine expertise on projects.

Our partnerships with existing third parties at the local, regional and international level have allowed us to conduct significant research on protecting biodiversity. Some of our joint efforts include: Sea turtle conservation and rehabilitation in collaboration with Seamarc, coral research in partnership with Nanyang Technological University (NTU) and Horniman Museum and Gardens, London, and sustainable aquaculture practices analysis with Temasek Polytechnic (TP). For more details on these projects, please visit <http://seaa.rwsentosablog.com/>. Our conservation projects on Manta Rays and dolphins are featured on the next page.



### A FEATURE OF OUR FLAGSHIP CONSERVATION PROJECTS

#### MANTA RAY TAGGING IN INDONESIA IN PARTNERSHIP WITH CONSERVATION INTERNATIONAL (CI)

In late 2014, we embarked on a project in partnership with CI, to tag 30 manta rays using GPS-based tags over a year. This allows the team to study the migratory patterns of manta rays into hunting grounds, providing more information to better understand the manta rays' way of life and how to protect them.

We have shared the information collected from the tags with the Indonesian Ministry of Marine Affairs and Fisheries to help in developing conservation policies. The Indonesian government will be drafting new regulations over illegal fishing in the targeted areas.

#### "IDTHEMANTA" PROJECT WITH MANTA TRUST

We are also sponsoring the development of an automated software for Manta PhotoID analysis. The system will be based on pattern recognition, and will be a web-platform accessible to both scientists and the public. This tool is expected to increase local involvement of the community, as it opens up many

opportunities for citizen science and discoveries.

We envisage IDTheManta to serve as a conservation tool for explaining population biology.

#### SAVING THE IRRAWADY DOLPHIN PROJECT IN PARTNERSHIP WITH CHULALONGKORN UNIVERSITY THAILAND AND THAILAND'S DEPARTMENT OF MARINE AND COASTAL RESOURCES

A small population of freshwater Irrawaddy dolphins in Songkhla Lake, Thailand, is critically endangered. Channels to the open ocean used by the dolphins have been blocked by newly constructed dams and permanently fixed fishing gear.

With this in mind, we launched the "Saving the Irrawaddy Dolphin" project in April 2015, conducting a week-long rapid population assessment of the dolphins through aerial and boat surveys.

We were successful in sighting about 40 dolphins, successfully recording photo IDs for many individuals for the first time. We are currently producing a report of the findings. Our next

step is to implement the best course of actions to save this unique population.

#### PARTNERSHIP WITH JOHN HOPKINS ON MERCURY LEVELS IN DOLPHINS

The partnership aims to learn more about the origins and reasons behind mercury accumulation in Indo-Pacific bottlenose dolphins.

Blood samples and health records from 10 dolphins (who have been under the care of DI for more than 5 years), are being used to determine how diets in a controlled environment may influence the health of dolphins with respect to mercury consumption.

The mercury found in marine animals often originates from coal-fired power plants. They emit mercury into the atmosphere which is later deposited into water bodies, where bacteria turns it into methylmercury and bioaccumulation occurs up the food chain.

The research in the dolphin study will be extended to other aquatic apex predators such as sharks. Results will be shared in scholarly publications.



Total Number Of IUCN Red List Species And CITES Appendix controlled species: Please refer to <http://seaa.rwsentosablog.com/iucn-red-list> for the full list.

# ENERGY

Our business operations demand a high level of energy consumption, hence we focus on consuming energy efficiently. Singapore targets to reduce overall energy intensity levels by 35% by 2030 (using 2005 as base). In view of this, we have set energy saving targets, as detailed in Table 18 and Figure 28. Figures 29 and 30 reflect our energy consumption within GENS.

Table 18: ENERGY CONSUMPTION TARGETS AND PERFORMANCE

## 2015

**TARGET:** Year-on-year energy savings of 2.5% at RWS and DCP.

**PERFORMANCE:**



## 2016

**TARGET:** Cumulative energy savings of 63%\* by 2020.

**ACTION PLANS:**

Continuous efforts on energy savings initiatives, such as:

- Conversion to LED lightings in RWS.
- Exhaust heat recovery in RWS casino.
- Adding a chemical additive to improve DCP's chiller plant efficiency.
- Improvement in heat transfer efficiency in DCP.

\*2013 is selected as the baseline year.

Figure 28: ENERGY SAVINGS TARGETS FOR GENS

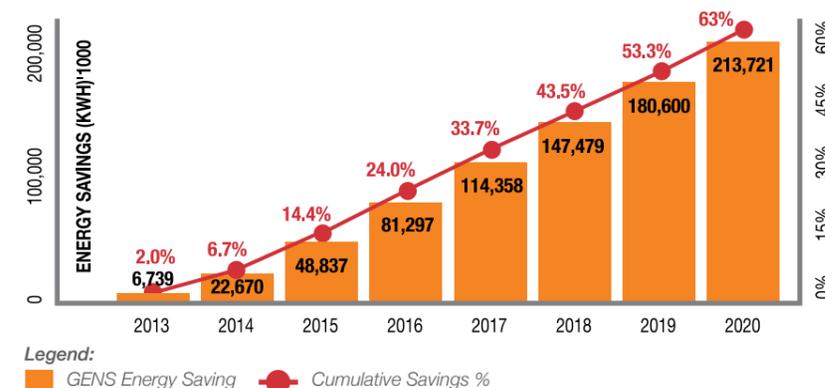


Figure 29: DIRECT ENERGY CONSUMPTION FROM FUELS IN GENS

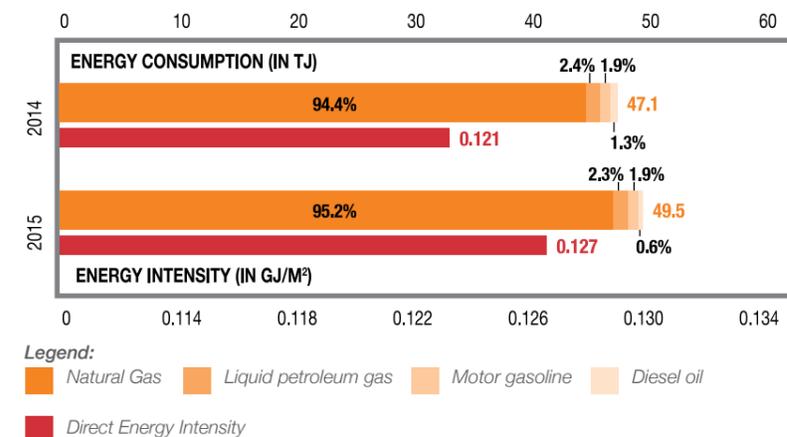
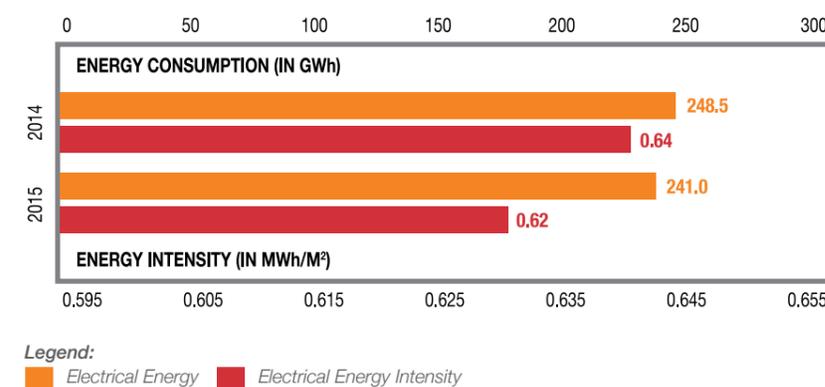


Figure 30: ELECTRICAL ENERGY CONSUMPTION IN GENS



Consistent with prior years, the main source of our fuel energy consumption was liquefied petroleum gas used in kitchens and to heat water. The remaining consumption came from diesel to operate our backup power generators, forklifts and lastly gasoline for buggies. Grid electricity continues to form the bulk of our energy consumption. 2015 saw an increase in fuel energy

consumption and intensity. This is due to more diesel being consumed for transportation during the project work to reopen Battlestar Galactica: Human vs Cyclon™ and Puss In Boots' Giant Journey rides at Universal Studios Singapore® this year.

On the other hand, there was an overall reduction in both electrical

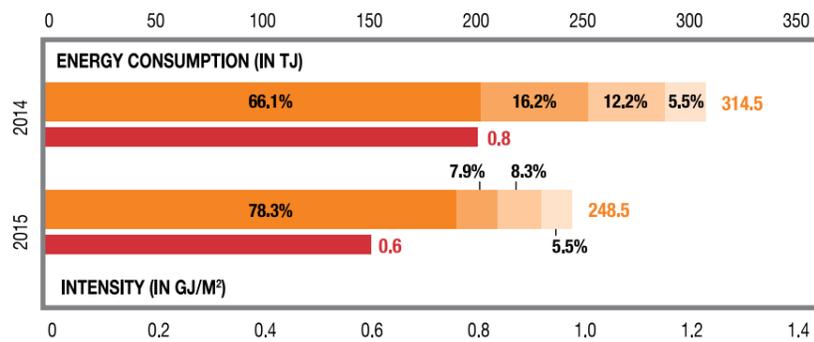
energy consumption and intensity in GENS. This was achieved through various energy savings initiatives carried out during the year. In 2015, we conserved 9.56 GWh of energy, equivalent to powering 2,062 Singapore 4-room HDB flats for a year. Table 19 presents the highlights of our energy conservation efforts.

Table 19:

ENERGY SAVINGS INITIATIVES		
INITIATIVE	LOCATION	ENERGY SAVINGS (GWh)
Optimization of equipments' operations to reduce avoidable energy consumption	GC, DCP	1.96
Chiller optimization	DCP	2.70
Continuing of our efforts in 2014 to retrofit and convert conventional lighting to LED	RWS, GC, DCP	2.16
Installation of an online utilities monitoring system	RWS	No available data yet, as this is a newly implemented initiative

In addition to the above initiatives, photovoltaic solar panels were installed on the rooftop of the "Revenge of the Mummy" in Universal Studios Singapore® to support the energy requirements of the ride. 679,911 kWh of electricity was generated in 2015, equivalent to powering 135 Singapore 4-room HDB flats for a year.

To obtain a comprehensive understanding of our environmental performance, we have measured the energy consumption from selected upstream and downstream activities associated with our operations. This information is summarized in Figure 31. There is a decrease in both energy usage and intensity for these activities, mainly due to a reduction in business travel in 2015.



ASSUMPTIONS USED FOR FIGURE 31:  
 Note 1: Taking reference from the 2006 IPCC Guidelines for National Greenhouse Gas Inventories and GHG Protocol for emission factors.  
 Note 2: Using average delivery per day for trucks.  
 Note 3: Customer travel by company private jet, limousine fleet and shuttle bus only.  
 Note 4: Using Land Transport Authority (LTA) Annual Vehicle Statistics, average mileage per trip from the heartlands to Sentosa, and GENS' work calendar for employee commuting.

# EMISSIONS

This year, through our energy conservation efforts, we managed to reduce our carbon emissions from 134.1 kilotonnes to 124.2 kilotonnes of CO<sub>2</sub>. This is equivalent to 767 trips\* around the world on an airplane. Our carbon emissions for the year amounted to approximately 124 kilotonnes CO<sub>2</sub>. Figure 32 to 34 reflects our carbon emissions and intensity figures.



Scope 1 emissions include CO<sub>2</sub> emissions from fireworks amounting to 0.01%



\*Note: Based on emission factors from GHG Protocol, assuming economy class travel was undertaken.

ASSUMPTIONS USED FOR FIGURES 32 - 34:  
 Note 1: Taking reference from the 2006 IPCC Guidelines for National Greenhouse Gas Inventories, GHG Protocol and "Technical Note: Conversion of fuel data to MWh" from the Carbon Disclosure Project for Scope 1 and Scope 3 emission factors.  
 Note 2: Using the national average CO<sub>2</sub> emissions per kWh from the Singapore Energy Statistics 2015 for Scope 2 emission factor.

Figure 32:

## SCOPE 1 CARBON EMISSIONS (ARISING FROM DIRECT ENERGY)

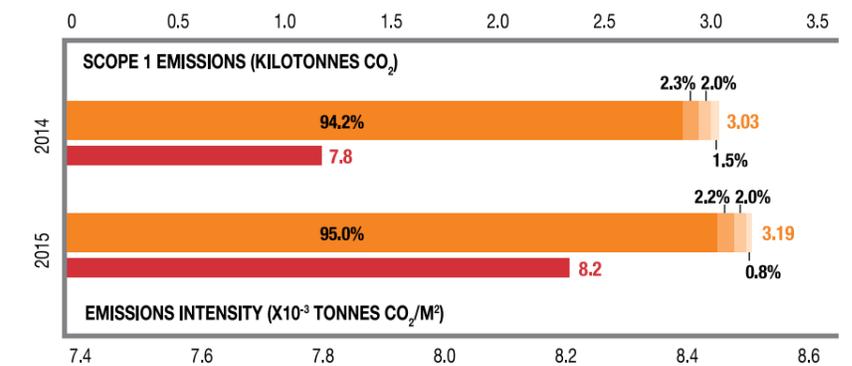


Figure 33:

## SCOPE 2 CARBON EMISSIONS (ARISING FROM GRID ELECTRICAL ENERGY)

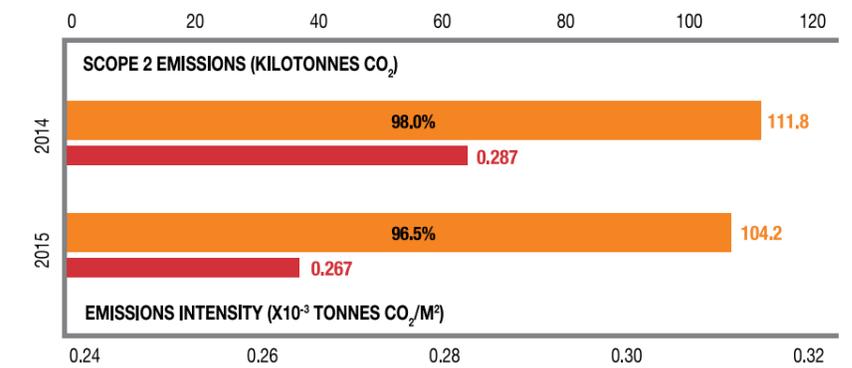
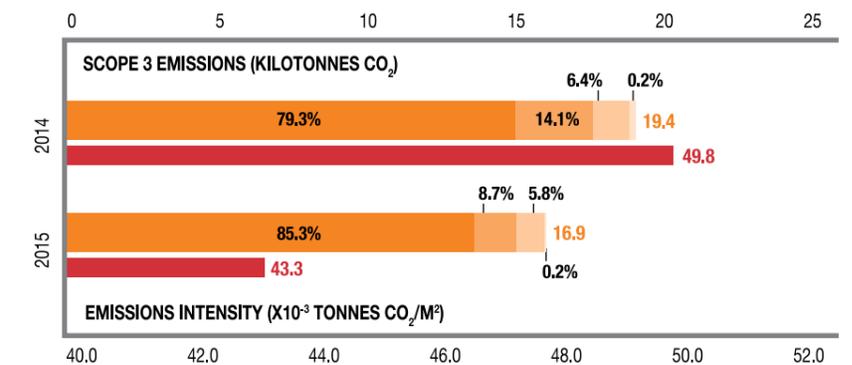


Figure 34:

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



# WATER

Water plays a crucial role in our business operations especially SEAA, ACW, DI, F&B outlets, hotels and others. While the public utilities is the main source of our water supply, we also collect surface run-off rainwater and drainage water into our eco-lagoons and underground water storage tanks to reduce our reliance on potable water. The water collected through these means is treated before being used for landscape irrigation and fire-fighting. This year,

we collected 785,179 m<sup>3</sup> of rainwater, which would fill 314 Olympic sized swimming pools.

Table 20 and Figure 35 summarize our target and action plans for water consumption in the coming years. Our water savings target commences in 2016, as we had just completed a thorough evaluation of our water consumption and devised strategies for efficient water usage in 2015.

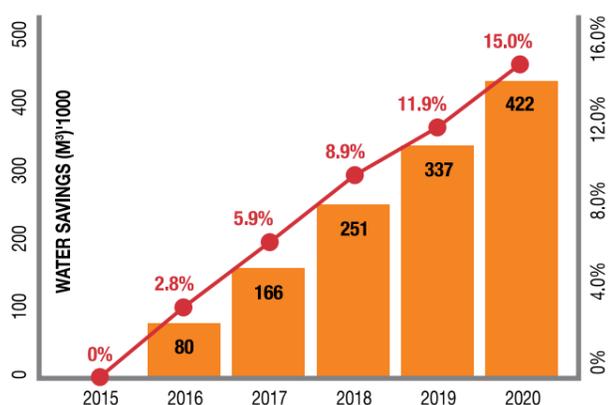
Our total water consumption in 2015 amounted to 2.85 thousand m<sup>3</sup>. Figure 36 details the breakdown of the water consumption. This is a modest increase from the water consumption amounting to approximately 2.80 thousand m<sup>3</sup> in 2014. This is attributable to the consumption in GHJ, as well as the testing of Water Maze, the newest addition to ACW's rides.

Table 20:

WATER CONSUMPTION TARGETS AND ACTION PLANS	
TARGETS	ACTION PLANS
<p>Cumulative water savings of 15%* by 2020.</p> <p><small>*2013 is selected as the baseline year.</small></p>	<ul style="list-style-type: none"> <li>• Installation of online water consumption tracking system.</li> <li>• Upgrading the efficiency of water fittings.</li> <li>• Reducing and reusing water in attractions.</li> <li>• Educating team members on the importance of saving water through posters and e-mail reminders.</li> </ul>

Table 35:

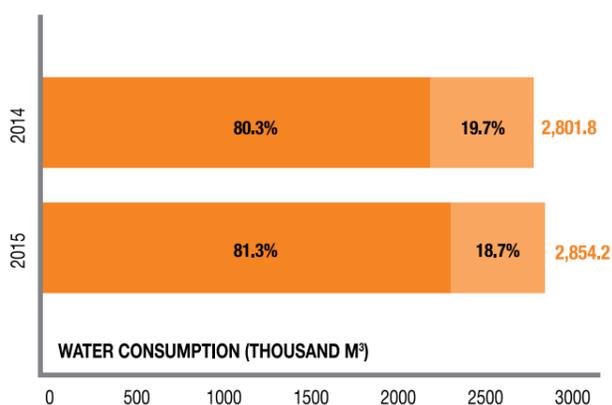
### WATER SAVINGS TARGETS AT RWS AND DCP



Legends  
■ Water Savings (m³) ● Accumulative Savings (%)

Table 36:

### WATER CONSUMPTION



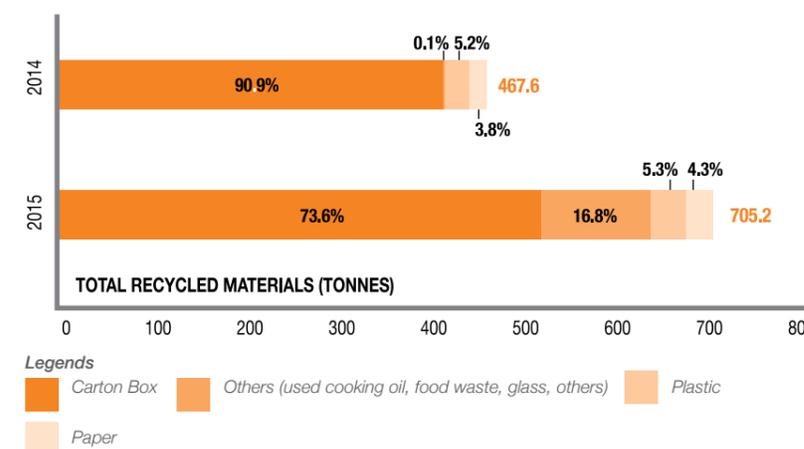
Legends  
■ Municipal Water ■ NEWater

# WASTE

We manage our waste responsibly. To reduce our environmental impact, we monitor and categorise our waste by type and dispose them using the most appropriate methods. We continually engage in the 3Rs – Reduce, Reuse and Recycle. Figure 37 details our approach towards waste management. As a result, we have achieved a 32.9% reduction in waste and 50.8% increase in recycled materials, by weight.

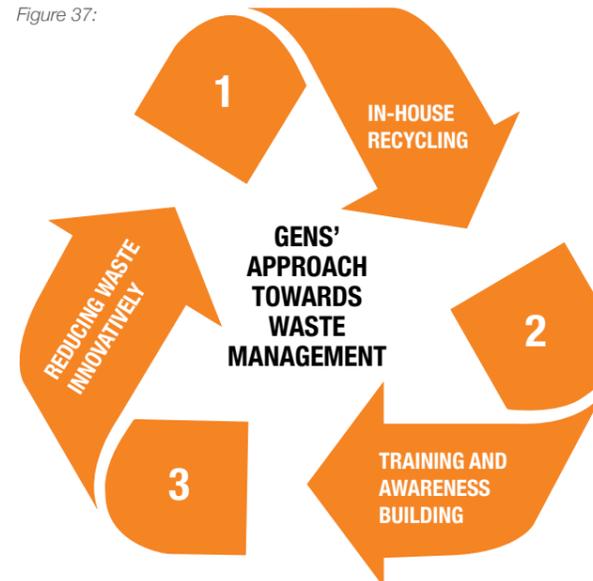
Figure 38:

### TOTAL RECYCLED MATERIALS



Legends  
■ Carton Box ■ Paper ■ Plastic ■ Others (used cooking oil, food waste, glass, others)

Figure 37:



- We encourage our team members to recycle waste. In 2015, we increased our recycling corners from 7 to 12 and extended paper recycling corners from 15 to 30 offices. We also started recycling glass, e-waste and food waste.
- We organize various trainings and campaigns with the objective to inculcate a "Go Green" mentality among team members.
  - Our green initiatives and events are highlighted monthly in aRWSome to keep our team members informed.
- We constantly seek innovative solutions to reduce waste, such as food waste recycling for horticulture and agriculture purposes.

### CASE STUDY: GREEN WEEK

In November 2015, we organized a Green Week at RWS. 847 team members participated in the week-long campaign that was aimed at promoting the 3Rs – Reduce, Reuse, and Recycle in the resort. NEA, Public Utilities Board (PUB) and our waste contractor showed their

support by putting up exhibits on various aspects of the 3Rs.

During the week, we also organized a workshop that was attended by 47 team members. The workshop covered an array of topics, including 3R strategies, as well as RWS' efforts in energy and water conservation.

The highlight of the Green Week was our recycling competition. A total of 12 teams from various Business Units took part in the contest and close to 6 tonnes of recyclable waste were collected. It was an excellent way to engage our team members and inculcate our value of having the kampong spirit channeled towards waste recycling.

# HAZARDOUS WASTE

Some of the materials used in our daily operations are toxic by nature. To prevent environmental contamination, we have in place proper methods for disposal of pyrotechnics, and biohazard waste, as well as heavy metals. We train our

team members on the procedures and engage certified and licensed waste disposal vendors to handle our hazardous waste.

Pyrotechnics waste is disposed of by an ISO 9001:2008-certified and NEA-

licensed vendor. Explosive materials are disposed of by incineration with the use of a specialized explosive incinerator equipped with an air pollution control filtration system.

All other hazardous waste is disposed of by our NEA-approved vendor who is also ISO14001, OHSAS 18001, and Biz Safe Star Level certified. Every day, our clinical and laboratory team members separate the heavy metals and biohazard waste (including sharp instruments and needles) from conventional waste. These are then collected in marked, secured containers, which are stored in clinical areas with restricted access until the time of collection by our vendor, every week. Animal carcass, if any, is sent to the veterinary department for a post-mortem necropsy in the pathology laboratory. The carcass is stored in a sealed bag in the pathology facility to prevent decay until routine collection by our vendor for incineration.

In 2015, our certified vendors disposed of approximately 461 kg of chemical waste from pyrotechnics, 2,500 kg of biological waste and 400 litres of heavy metals waste respectively.



# GRI CONTENT INDEX FOR 'IN ACCORDANCE' - COMPREHENSIVE

GENERAL STANDARD DISCLOSURES		SECTION
<b>STRATEGY AND ANALYSIS</b>		
G4-1	Statement from the most senior decision-maker of the organisation	Message from our President (Page 3)
G4-2	Description of key impacts, risks, and opportunities	Message from our President (Page 3)
<b>ORGANIZATIONAL PROFILE</b>		
G4-3	Name of the organisation	About Genting Singapore PLC (Page 5)
G4-4	Primary brands, products, and/or services	About Genting Singapore PLC: Principal Businesses (Page 6)
G4-5	Location of organisation's headquarters	About Genting Singapore PLC (Page 5)
G4-6	Number and names of countries where the organisation operates	About Genting Singapore PLC (Page 5)
G4-7	Nature of ownership and legal form	About Genting Singapore PLC (Page 5)
G4-8	Markets served	About Genting Singapore PLC (Page 5)
G4-9	Scale of the reporting organisation	About Genting Singapore PLC (Page 5)
G4-10	Employees Profile	People: Profile of our Workforce (Page 38)
G4-11	Percentage of employees covered by collective bargaining agreements	Our employees are not covered by collective bargaining agreements.
G4-12	Organisation's supply chain	Marketplace: Responsible Sourcing (Page 34)
G4-13	Significant changes during the reporting period	About Genting Singapore PLC (Page 5)
G4-14	Whether and how the precautionary approach or principle is addressed by the organisation	Our Company: Corporate Governance (Page 14)
G4-15	Externally-developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or which it endorses	People: Employment Policies and Commitments (Page 40)
G4-16	Memberships of associations	Marketplace: Responsible Gambling (Page 31); Environment: Biodiversity (Page 53)
<b>ORGANIZATIONAL PROFILE</b>		
G4-17	List all entities included or not included in organization's financial statements	About This Report (Page 4)
G4-18	Process for defining report content and how the organization has implemented the Reporting Principles for Defining Report Content	Our Sustainability Approach: Materiality Assessment (Page 10)
G4-19	Material Aspects identified in the process for defining report content	Our Sustainability Approach: Materiality Assessment (Page 10)
G4-20	For each material Aspect, report the Aspect Boundary within the organization	About This Report (Page 4)
G4-21	Report the Aspect Boundary outside the organization	About This Report (Page 4)
G4-22	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement	About This Report (Page 4)
G4-23	Significant changes from previous reporting periods in the scope and Aspect boundaries	About This Report (Page 4)
<b>STAKEHOLDER ENGAGEMENT</b>		
G4-24	List of stakeholder groups engaged by the organization	Our Sustainability Approach: Stakeholder Engagement (Page 9)
G4-25	Basis for identification and selection of stakeholders with whom to engage	Our Sustainability Approach: Stakeholder Engagement (Page 9)
G4-26	Approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group	Our Sustainability Approach: Stakeholder Engagement (Page 9)
G4-27	Key topics and concerns raised through stakeholder engagement, and how the organization has responded	Marketplace: Guest Satisfaction (Page 25 - 29); People: Career Development (Page 42)

GENERAL STANDARD DISCLOSURES		SECTION
<b>REPORT PROFILE</b>		
G4-28	Reporting period for information provided	About this Report (Page 4)
G4-29	Date of most recent previous report	About this Report (Page 4)
G4-30	Reporting cycle	About this Report (Page 4)
G4-31	Contact point for questions regarding the report or its contents	About this Report (Page 4)
G4-32	Report on 'In accordance' option, GRI Content Index, reference to External Assurance	About this Report (Page 4)
G4-33	Policy and current practice with regard to seeking external assurance for the report	About this Report (Page 4)
<b>GOVERNANCE</b>		
G4-34	Governance structure of the organization	Our Company: Corporate Governance (Page 13)
G4-35	Process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees	Our Sustainability Approach: Our Sustainability21 Strategy (Page 8)
G4-36	Whether the organization has appointed an executive-level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body	Our Sustainability Approach: Our Sustainability21 Strategy (Page 8)
G4-37	Processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics	Our Sustainability Approach: Our Sustainability21 Strategy (Page 8)
G4-38	Composition of the highest governance body and its committees	Our Company: Corporate Governance (Page 13)
G4-39	Whether Chair of the highest governance body is also an Executive Officer	Our Company: Corporate Governance (Page 13)
G4-40	Nomination and selection process for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members	Annual Report 2015 (to update section & page no.)
G4-41	Processes in place for the highest governance body to ensure conflicts of interest are avoided	Annual Report 2015 (to update section & page no.)
G4-42	Highest governance body's and senior executive's roles in the development, approval and updating of the organization's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental, and social impacts	Our Sustainability Approach: Our Sustainability21 Strategy (Page 8)
G4-43	Measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social impacts	Annual Report 2015 (to update section & page no.)
G4-44	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance	Annual Report 2015 (to update section & page no.)
G4-45	Highest governance body's role in the identification and management of economic, environmental, and social impacts, risks and opportunities. Whether stakeholder consultation is used to support the highest governance body's identification and management of economic, environmental and social impacts, risks and opportunities	Our Sustainability Approach: Our Sustainability21 Strategy (Page 8)
G4-46	Highest governance body's role in reviewing the effectiveness of the organization's risk management processes for economic, environmental and social topics	Our Company: Corporate Governance (Page 13)
G4-47	Frequency of the highest governance body's review of economic, environmental and social topics	Annual Report 2015 (to update section & page no.)
G4-48	Highest committee or position that formally reviews and approves the organization's sustainability report and ensures that all material Aspects are covered	Our Sustainability Approach: Our Sustainability21 Strategy (Page 8)
G4-49	Process for communicating critical concerns to the highest governance body	Our Company: Corporate Governance (Page 14)
G4-50	Nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them	Our Company: Corporate Governance (Page 14)
G4-51	Remuneration policies for the highest governance body and senior executives	Annual Report 2015 (to update section & page no.)
G4-52	Process for determining remuneration	Annual Report 2015 (to update section & page no.)
G4-53	How stakeholders' views are sought and taken into account regarding remuneration, including the results of votes on remuneration policies and proposals	Annual Report 2015 (to update section & page no.)
G4-54	Ratio of the annual total compensation for the organisation's highest-paid individual in each country of significant operations to the median total compensation for all employees (excluding the highest-paid individual in the same country)	We have not reported this due to confidentiality and sensitivity of the information.
G4-55	Ratio of percentage increase in annual total compensation for the organization's highest-paid individual in each country of significant operations to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual) in the same country	We have not reported this due to confidentiality and sensitivity of the information.

GENERAL STANDARD DISCLOSURES		SECTION
<b>ETHICS AND INTEGRITY</b>		
G4-56	Organization's values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics	Our Company: Corporate Governance (Page 14)
G4-57	Internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organizational integrity, such as helplines or advice lines	Our Company: Corporate Governance (Page 14)
G4-58	Internal and external mechanisms for reporting concerns about ethical and lawful behavior, and matters related to organizational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines	Our Company: Corporate Governance (Page 14)
<b>GENERAL STANDARD DISCLOSURES</b>		<b>SECTION</b>
<b>CATEGORY: ECONOMIC</b>		<b>MATERIAL ASPECT: ECONOMIC PERFORMANCE</b>
G4-EC1	Direct economic value generated and distributed	Our Company: Performance Highlights (Page 16)
G4-EC2	Risks and opportunities posed by climate change	Our Business: Guest Safety and Accessibility (Page 24)
G4-EC3	Coverage of the organization's defined benefit plan obligations	People: Employee Wellness (Page 41)
G4-EC4	Financial assistance received from the government	Our Company: Performance Highlights (Page 16)
<b>CATEGORY: ECONOMIC</b>		<b>ASPECT: MARKET PRESENCE</b>
G4-EC6	Proportion of senior management hired from the local community at significant locations of operation	People: Employment Policies and Commitments (Page 40)
<b>CATEGORY: ENVIRONMENTAL</b>		<b>MATERIAL ASPECT: ENERGY</b>
G4-DMA	Disclosure on Management Approach (DMA)	Environment: Energy (Page 55)
G4-EN3	Energy consumption within the organization	Environment: Energy (Page 55)
G4-EN4	Energy consumption outside the organisation	Environment: Energy (Page 56)
G4-EN5	Energy Intensity	Environment: Energy (Page 56)
G4-EN6	Reduction of energy consumption	Environment: Emissions (Page 56)
G4-EN7	Reductions in energy requirements of products and services	We did not re-design or re-engineer any of our products and services to achieve energy reductions this year.
<b>CATEGORY: ENVIRONMENTAL</b>		<b>MATERIAL ASPECT: WATER</b>
G4-DMA	Disclosure on Management Approach (DMA)	Environment: Water (Page 58)
G4-EN8	Total water withdrawal by source	Environment: Water (Page 58). Additionally, we obtain seawater from Keppel Harbour which gets discharged back after use.
G4-EN9	Water sources significantly affected by withdrawal of water	We obtain all of our fresh water from the public utilities and reclaimed water. While we extract seawater from Keppel Harbour, no Environmental Impact Assessment has been carried out.
G4-EN10	Percentage and total volume of water recycled and reused	Environment: Water (Page 58)
<b>CATEGORY: ENVIRONMENTAL</b>		<b>MATERIAL ASPECT: BIODIVERSITY</b>
G4-DMA	Disclosure on Management Approach (DMA)	Environment: Biodiversity (Page 51)
G4-EN11	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Environment: Biodiversity (Page 51)
G4-EN12	Description of significant impacts of activities, products and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	Environment: Biodiversity (Page 51)
G4-EN13	Habitats protected or restored	Environment: Biodiversity (Page 51)
G4-EN14	Total number of IUCN red list species and national conservation list species with habitats in areas affected by operations, by level of extinction risk	Please refer to ... (insert the link to the list on SEAA blog)

GENERAL STANDARD DISCLOSURES		SECTION
<b>CATEGORY: ECONOMIC</b>		<b>MATERIAL ASPECT: EMISSIONS</b>
G4-DMA	Disclosure on Management Approach (DMA)	Environment: Emissions (Page 57)
G4-EN15	Direct Greenhouse Gas (GHG) Emissions(Scope 1)	Environment: Emissions (Page 57)
G4-EN16	Energy Indirect GHG Emissions (Scope 2)	Environment: Emissions (Page 57)
G4-EN17	Other indirect greenhouse gas emissions (Scope 3)	Environment: Emissions (Page 57)
G4-EN18	GHG Emissions Intensity	Environment: Emissions (Page 57)
G4-EN19	Reduction of greenhouse gas emissions and reductions achieved	Environment: Emissions (Page 57)
G4-EN20	Emissions of ozone-depleting substances by weight	19.58 kg CFC-11 equivalent of ozone-depleting substances
G4-EN21	NO, SO, and other significant emissions by type and weight	Our preliminary estimation of NOx and SOx air emissions is insignificant. As such, there is no further statistics to be disclosed.
<b>CATEGORY: ECONOMIC</b>		<b>MATERIAL ASPECT: EFFLUENTS AND WASTE</b>
G4-DMA	Disclosure on Management Approach (DMA)	Environment: Waste (Page 59)
G4-EN22	Total water discharge by quality and destination	We will review the need to monitor the quality of our seawater discharge. At present, it is not required under local regulations.
G4-EN23	Total weight of waste by type and disposal method	Environment: Waste (Page 60)
G4-EN24	Total number and volume of significant spills	For the year 2014, there were no incidents of oil spills, or any kind of chemical spills at in GENS. The Corporate Safety Team will continue to track any spillage incidents via the Security reporting system. In the event of a spillage, the BU involved will present details of such incidents at the Safety Working Committee together with their corrective and preventive measures to avert recurrence.
G4-EN25	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	Environment: Waste (Page 60)
G4-EN26	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organisation's discharges of water and runoff.	Most of our wastewater is directly discharged to the public sewage system. Treated, used and retreated seawater are discharged back to Keppel Harbour under stringent criteria. No environmental impact assessment has been carried out till date.
<b>CATEGORY: ECONOMIC</b>		<b>MATERIAL ASPECT: COMPLIANCE</b>
G4-DMA	Disclosure on Management Approach (DMA)	Our Company: Corporate Governance (Page 15)
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	Our Company: Corporate Governance (Page 15)
<b>CATEGORY: ECONOMIC</b>		<b>MATERIAL ASPECT: GRIEVANCE MECHANISMS</b>
G4-DMA	Disclosure on Management Approach (DMA)	Our Company: Corporate Governance (Page 14)
G4-EN34	Number of grievances about environmental impacts filed, addressed and resolved through formal grievance mechanisms	Our Company: Corporate Governance (Page 14)
<b>CATEGORY: SOCIAL</b>		<b>SUB-CATEGORY: LABOR PRACTICES AND DECENT WORK</b>
<b>MATERIAL ASPECT: EMPLOYMENT</b>		
G4-DMA	Disclosure on Management Approach (DMA)	People: Employment Policies and Commitments (Page 40)
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender, and region	People: Profile of Our Workforce (Page 38)
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	People: Employee Wellness (Page 41)

GENERAL STANDARD DISCLOSURES		SECTION
G4-LA3	Return to work and retention rates after parental leave, by gender	People: Employee Wellness (Page 41)
<b>CATEGORY: SOCIAL</b>		<b>SUB-CATEGORY: LABOR PRACTICES AND DECENT WORK</b>
<b>MATERIAL ASPECT: OCCUPATIONAL HEALTH AND SAFETY</b>		
G4-DMA	Disclosure on Management Approach (DMA)	People: Workplace Safety & Health (Page 44)
G4-LA5	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs	People: Workplace Safety & Health (Page 44)
G4-LA56	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities by region and by gender	People: Workplace Safety & Health (Page 45)
G4-LA7	Workers with high incidence or high risk of diseases related to their occupation	People: Workplace Safety & Health (Page 45)
G4-LA8	Health and safety topics covered in formal agreements with trade unions	Our employees are not members of trade unions.
<b>MATERIAL ASPECT: TRAINING AND EDUCATION</b>		
G4-DMA	Disclosure on Management Approach (DMA)	People: Career Development (Page 42)
G4-LA9	Average hours of training per year per employee by employee category	People: Career Development (Page 43)
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	People: Career Development (Page 42)
G4-LA11	Percentage of employees receiving regular performance and career development reviews	People: Career Development (Page 43)
<b>MATERIAL ASPECT: LABOR PRACTICES GRIEVANCE MECHANISMS</b>		
G4-DMA	Disclosure on Management Approach (DMA)	People: Employee Wellness (Page 38)
G4-LA16	Number of grievances about labour practices filed, addressed and resolved through formal grievance mechanisms	People: Employee Wellness (Page 38)
<b>CATEGORY: SOCIAL</b>		<b>SUB-CATEGORY: HUMAN RIGHTS</b>
<b>MATERIAL ASPECT: NON-DISCRIMINATION</b>		
G4-DMA	Disclosure on Management Approach (DMA)	People: Employment Policies and Commitments (Page 40)
G4-HR3	Total number of incidents of discrimination and corrective actions taken	People: Employee Wellness (Page 41)
<b>MATERIAL ASPECT: FORCED OR COMPULSORY LABOR</b>		
G4-DMA	Disclosure on Management Approach (DMA)	People: Employment Policies and Commitments (Page 40)
G4-HR6	Operations and suppliers identified as having significant risk for incidents of forced or compulsory labor	People: Employment Policies and Commitments (Page 40)
<b>MATERIAL ASPECT: HUMAN RIGHTS GRIEVANCE MECHANISMS</b>		
G4-DMA	Disclosure on Management Approach (DMA)	People: Employee Wellness (Page 41)
G4-HR12	Number of grievances about human rights impacts filed, addressed and resolved through formal grievance mechanisms	People: Employee Wellness (Page 41)
<b>CATEGORY: SOCIAL</b>		<b>SUB-CATEGORY: SOCIETY</b>
<b>MATERIAL ASPECT: LOCAL COMMUNITIES</b>		
G4-DMA	Disclosure on Management Approach (DMA)	Community: CSR Programmes (Page 48)
G4-SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programmes	Community: CSR Programmes (Page 48); Marketplace: Responsible Gambling (Page 32)
G4-SO2	Operations with significant potential or actual negative and positive impacts on local communities	Community: CSR Programmes (Page 48); Marketplace: Responsible Gambling (Page 32)

GENERAL STANDARD DISCLOSURES		SECTION
CATEGORY: SOCIAL		SUB-CATEGORY: SOCIETY
MATERIAL ASPECT: ANTI-CORRUPTION		
G4-DMA	Disclosure on Management Approach (DMA)	Our Company: Corporate Governance (Page 14)
G4-SO3	Total number and percentage of business units analyzed for risks related to corruption and the significant risks identified	Our Company: Corporate Governance (Page 14)
G4-SO4	Communication and training on anti-corruption policies and procedures	Our Company: Corporate Governance (Page 14)
G4-SO5	Confirmed incidents of corruption and actions taken	Our Company: Corporate Governance (Page 14)
MATERIAL ASPECT: PUBLIC POLICY ADVOCACY		
G4-DMA	Disclosure on Management Approach (DMA)	Marketplace: Responsible Gambling (Page 31); People: Employment Policies and Commitments (Page 40); Environment: Biodiversity (Page 53); Environment: Biodiversity (Page 54)
G4-SO6	Total value of political contributions by country and recipient/beneficiary	Not applicable for Singapore's context.
MATERIAL ASPECT: ANTI-COMPETITIVE BEHAVIOR		
G4-DMA	Disclosure on Management Approach (DMA)	Our Company: Corporate Governance (Page 14)
G4-SO7	Total number of legal actions for anti-competitive behaviour, anti-trust and monopoly practices and their outcomes	Our Company: Corporate Governance (Page 14)
MATERIAL ASPECT: COMPLIANCE		
G4-DMA	Disclosure on Management Approach (DMA)	Our Company: Corporate Governance (Page 15)
G4-SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	Our Company: Corporate Governance (Page 15)
MATERIAL ASPECT: GRIEVANCE MECHANISMS FOR IMPACTS ON SOCIETY		
G4-DMA	Disclosure on Management Approach (DMA)	Our Company: Corporate Governance (Page 14); Marketplace: Responsible Gambling (Page 33)
G4-SO11	Number of grievances about impacts on society filed, addressed and resolved through formal grievance mechanisms	Our Company: Corporate Governance (Page 14). As the National Council on Problem Gambling (NCPG) problem gambling helpline is externally managed by the national organisation NCPG, we do not have access to data on grievances filed.
CATEGORY: SOCIAL		SUB-CATEGORY: PRODUCT RESPONSIBILITY
CUSTOMER HEALTH AND SAFETY		
G4-DMA	Disclosure on Management Approach (DMA)	Marketplace: Guest Safety & Accessibility (Page 19)
G4-PR1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	Marketplace: Guest Safety & Accessibility (Page 19 - 24)
G4-PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes	Marketplace: Guest Safety & Accessibility (Page 19 - 24)
PRODUCT AND SERVICE LABELING		
G4-DMA	Disclosure on Management Approach (DMA)	Marketplace: Guest Safety & Accessibility (Page 20 - 21);
G4-PR3	Type of product and service information required by the organization's procedures for product and service information and labelling, and percentage of significant product and service categories subject to such information requirements	Marketplace: Guest Safety & Accessibility (Page 19 -24)
G4-PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by types of outcomes	Marketplace: Guest Safety & Accessibility (Page 19 - 24)
G4-PR5	Results of surveys measuring customer satisfaction	Marketplace: Guest Satisfaction (Page 26 - 29)

GENERAL STANDARD DISCLOSURES		SECTION
CATEGORY: SOCIAL		SUB-CATEGORY: PRODUCT RESPONSIBILITY
MATERIAL ASPECT: MARKETING COMMUNICATIONS		
G4-DMA	Disclosure on Management Approach (DMA)	Marketplace: Responsible Gambling (Page 30)
G4-PR6	Sale of banned or disputed products	Marketplace: Responsible Gambling (Page 30), Marketplace: Responsible Sourcing (Page 34)
G4-PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	Our Company: Corporate Governance (Page 14)
MATERIAL ASPECT: CUSTOMER PRIVACY		
G4-DMA	Disclosure on Management Approach (DMA)	Marketplace: Guest Privacy (Page 30)
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	Marketplace: Guest Privacy (Page 30)
MATERIAL ASPECT: COMPLIANCE		
G4-DMA	Disclosure on Management Approach (DMA)	Our Company: Corporate Governance (Page 14)
G4-PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	Our Company: Corporate Governance (Page 14)

## **HEAD OFFICE**

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