



GENTING

SINGAPORE

Sustainability Report 2014



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Resorts World Sentosa

About Genting Singapore PLC

For over 30 years, Genting Singapore and its subsidiaries have been at the forefront of gaming and integrated resort development in Australia, the Bahamas, Malaysia, the Philippines, Singapore and the United Kingdom. Today, it is best known for its flagship project, Resorts World™ Sentosa in Singapore, which is one of the largest fully integrated destination resorts in South East Asia. The Company is currently developing an integrated resort in Jeju, South Korea, called Resorts World Jeju which is slated to open progressively in 2017. Listed on the Main Board of the Singapore Exchange Securities Trading Limited, Genting Singapore has a market capitalization of US\$10 billion as at 31 December 2014 and ranks among Singapore's largest companies.

For more information, please visit www.gentingsingapore.com

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, the resort opened in January 2010. RWS is home to two mega attractions - the region's first-and-only Universal Studios theme park and the Marine Life Park, which comprises the S.E.A. Aquarium (one of the world's largest aquariums) and Adventure Cove Waterpark. Other attractions include a Maritime Experiential Museum, an award-winning destination spa, a casino, six 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 four 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. For more information, please visit www.rwsentosa.com

Message from our President

Dear Stakeholders,

In this second Genting Singapore PLC Sustainability Report 2014, we have reported our performance in accordance to Global Reporting Initiative (GRI) – G4 comprehensive level. This report helps define our sustainability goals with greater clarity and we will continue to track and develop our accountability towards building a sustainable business.

We are honoured that RWS won over 25 major accolades from acknowledged industry institutions this year, which bear testament to a committed and professional team that is dedicated in creating great experiences for our customers. We appreciate and care for our team members by being compassionate, providing great career prospects and adopting a family-like working environment.

Climate and the Environment

Singapore saw no respite from the annual seasonal haze but thankfully, the Pollutant Standards Index did not reach the trigger point to evoke additional measures for the well-being of our team members. Reducing the resort's carbon footprint remains a top priority as we continue to enforce and improve on our sustainable business practices. Our electrical consumption was reduced by 3.4% this year, which is equivalent to powering up more than 2,000 apartments for one whole year.

In the coming year, we have set a target of 2.5% reduction. In addition, we will be embarking on a nation-wide conservation awareness programme that will feature recycling and green initiatives.

Social Outreach

We continue to be fully involved in our community engagement efforts, touching the lives of over 9,000 children, youths and elderly through our outreach programmes this year. Our RWS Volunteers made a meaningful impact through monetary contributions as well as with their time and expertise, clocking a total of 7,700 community hours, an increase of 40% from 2013.

The Marine Life Park celebrates its second anniversary this year and has welcomed over 6 million guests to date. Both our Southeast Asia Aquarium (S.E.A. Aquarium) and Dolphin Island are accredited by the Association of Zoos & Aquariums (AZA) which assures guests that we are a leader in the care and conservation of wildlife. Recently, we have embarked on Southeast Asia's largest Manta Ray tagging project together with Conservation International which will allow us to study their migratory patterns, behaviour and contribute information towards their protection.

Our Journey

The business continues to grow with Genting Hotel Jurong, a "hotel in a garden" slated to open in 2015. In line with our vision of designing sustainable developments, the hotel façade faces North and South to minimise heat gain with a rain water collection system designed to reduce water consumption at the hotel.

To our friends, supporters and stakeholders, thank you for your encouragement, support, opinions and helping hand in our sustainability journey. It will be a journey of challenges, but with passion and commitment from the management and our fellow team members, we will be able to put our best foot forward.



Tan Hee Teck
President and Chief Operating Officer



ABOUT THIS REPORT

Genting Singapore PLC was among the first in Singapore to voluntarily publish our inaugural Sustainability Report 2013 in accordance with the new GRI's G4 Guidelines. This year, we reaffirm our continued commitment to promoting sustainability practices and showcasing our performance with the publication of our second sustainability report. As a dedicated supplement to our annual report, it presents key aspects of our sustainability policies and performance relating to RWS' material issues. Our report was written in consultation with specialists from EY Singapore's Climate Change and Sustainability Services team.

PRINCIPAL BUSINESSES OF RWS



ATTRACTIONS

- Universal Studios Singapore
- Marine Life Park (S.E.A. Aquarium, Adventure Cove Waterpark and Dolphin Island)
- Maritime Experiential Museum



HOTELS AND SPAS

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



RESORTS WORLD CASINO

- Maxims Club
- Maxims Platinum Club
- Crockfords Club



RESTAURANTS

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



ENTERTAINMENT

- Resorts World Theatre:
 - Lightseeker (28 Nov'13 – 23 Mar'14)
 - Rock of Ages The Musical (6 – 24 Aug'14)
 - Priscilla, Queen of the Desert (16 – 26 Oct'14)
 - Peter Pan, The Never Ending Story (27 Nov'14 – 20 Jan'15)
- Crane Dance



SPECIALTY RETAIL OUTLETS

- RWS attractions merchandise



RESORTS WORLD CONVENTION CENTRE

- Business meetings
- Incentives
- Conferences
- Exhibitions

TOP LEFT TO RIGHT:
Universal Studios Singapore, Peter Pan, The Never Ending Story, Jöel Robuchon Restaurant, S.E.A. Aquarium, Resorts World Casino and Tree Top Lofts.



Reporting Standard

This report is prepared in accordance with the Comprehensive level requirements outlined in GRI G4's reporting standards. Please refer to the GRI Index for the relevant references.

Reporting Scope and Period

This report focuses solely on the principal businesses of RWS (listed on page 4) on the island of Sentosa covering performance from 1 January to 31 December 2014 unless otherwise indicated. Excluded from the scope of the report are the Trick Eye Museum and eateries Insadong Korea Town and TungLok Heen, as they do not fall under the operational control of Genting Singapore PLC. Also excluded are the Marine Aquaculture and Research Centre (MARC) at Sungei Tengah, Genting Centre at Tanjong Pagar and the warehouse at Pandan Gardens. As the nature and scale of activities at these facilities are minimal, we do not anticipate their sustainability impact on our business to be significant.

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 environmental practice, we will not be printing this report which is available online at www.gentingsingapore.com. We value your views on how our sustainability practices can be improved. Please send all feedback to csr@RWSentosa.com.

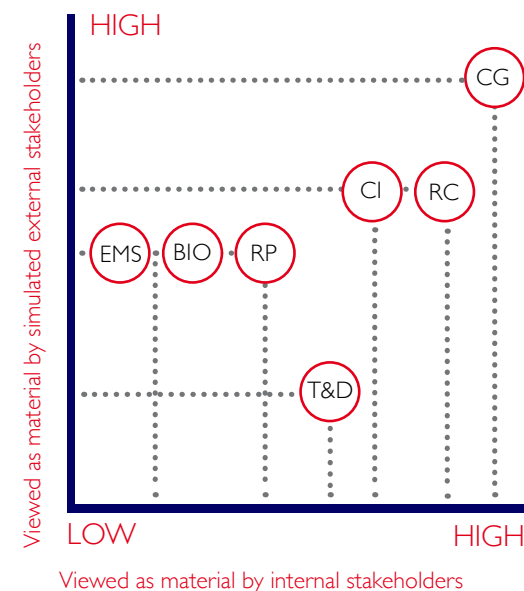
Materiality Assessment

In November 2013, we conducted our first formal stakeholders' engagement to identify issues most relevant and significant to our internal and external stakeholders. Guided by the AA1000 Stakeholder Engagement Standard (2011) and assisted by independent sustainability consultants, the senior management team participated in a workshop to map out sustainability priorities according to their impact to the business. Table 1 reflects the material issues identified.

Building from the insights obtained in 2013, we were better able to align efforts on the appropriate actions and responses which are reflected in our reporting for 2014. We expect the results of the materiality assessment to continue to be valid unless there are significant changes to the business.

TABLE 1: MAPPING SUSTAINABILITY TOPICS TO GRI ASPECTS

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



OUR SUSTAINABILITY APPROACH

Our three-pronged approach engages the community and our employees, conserves the environment, and conducts our businesses ethically. Our sustainability policies help align the company's vision.

Sustainability and Our Business

Our PlanetRWS Committee (see Figure 1) drives sustainability policies and programmes in the resort. This includes formulating strategies, standards and procedures, reviewing business sustainability practices and targets, and incorporating developments into the resort's management framework. The Committee reports to the Board of Directors, which has oversight of sustainability matters. The committee and the Corporate Social Responsibility (CSR) team are responsible for compiling our sustainability report.

Our Sustainability Policy

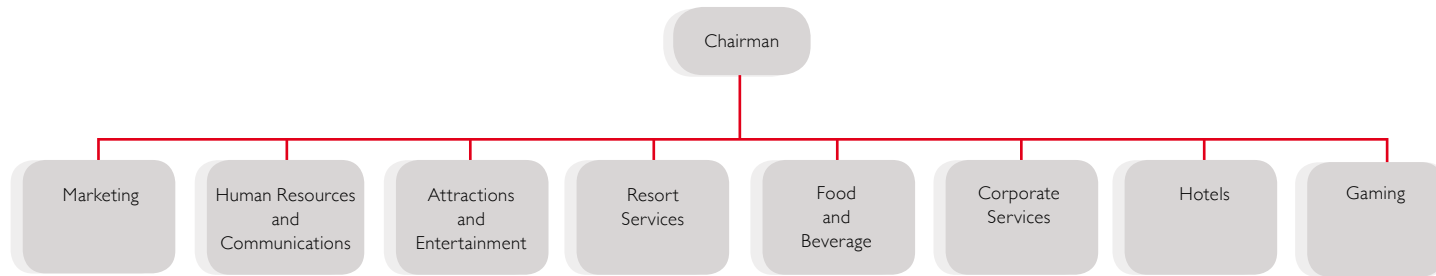
Genting Singapore is committed towards:

- Creating sustainable integrated resorts through continuous improvement, innovation and implementation of environmentally sustainable practices.
- Building a service-quality oriented workforce guided by personal and professional integrity through continuous education and ensuring the well-being of our team members and their families by maintaining a safe and healthy work environment.
- Bringing hope to the community by engaging and empowering the society through meaningful projects.
- Offering world-class guest service experience to achieve sustainable economic growth, while meeting regulatory compliance requirements.

Engaging Our Stakeholders

This year, we continue to monitor the relevance of our material issues and their degree of importance over time. This is done through feedback from our various groups of external stakeholders. Moving forward, we will continue to engage our stakeholders and monitor feedback. Table 2 details our engagement with our stakeholders.

Figure 1: PlanetRWS Steering Committee structure.



Green roofs and canopy system at Resorts World Sentosa.

TABLE 2: STAKEHOLDERS ENGAGEMENT

OUR STAKEHOLDERS	OUR GOALS	HOW WE ENGAGE OUR STAKEHOLDERS
Guests	Create memorable experiences for guests.	<ul style="list-style-type: none"> • Guest satisfaction surveys • Personalised services • Loyalty programmes RWS Invites and Genting Rewards
Team members	Provide training and career progression opportunities to team members based on merit. Develop an open and communicative workforce to engage our team members.	<ul style="list-style-type: none"> • Annual performance appraisal • Network sessions • Focus group discussions • Internal communications • Monthly magazines: aRWSome and Backstage Pass
Government and regulators	To be compliant with all regulations and laws that our businesses fall under.	<ul style="list-style-type: none"> • Partnerships • Regular scheduled meetings and dialogues
Investors	Provide timely and regular updates on financial performance, business strategy and other shareholder issues so investors may make informed decisions.	<ul style="list-style-type: none"> • Dedicated Investor Relations team • More than 300 investor briefings per year through individual and group meetings and major investor conferences • Quarterly financial results announcements • Regular updates on company website, with dedicated investor relations section • Annual General Meeting for shareholders
Local communities	To improve lives and bring hope to the community we operate in through engagement, empowerment and environmental conservation.	<ul style="list-style-type: none"> • RWS Cares programme • Ongoing dialogue • Charity sponsorships
Media	Increase awareness of our offerings to strengthen the positioning of our integrated resort by providing timely and accurate information about our products and services, as well as company performance to the media.	<ul style="list-style-type: none"> • Press releases / conferences / briefings • Relationship building • Pitching stories to the media / media interviews • Media previews / reviews and familiarisation trips • Respond to media queries and requests in a timely manner
Non-governmental Organisations (NGO)	Foster collaborative partnerships and hold ongoing dialogues to improve lives.	<ul style="list-style-type: none"> • Regular scheduled meetings • Ongoing dialogue
Suppliers	Selection of suppliers based on a fair and competitive value policy.	<ul style="list-style-type: none"> • Tender evaluation procedure • Ongoing dialogue
Trade union	Foster collaborative partnerships and hold ongoing dialogues to ensure we maintain fair and equal treatment towards our team members.	<ul style="list-style-type: none"> • Membership • Industry forums and dialogues



OUR
COMPANY

We value our diversity and the contributions of all team members. Together, we grow, strive and create memorable moments for our guests and our team. We have a Board of Directors which has overall responsibility for the proper conduct of the group's business, including overseeing business performance and affairs, setting and guiding strategic directions and objectives, and providing entrepreneurial leadership. This includes matters relating to economic, environmental and social aspects, which together form the three pillars of sustainability.

CORPORATE GOVERNANCE

As a responsible Company, we act with integrity in all that we do. We comply with the laws and regulations, our Company codes and policies, and are committed to always doing our best for our guests and our Company. The Company generally complies with the principles and guidelines set out in the Revised Code of Corporate Governance 2012 issued by the Monetary Authority of Singapore (MAS). For details, refer to the 'Corporate Governance' section in our Genting Singapore PLC Annual Report 2014.

Our Board of Directors (The Board)

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)

Risk Assessment

The Group is committed to ensuring that an effective Enterprise Risk Management (ERM) framework is in place to safeguard our people and assets, protect shareholders' interests, make informed decisions for value creation and uphold our brand and reputation amongst our stakeholders.

Our ERM framework, referenced to ISO 31000, specifically sets out a systematic and structured approach towards risk management through the following activities:

- Awareness trainings and workshops
- Risk identification and assessment
- Formulation of key risk management strategies
- Design and implementation of risk mitigation controls (preventive, detective and responsive controls)
- Monitoring and timely reporting of risk management performance and risk exposure levels
- Continuous improvement of risk management mitigation measures and capabilities

The Risk Management Committee (RMC) reviews and endorses the ERM framework ensuring that business objectives and strategies are consistent with the risk appetite and risk profile of the group. The RMC convenes regularly to review the validity of the identified risks and ensure that appropriate actions are taken to mitigate and/or respond to these risks. The RMC comprises Senior Management at the Group level and at the Business Unit level.

Every quarter, the RMC reports directly to the Audit Committee and Board of Directors on all its deliberations and recommendations. A quarterly risk management report details the risk management practices in place for the top risks for the group. For more information, refer to the 'Corporate Governance' section in our annual report.

OUR PROFESSIONAL STANDARDS

We embrace responsible business practices and uphold the highest standards of corporate governance. This ensures the sustainability of our business and our stakeholders' interest over time. We believe business should be conducted with honesty and integrity and ensure our workforce is guided by personal and professional integrity through continuous education.

All team members abide to professional standards governed by the following key policies and guidelines:



Core Principles Statement and Code of Conduct



Entertainment and Gifts



Handling Confidential Information



Whistleblower Policy



Prevention of Money Laundering and Terrorism Financing



Casino Access, Patronage and Membership



Access to RWS Property



Tipping Guidelines



External Employment, Appointment and Activities

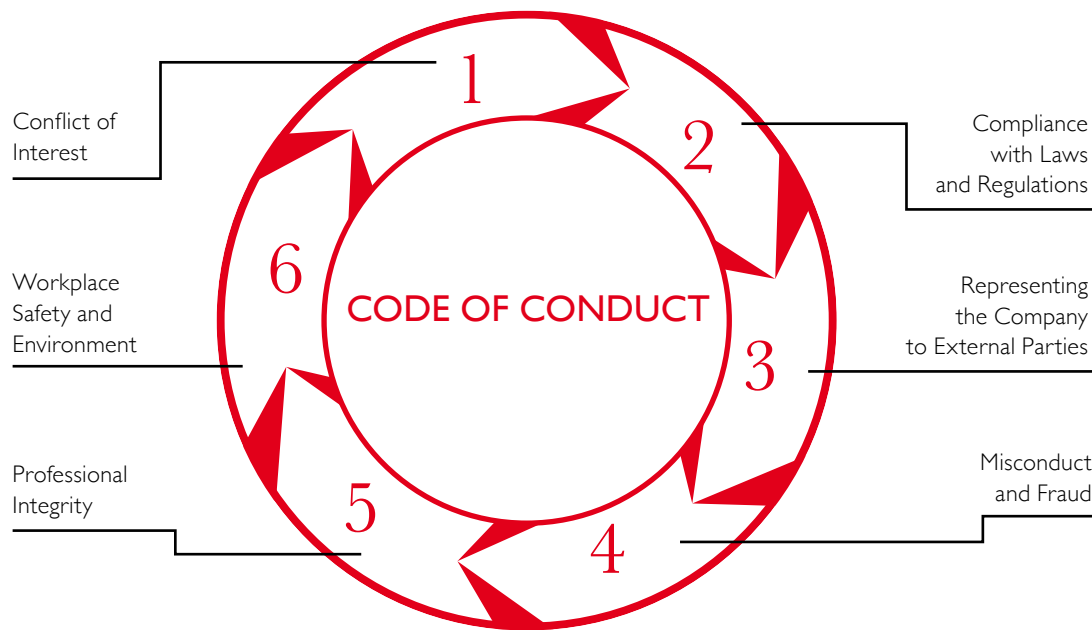


Conduct Management (disciplinary action)

Core Principles and Code of Conduct

As part of our corporate governance, team members are required to read and understand the Code and sign an annual acknowledgement to comply with its contents. New hires attend training on the Code during Corporate Induction where they are subject to passing an assessment. The bilingual Code is easily accessible to all team members on the Intranet. In addition to the Code of Conduct, Casino Special Employees, Exempted Persons and management-level team members are also required to understand, acknowledge and adhere to the conditions under the Compliance Policy. Figure 2 reflects our core principles and six main areas of the Code.

Figure 2: Core Principles and Code of Conduct.



Anti-Corruption and Whistleblower Policy

We take a strict stance against corruption and are highly committed to maintaining a high level of transparency in the organisation. The Entertainment and Gifts Policy sets out the guidelines for the giving and acceptance of entertainment and gifts for our team members. The Whistleblower Policy supports our commitment to deter any forms of corruption by providing a robust internal control in the management of fraud risk. This applies to external parties and all team members of Genting Singapore PLC, RVS and any company that may come under the management oversight of Genting Singapore PLC.

All feedback cases are promptly investigated, recorded and reported to the Audit Committee. This aids in the early identification of suspected fraud or misconduct. During the year, 28 cases were reported, all of which have been successfully resolved. There were no confirmed incidents of corruption for the years 2012 to 2014, demonstrating the continued integrity of our team members as well as the effectiveness of our internal controls.

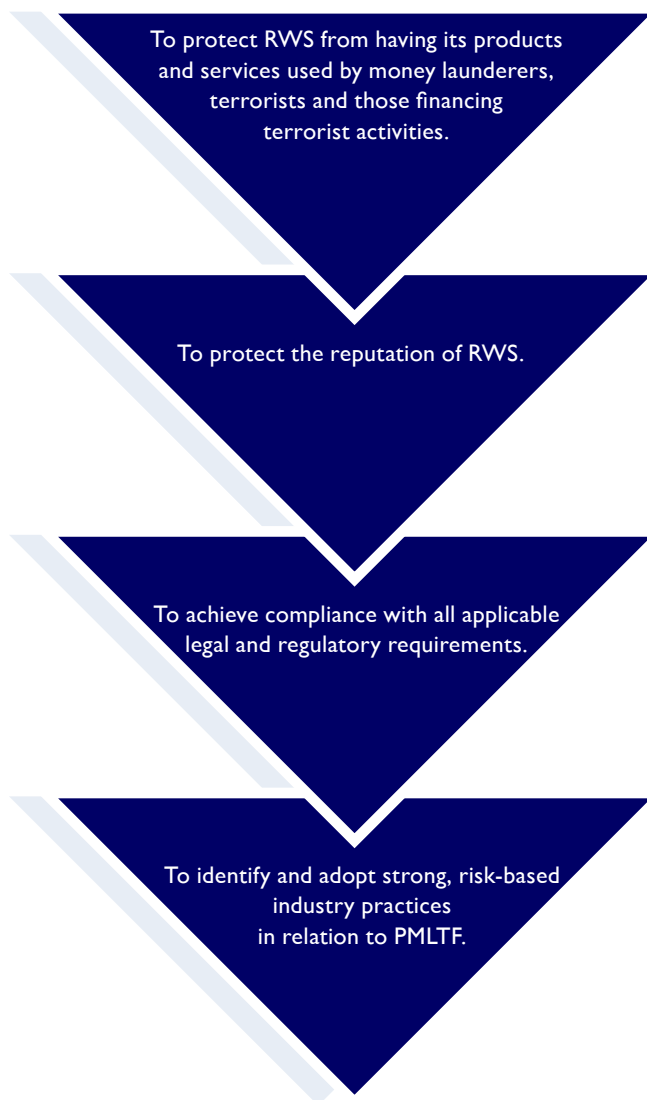
Read more here: www.gentingsingapore.com/en-sg/whistleblowerpolicy.html

Complaints or concerns regarding any misconduct, non-compliance or abuse of authority can be raised through a dedicated 24/7 hotline or email channel, without fear of reprisal. The Whistleblower Policy is managed by the Compliance Department, which is independent of the operational business units. The Compliance Department will conduct investigations confidentially to protect the anonymity of the whistle-blower.

Prevention of Money Laundering and Terrorism Financing

The Board is committed to the prevention of money laundering and terrorism financing (PMLTF). To reflect this commitment, the Company has developed a PMLTF framework and related procedures and controls by drawing on leading practices from other industries with significant PMLTF compliance activities.

RWS PMLTF Framework



Anti-Competitive Behaviour

RWS is against any anti-competitive behaviour that signals collusion attempts to fix prices, create restrictions and in general limiting the effects of market competition. This complies with mandatory laws set by the Casino Regulatory of Singapore.

There have not been any legal actions or outcomes regarding anti-competitive, anti-trust or monopoly practices. There are also no dealings or co-operation with other companies of similar business on anti-competitive matters.

Compliance

To facilitate team members' awareness and compliance with applicable legal requirements, we strive to continually track and, where appropriate, issue relevant policies and guidelines.

In 2014, there were no significant fines for non-compliance regarding our key attractions - Universal Studios Singapore and Marine Life Park, as well as other hospitality services like hotels, spas, entertainment, retail, and F&B.

Our casino received two letters of censure and one disciplinary letter with a monetary fine of \$20,000 in 2014. These were issued under the Casino Control Act for regulatory breaches of entry and exit rules, which are social safeguards for responsible gambling. While we are encouraged by a decrease in non-compliance cases over the years, we are committed to ever-strengthening our standards for full compliance. RWS management has taken on board the Casino Regulatory Authority's (CRA) observations and recommendations and will continue to enhance our compliance efforts to meet social safeguard requirements. On 6 February 2013, RWS Casino's licence was renewed by the CRA for another 3 years, after assessment that RWS had fulfilled matters set out in Section 45 of The Act.

Enhanced Entry System

In 2014, the CRA censured and imposed financial penalties on RWS for breaches of entry and exit rules. In response to the incident, the Security Department initiated a project to upgrade all casino entrance pedestals to be equipped with flaps to improve our casino's security and safety. The flaps provide a physical barrier which allows for better control on the entry and exit of patrons. The gated pedestals are also paired with automated scanning system and movement sensors, which process patrons' particulars and movements to ensure denied entries to minors and excluded personnel at the entrance.

This enhancement project has increased the team's productivity in conducting casino entry checks and serves as a major step towards achieving zero breaches.

Guest Privacy

We respect the privacy of our guests and treat all information with confidentiality. We comply with the Personal Data Protection Act 2012 (PDPA) and have made available our Personal Data Protection Statement on our website.

The PDPA requirements have been communicated to team members and internal policies and practices implemented to comply with the collection, use and disclosure of personal data and processes for withdrawal of consent and access to information. In addition to our Statement, we provide guests with an opt-in choice to receive marketing updates from us on preferred platforms. To date, there has been no breach of guests' privacy and data.

FINANCIAL HIGHLIGHTS

The financial highlights of RWS are detailed in Table 3 as below.

TABLE 3: FINANCIAL HIGHLIGHTS

DIRECT ECONOMIC VALUE GENERATED AND DISTRIBUTED

	2013	2014
	SGD'000	SGD'000
Revenue	2,847,946	2,858,259
Operating costs	1,255,352	1,271,094
Employee wages and benefits	550,466	555,974
Payments to capital	54,032	42,127
Payments to government	566,408	551,937
Community investment	#	#

FINANCIAL ASSISTANCE RECEIVED FROM GOVERNMENT

	2013	2014
	SGD'000	SGD'000
Equipment	-	-
Training	-	-
Others	3,599	6,995

Please refer to Our Community section.

This year, there was a decrease in our payments to capital by 22%, mainly due to lower interest payments. Other financial assistance received from government saw an increase of approximately 94%, mainly due to payouts from the wage credit scheme.

For details on our financial performance, please refer to the annual report on www.gentingsingapore.com.

AWARDS

Refer to www.gentingsingapore.com/en-sg/awardsandaccolades.html for a full list of awards and accolades received.

Unforgettable Moments

OUR BUSINESS



The safety of the millions of guests who visit our integrated resort is our priority. At RWS, we pride ourselves on maintaining a safe environment for our guests, which includes stringent safety assessments, continual regulatory compliance, responsible labelling, and adopting best practices.

PRODUCTS AND SERVICES



Over
60

restaurants, cafes, food carts, clubs and bars offering local and international cuisines



We can host
36,000

guests at any one time across our indoor and outdoor venues



37

function rooms and over 20 unique event spaces and the region's largest column-free ballroom



1,500

rooms spread across six unique hotels

ATTRACTIONS

Universal Studios Singapore

Our 20-hectare theme park brings together more than 20 rides, shows and attractions in seven themed zones with 18 of them original or adapted for Singapore. The park also features the world's first Far Far Away Castle from Shrek, a Madagascar movie-themed attraction, and the thrilling TRANSFORMERS The Ride: The Ultimate 3D Battle. Since its opening in March 2010, the park has welcomed close to 16 million guests.

The technical performance of all our rides and shows are governed by stringent standards. Going beyond the mandatory legal requirements for the design, manufacture, maintenance, inspection and operations of theme park rides, our world-class theme park not only complies with Singapore's Building and Construction Authority's (BCA) Amusement Rides Safety Act and the Public Entertainment Licensing Unit, we also voluntarily subscribe to the ASTM International (ASTM) Committee F24 Standards. The rigorous ASTM standard is followed by all Universal Studios theme parks worldwide.



Attractions at Resorts World Sentosa

Safety First

As a pledge of our commitment to putting guest safety first, we set a target of zero regulatory summons arising from non-compliance of safety laws and regulations. To ensure all safety requirements are upheld, our operations team conducts thorough checks daily at all our rides prior to opening hours. In addition, we share best practices at the Universal Parks & Resort's annual technical/operations safety summit.

We send our attractions' team members to the Singapore Workforce Skills Qualifications (WSQ) credentialed Work Safety programme and provide them with extensive training on the job. Attractions' attendants are also subject to annual recertification to reinforce safety competency.

Each of our attractions has a Singapore Civil Defence Force (SCDF)-certified Fire and Rescue Management System in place. In the event of any adverse incidents, we report them in accordance to BCA's regulations.

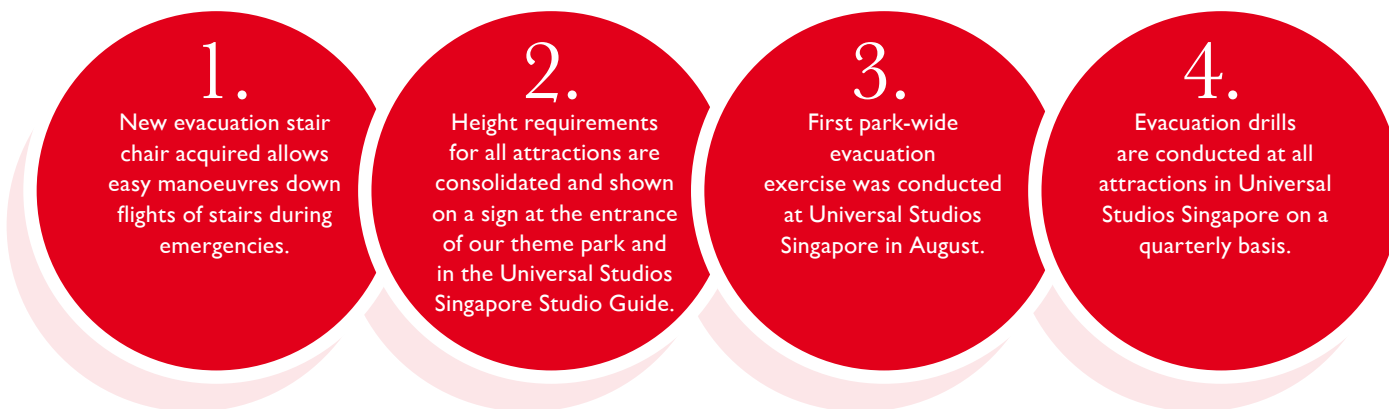
Comprehensive safety information including rider requirements are available to guests in both our 'Rider's Guide' and 'Studio Guide' and also online. Prominent display notices stating safety requirements are also featured at multiple locations at every attraction.

Figure 3 reflects our new safety features implemented and Table 4 reflects our safety goals and targets.

TABLE 4: SAFETY GOALS AND TARGETS

YEAR	GOALS	PERFORMANCE
2014	Zero regulatory summons from non-compliance of safety laws and regulations.	Achieved.
2015	Zero regulatory summons from non-compliance of safety laws and regulations.	<p>ACTION PLANS</p> <p>To maintain a low-to-no incident occurrence, attractions' safety representatives are encouraged to actively participate in preventing non-compliances by contributing fresh ideas and suggestions for reducing incidents. This is also part of their personal key performance indicators.</p>

Figure 3: Safety initiatives implemented in 2014.



Battlestar Galactica: Human vs Cylon Returns in 2015



Battlestar Galactica: Cylon

In 2014, we conducted an attraction review of the Battlestar Galactica: Human vs Cylon roller coasters. Scheduled to reopen in 2015, the new ride features all-new, two-seater ride vehicles for a smoother, faster, and more intimate ride experience. The new vehicles are currently in the midst of routine, comprehensive testing to ensure all safety standards are met.

Guest Satisfaction

Guest satisfaction is critical to our continued business success. At RWS, a two-fold approach that covers physical infrastructure and team member engagement is used to maximise guest satisfaction. Our facilities undergo regular maintenance and continual enhancement to keep in excellent condition. In 2014, we organized seasonal-themed events during Chinese New Year, Easter, Halloween and Christmas to put our guests in celebratory spirits. Our team members are comprehensively trained to create unforgettable moments for our guests.

Our dedicated Guest Research, Guest Correspondence and Guest Services teams regularly follow up on guest surveys, feedback and enquiries that evaluate our performance. Our guest surveys are conducted daily by random sampling. Guests are approached randomly prior to exiting the attractions and the interview is administered by a Guest Research team member with a handheld device. We aim to survey at least 500 guests per quarter to form a representative sample, and have set targets at 90% "Very Good" and above for overall guest satisfaction. We have consistently exceeded our targets as shown in Table 5 and Figure 4.

TABLE 5: GUEST SATISFACTION GOALS AND TARGETS

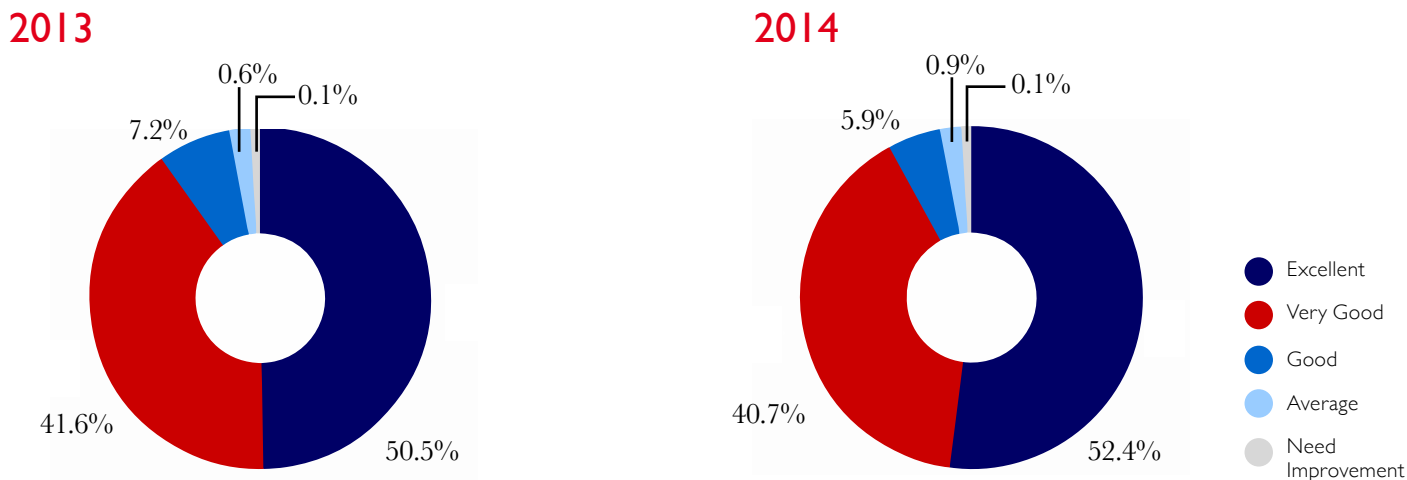
YEAR	GOALS	PERFORMANCE
2014	To achieve 90% in the category of "Very Good" and above.	Guest satisfaction level at 93%.
2015	To achieve 95% in the category of "Very Good" and above.	<p>ACTION PLANS</p> Reopen Battlestar Galactica: Human vs Cylon featuring all-new ride vehicles and launch of the NEW! Puss in Boots' Giant Journey ride.

The awards and accolades we received in 2014 are a testament to our commitment towards service excellence. Universal Studios Singapore was named the 1st in Asia and 8th in the World for Amusement Parks for the TripAdvisor™ Travellers' Choice™ awards.

Visit www.gentingsingapore.com/en-sg/awardsandaccolades.html for a full list of awards and accolades received.

To illustrate our commitment to meeting the highest standards of quality and customer satisfaction, we are pleased to announce the launch of our new attraction, Puss in Boots' Giant Journey, in 2015. The ride will follow an original storyline, taking guests on board an anti-gravity, swashbuckling journey in the Far Far Away-themed zone. With the reopening of Battlestar Galactica: Human vs. Cylon and the upcoming launch of Puss in Boots' Giant Journey, 2015 promises to be an exciting year for our guests. We will continue to work hard to deliver a first-class guest experience.

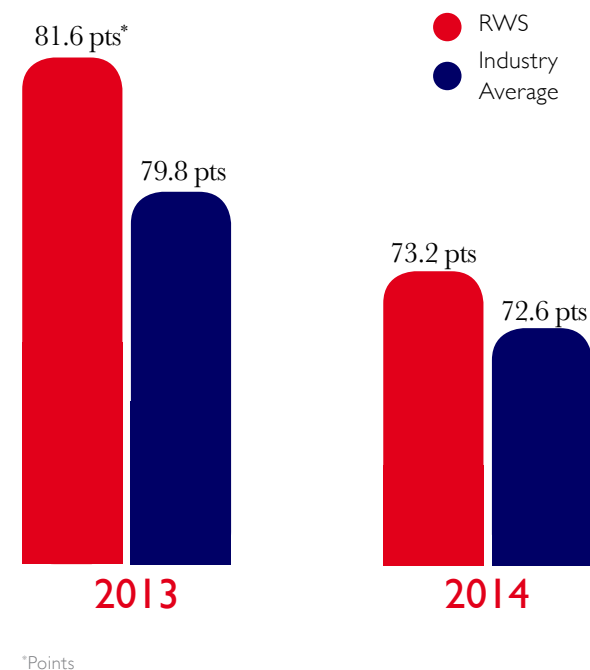
Figure 4: Guest Satisfaction at Universal Studios Singapore.



Industry Comparison

The Customer Satisfaction Index of Singapore (CSISG) is an extensive nationwide program that surveys end users on their satisfaction with companies across sectors and subsectors of Singapore's services industry. Through this report, Universal Studios Singapore has been named the top attraction in Singapore for the third year running. Figure 5 reflects our theme park benchmarked against the industry average.

Figure 5: CSISG Satisfaction Score for the Attractions Sector.



*Points

“We would like to express our sincere appreciation of the efforts that Resorts World Sentosa and Universal Studios Singapore have made to create beautiful memories for its handicapped/disabled guests and their family. Your staff was extremely friendly and helpful in facilitating access to all the suitable attractions. The staff also took special care to ensure that our son, Ryan, was safely secured and carefully explained the safety features before the ride commenced. Thank you for making Ryan’s 6th birthday a special one.”

Mr and Mrs Song CK, Singapore, guests at Universal Studios Singapore.



From left clockwise: Puss in Boots' Giant Journey. Minions from Despicable Me. Halloween Horror Nights 4 iconic character Minister of Evil at the opening scaremony at Universal Studios Singapore.

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Marine Life Park

The 8-hectare Marine Life Park (MLP) features three landmark aquatic attractions – S.E.A. Aquarium (SEAA), the Adventure Cove Waterpark (ACW) and Dolphin Island (DI). It collectively houses over 800 species of marine life and offers premier interactive and educational programmes and activities. Over 6 million guests have passed through its doors since it opened.

The water theme park brings with it added challenges. Apart from being committed to general park safety standards -- BCA Amusement Rides Safety Act and ASTM Committee F24 Standards, our aquatic safety protection systems are also in full compliance with the SS556 – Code of Practice for the Design and Management of Aquatic Facilities. Our safety goals and targets are reflected in Table 6.

Our water quality laboratory team regularly assesses and monitors the quality of water and also conduct chemical and bacteriological testing, in all our pools and attractions. This is to ensure that the water quality meets regulatory and best-practice standards for both guests and marine life. We are fully compliant with the Singapore Environmental Public Health Act Regulation 10. The measured metrics used may be found under the Singapore National Environment Agency (NEA) Code of Practice on Environmental Health.



Rainbow Reef, Adventure Cove Waterpark

TABLE 6: SAFETY GOALS AND TARGETS

YEAR	GOALS	PERFORMANCE
2014	Zero regulatory summons from non-compliance of safety laws and regulations.	Achieved.
ACTION PLANS		
2015	Zero regulatory summons from non-compliance of safety laws and regulations.	To maintain a low-to-no incident occurrence, attractions' safety representatives are encouraged to actively participate in preventing non-compliances by contributing fresh ideas and suggestions for reducing incidents. This is also part of their personal key performance indicators.

Lifeguards play a key role in ensuring the safety of our guests at our pools. All our lifeguards are certified by Jeff Ellis & Associates (E&A), the world's leader in lifeguard certifications, under their Comprehensive Aquatic Risk Management Program and International Lifeguard Training Program. In 2014, ACW received the E&A Silver International Safety Award for performing well in the 2013 quarterly audits.

We continue our outstanding performance this year by achieving an overall grading of "Exceeds Evaluation" every quarter, placing us in the global top 20% of E&A-certified water parks.

Guests are able to decide if an activity is suitable for them with our safety instructions signages placed around the theme park. Health and competency requirements for participation in Ultimate Marine Encounters - our experiential programmes such as Sea Trek® Adventure, Shark Dive and Open Ocean Dive are also detailed clearly. Conditions include:

- Minimum participation age and/or height
- Swimming proficiency levels
- Diving certification (for specific programmes)

Guests are also advised not to fly within 12 hours after participating in programmes that require full-body submersions. All programmes are conducted under the close supervision of our certified master divers. This measure is above and beyond the standard requirements of a recreational aquatic venue.

In 2014, we implemented several new safety initiatives such as a new combined height requirement information board at the entrance of ACW which allows our guests to see the safety height limits for all our water rides prior to entering the park. Traffic lights were also installed on our ACW slides to help guests navigate their way through our rides safely.

“*It was my first visit to the Marine Life Park and one of the most satisfying trips I had made to a local tourist attraction in my many years of living here. I was thoroughly amazed by the employees and their hospitality by providing more information about the marine animals in the aquarium and showing us around. Initiative taken by these employees was commendable. I just want to say that the time I spent in the S.E.A. Aquarium was very memorable.*”

Ms Sudhasaki Raman, Singapore, guest at Marine Life Park.

Guest Satisfaction

MLP employs the same guest satisfaction strategy and survey methodology used in Universal Studios Singapore. Figure 6 reflects our ACW and SEAA attractions guest satisfaction levels, which exceeded our targets of 90% “Very Good” and above. The improvement from last year’s results of 88% and 84% for both attractions respectively can be attributed to our continual improvement and development of our programmes, exhibits and engagement with guests. For example, SEAA launched a series of programmes on the marine conservation of sharks, mantas and rays, schooling fish, sawfish and sea dragons, that provided our guests with an immersive learning environment.

The awards and accolades we have received in 2014 are testament of to our commitment towards service excellence. Our attractions clinched the TripAdvisor™ Travellers’ Choice™ awards for Amusement Parks and Water Parks.

Visit www.gentingsingapore.com/en-sg/awardsandaccolades.html for a full list of awards and accolades received.

Going forward, we strive to maintain an overall 90% for guest satisfaction for our three attractions. We believe that our 2015 action plans will steer us towards achieving the goals set to create the best possible experience for our guests. Table 7 reflects our goals and targets.

Figure 6: Guest Satisfaction at Adventure Cove Waterpark and S.E.A. Aquarium

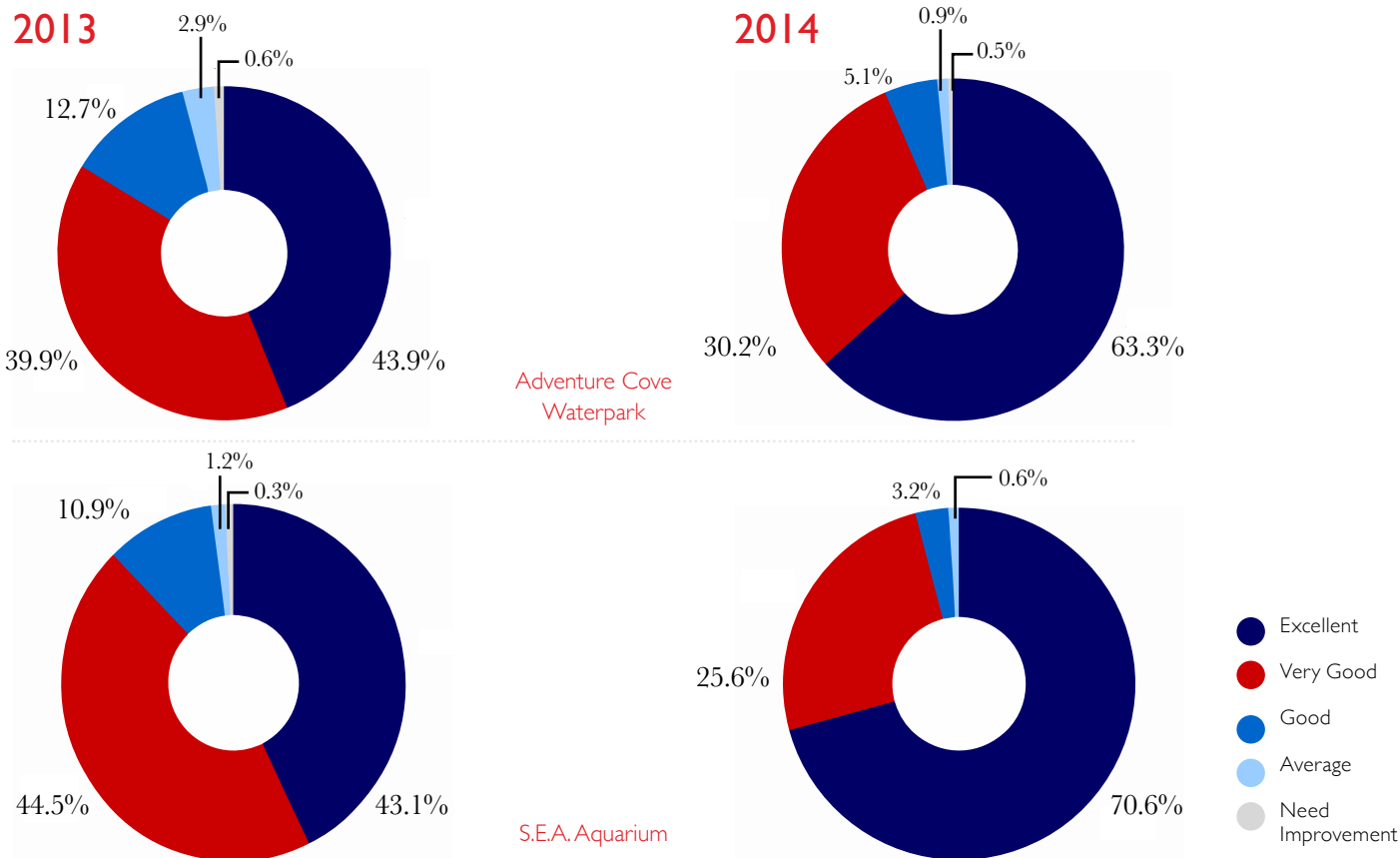


TABLE 7: GUEST SATISFACTION GOALS AND TARGETS		
YEAR	GOALS	PERFORMANCE
2014	To achieve 90% in the category of “Very Good” and above.	Guest satisfaction level at 94% for ACW and 96% for SEAA.
2015	To maintain 90% in the category of “Very Good” and above.	ACTION PLANS A new Water Maze attraction will be available at ACW and new species will be introduced at SEAA.

RESORTS WORLD CASINO

RWS aims to provide patrons with an enjoyable gaming experience at the Resorts World Casino. We are fully committed to the prevention of problem and underage gambling at our premises.

Responsible Gambling

For the sustainability of our business, we have introduced a Responsible Gambling Programme which aims to create awareness of problem gambling, prompt intervention and referral to professional help services.

We are committed to ensure regulatory compliance with all applicable laws and regulations and to collaborate with the government, responsible gambling bodies and the community to minimise any negative social impacts due to gambling in the casino.

We have a Responsible Gambling Committee made up of representatives from our senior management team. They take the lead in setting strategic direction and drive implementation of our responsible gambling initiatives. The Committee also reviews the effectiveness of our measures implemented.

We have an appointed Responsible Gambling Officer whose duties include developing, implementing and monitoring the effectiveness of our programme. The Officer also sits on the industry-wide Responsible Gambling Forum – a panel organised by the Singapore Ministry of Social and Family Development to exchange views, and discuss initiatives to engage the community.

In addition, our Independent Advisory Panel comprises experts in the areas of prevention of problem gambling and addiction and also provides guidance on our responsible gambling initiatives. They share their insights and knowledge of emerging social concerns and economic issues associated with problem gambling which helps us strategise our responsible gambling initiatives. Table 8 reflects the initiatives taken.



Resorts World Casino Responsible Gambling Ambassadors.

Duties of Responsible Gambling Committee

1.

Sets the strategic direction for responsible gambling initiatives to ensure RWS provides a safe gambling environment.

2.

Supervise the development and implementation of the RWS Responsible Gambling Programme to ensure regulatory compliance.

3.

Analyse the effectiveness of the responsible gambling measures and responsible gambling best practices of other jurisdictions, casino operators and gambling bodies and decide on adoption of measures relevant to our operating environment.

4.

Drive implementation of Responsible Gambling Programme.

Duties of the Independent Advisory Panel



Our Targeted Responsible Gambling Programme

Our responsible gambling efforts and action plans are tailored to the needs of different segments of the gambling population i.e. Excessive Gamblers, Frequent Gamblers and Casual Gamblers.

Excessive Gamblers



High risk of problem gambling.

- Genting Rewards members or Singapore Citizens/Permanent Residents can access information about their visits and/or gaming records.
- Casino team members are trained to look out for problem gambling behaviour.
- Our Responsible Gambling Ambassadors offer personalised and focused advice on player safeguards and provide professional help resource options which include our Pre-Commitment Programme and the national Casino Exclusion and Visit Limit options.
- Patrons are encouraged to take a risk-assessment test by National Council on Problem Gambling (NCPG) in our private and members' lounges.

Frequent Gamblers



Low to moderate risk of problem gambling.

- Promote self-awareness of gambling behaviour.
- Casino team members are trained to facilitate the provision of detailed responsible gambling information.
- A Responsible Gambling information kit is given to all new Genting Rewards members.
- Player safeguards brochures by RWS and NCPG are easily available to patrons.
- Odds of winning information are available in gaming guides and on slots machines.

Plans Forward

Promoting responsible gambling is an ongoing commitment. In 2015, we aim to increase our efforts in keeping problem gambling in check with the following measures:

1. Referring patrons to our Responsible Gambling Ambassadors have proven to be an effective approach in rendering help to those who require responsible gambling and problem gambling information or assistance. Hence, we plan to train another 200 Responsible Gambling Ambassadors.
2. Continue to reinforce training for all casino team members to identify problem gambling behaviour to provide more effective and efficient help.
3. To increase team members' awareness of responsible gambling by reviewing and refreshing the responsible gambling content displayed at the back-of-house areas. There will also be more regular features of responsible gambling messages and updates in our monthly team members' newsletter.

Casual Gamblers



Little to no risk of problem gambling.

- Promote basic awareness on the myths of gambling and what responsible gambling is through prominently displayed messages on signs and posters displayed at high-traffic areas in the casino, entry levy tickets and hotel key cards.
- Information on RWS' Responsible Gambling programmes and where to get help.

TABLE 8: RESPONSIBLE GAMBLING INITIATIVES

INITIATIVE	DESCRIPTION
1. Team member responsible gambling training	We believe that discipline towards responsible gambling starts internally. Our team members are guided by the Casino Access, Patronage and Membership Policy, which enforces restrictions on access to and a strict no-gambling rule in our casino premises. Team members undergo responsible gambling training as part of their job induction programme as well as an annual refresher course.
2. Pre-Commitment Programme (PCP)	A safeguard that allows patrons to voluntarily set their limits before they start gambling.
3. Responsible Gambling Ambassadors (RGA)	RGAs are trained to provide advice and assistance on responsible gambling and problem gambling matters. RGAs provide player safeguards information and counselling referral services (such as the NCPG helpline) to patrons who seek assistance or display problem gambling behaviour.
4. Responsible ambience creation	We provide an environment conducive for guests to make informed gambling decisions by controlling our alcohol service, prominently displayed digital clocks, and providing adequate lighting in our casino.
5. Responsible marketing	<p>We collaborate with the government and national gambling body to distribute and display English and Chinese publicity collaterals on responsible gambling and problem gambling in our casino. We practise responsible marketing and do not advertise our operations outside of the casino in accordance with The Act: Casino Control (Advertising) Regulations 2010. Our gaming guides clearly outline game rules, winning probabilities and cost of play allowing patrons to make an informed decision on gambling.</p> <p>In support of the national responsible gambling safeguards, we provide self-service kiosks for voluntary Casino Self-Exclusion and Visit Limit application. Our touch-points such as slot machines and table game screens feature NCPG helpline for patrons to seek assistance discreetly.</p>
6. Responsible Gambling Awareness Week (RGAW)	RGAW was introduced by the Singapore government to create awareness on responsible gambling and the challenges of problem gambling, while promoting industry-community collaboration on responsible gambling efforts. RWS participated in the inaugural industry-wide RGAW in May 2014, with booths to engage patrons in responsible gambling games. To commemorate the event, RWS launched a special brochure for seniors: "Don't Ruin Your Golden Years". RGAW posters and brochures, as well as our own standees highlighting the RWS PCP and RGA programmes, were strategically displayed in the casino during this period.
7. Training for private jackpot clubs	Recognising that non-casino gambling operators are now expected to build and improve their responsible gambling capabilities, RWS volunteered to develop and run a customised responsible gambling training curriculum for staff of private jackpot clubs. The training was conducted in June 2014 for 30 representatives from 10 private jackpot clubs across Singapore. The participants gathered valuable insights on how to effectively implement responsible gambling measures in their operations.

HOTELS

The comfort and safety of our guests in our six hotels are paramount and we are mindful of the potential health and environmental hazards found in cleaning supplies used to sanitise our rooms. Hence, we use only Green Sealed Certified core cleaning products that are non-toxic, non-irritating to skin and eyes and readily biodegradable.

Carpeting in guest rooms have been replaced with laminated floors to reduce the use of harmful cleaning agents. The move also improved productivity and lowered cleaning costs. To lessen washing loads, team member uniforms are designed resort-styled without jackets or ties.

Guests are also encouraged to go green with us and are asked to reconsider before requesting to change towels or bed linens. Trash collected from guest rooms are segregated according to plastic, paper, or metal and recycled. Our recycling collection data can be found in the Environment & Biodiversity chapter of this report.

Guest Satisfaction

Feedback forms, letters, emails, social media platforms, and user-generated review forums are some of the avenues where our hotel and spa guests share their experience with us. Feedback forms available in our guest rooms survey their experience on arrival, the friendliness of our front desk team members, cleanliness, efficiency of housekeeping as well as the amenities available. Guests at our spa, ESPA, use the ESPA guest comment card to share their feedback. This year, the ESPA guest comment card was changed to one using a score system making it easier to track data, done internally on a monthly basis. In 2014, our targets were met with an overall guest satisfaction score of 90% and 95% was achieved for our hotels and ESPA respectively. Table 9 reflects our goals and targets.

Our RWS hotels are rated in the annual CSISG Food & Beverage and Tourism survey. In the CSISG 2014 (Jul to Sep) survey, RWS hotels achieved a satisfaction score of about 72 points as compared to about 78 points in 2013. This downward trend is also reflected in the local hotel industry, which is possibly related to the existing manpower crunch against the backdrop of increasing tourist numbers. Figure 7 reflects the CSISG satisfaction scores.

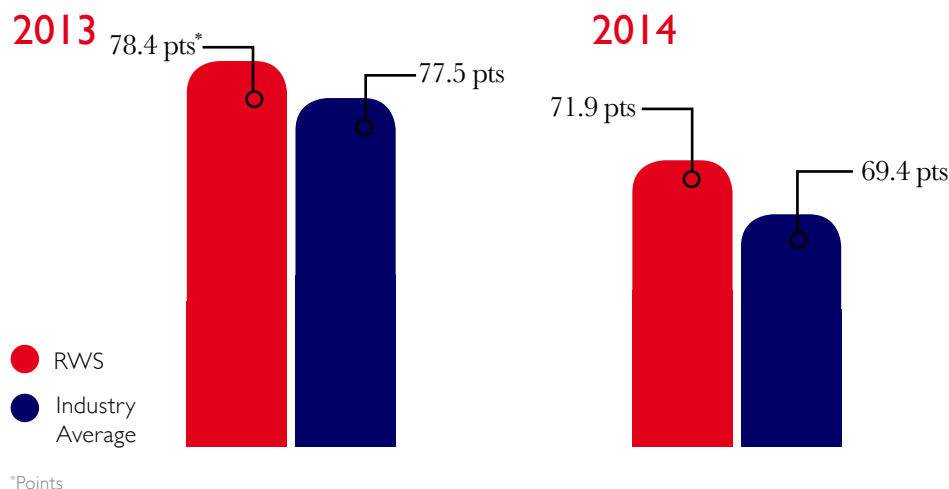
While our score continues to exceed the industry average of 69 and 78 points in 2014 and 2013 respectively, we believe there is room for improvement.

TABLE 9: GUEST SATISFACTION GOALS AND TARGETS

YEAR	GOALS	PERFORMANCE
2014	1. To achieve guest satisfaction level of 90% for all RWS hotels. 2. To achieve guest satisfaction level of 95% for ESPA.	1. Achieved. 2. Achieved.
2015	1. To maintain guest satisfaction level of 90% for all RWS hotels. 2. To maintain guest satisfaction level of 95% for ESPA.	ACTION PLANS We will improve front desk reception through our monthly internal 'Mystery Shopper' programme and conduct quarterly front office excellence training. Treatment services will also be improved through regular reviews, training and bi-monthly internal auditing. To ensure service quality, there will also be monthly telephone auditing and recording and monitoring and reviewing of guest feedback.

We strive to improve and provide our guests with positive and satisfying experiences by continuously benchmarking ourselves against industry standards. Team members are reminded of our service standards through visual reminders such as a Greetings and Common Phrases chart displayed in our offices. The chart reminds team members to greet guests with a smile, address guests by name as well as other basic good service behaviour. Training courses are also provided to upgrade and enhance the skills of our team members. Language courses and specialised courses like butler training are also available.

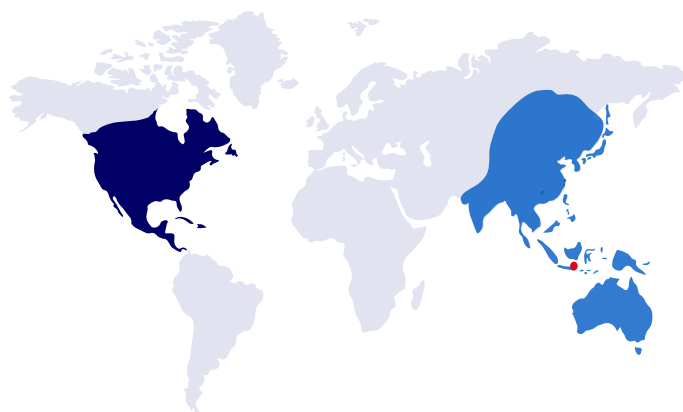
Figure 7: CSISG Satisfaction scores in the Hotels & Accommodation Services sector in Singapore.



RESPONSIBLE SOURCING

More than 3,000 suppliers provide a wide range of products and services for our business. These suppliers are our key business partners and are instrumental in supporting our continuous effort to drive and promote sustainability. We are committed to supporting local businesses and helping them grow. In 2014, 84% of our suppliers were based in Singapore.

Figure 8: Geographical Spread of suppliers in 2014.



- Local: 84%
- Asia Pacific: 8%
- United States: 3%
- Other Regions: 5%

Fair Selection

Our suppliers are screened according to the nature of the goods or services involved and the importance of the contract. All potential suppliers for major contracts are assessed through our evaluation procedure for factors such as their technical competency, track record, product quality, service support, financial reliability, litigation history and ethical profile. In addition, Figure 9 reflects our processes which are aligned to our commitment for sustainability in four areas: Casino, F&B, Retail Merchandise and Services.

Figure 9: Four main areas of responsible sourcing.

<p>Casino We work closely with the Casino Regulatory Authority of Singapore to ensure only suitable vendors are engaged for Casino-related purchases.</p> <p>Food and Beverage Located in S.E.A. Aquarium, Ocean Restaurant by Cat Cora procures seafood from sustainable sources where possible. Currently, some 49% of the fishes it procures are from certified sustainable sources. Suppliers certified by the Marine Stewardship Council and Friends of the Sea are reviewed favourably. Shark fin is not offered on our menus across all RWS-owned F&B outlets.</p>	<p>Retail Merchandise Our retail merchandise in Universal Studios Singapore is sourced from suppliers who comply with local laws and any applicable NBC Universal standards in labour, environment, health and safety. To ensure compliance, suppliers are also subject to on-site factory audits.</p> <p>Services Our main outsourced service categories and service providers are required to be licensed by relevant authorities, who mandate certain standards in the areas of productivity, better employment standards and progressive wage models such as the NEA Enhanced Clean Mark Accreditation Scheme.</p>
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Evaluation Process

Our suppliers are required to comply with the Employment Act and Workplace Safety and Health Act to provide adequate remuneration and proper working conditions for their workers. Our third party contractors for labour are further expected to abide by the Singapore Immigration Act and Ministry of Manpower (MOM) guidelines to ensure that minimum age and migrant requirements are met. Food suppliers are subject to our food safety requirements which are aligned to NEA and Hazard Analysis & Critical Control Points (HACCP) requirements. The next phase of our sustainability efforts is to extend our Code of Conduct requirements to our strategic suppliers, outlining guidelines on our expectations of suppliers in the areas of ethics, environment, health and safety, labour and human rights. This Code will apply to our suppliers and their employees, contractors, agents and subsidiaries providing goods or services to RWS. We target to implement this by the first half of 2015. Table 10 reflects our goals and targets.

TABLE 10: RESPONSIBLE SOURCING GOALS AND TARGETS		
YEAR	GOALS	PERFORMANCE
2014	Identify and implement 3 supply chain initiatives.	1. Implemented sustainable fish sources in Ocean Restaurant by Cat Cora. 2. Incorporated Enhanced Clean Mark certification as a requirement for all cleaning service contracts. 3. Standardised use of Forest Stewardship Council certified A4 copier paper throughout the resort.
2015	1. Establish and deploy Supplier Code of Conduct specifying requirements to suppliers in the areas of governance, environment and social responsibility, labour and human rights. 2. Include energy-saving or sustainable options as part of tender submission requirements for major tenders.	TARGETS 1. To be completed by July 2015. 2. To be completed by December 2015.

FOOD AND BEVERAGE SAFETY

We comply with regulatory requirements of NEA for our F&B outlets licenced and follow a HACCP-based food safety management system. The system ensures hygiene requirements are covered in the areas of vendor assessment and approval, temperature control, stock control, food preparation hygiene and sanitation.

In 2014, we launched our Hygiene and Food Safety Policy Statement reaffirming our commitment to food safety excellence. We pledged to continue the high levels of hygiene and food safety standards required to maintain our NEA 'A' grading at all our 78 licensed F&B outlets. We have a food safety management system in place to ensure we adhere to these standards. Table 11 details our action plans to maintain our high levels of food hygiene and sanitation going forward.

TABLE 11: FOOD SAFETY GOALS AND TARGETS

YEAR	GOALS	PERFORMANCE
2014	Maintain 'A' grading at all F&B outlets in the resort.	Achieved.
ACTION PLANS		
2015	Maintain 'A' grading at all F&B outlets in the resort.	<ol style="list-style-type: none"> 1. Continue with our programme of hygiene and food safety training for all new and existing chefs and food handlers. This covers both classroom training sessions and toolbox talk briefings in the workplace. 2. Quality Assurance team to continue monitoring compliance with NEA requirements and internal hygiene standards. 3. Continue to liaise and cooperate with NEA Officers during visits and grading inspections.

Food Packaging

The Agri-Food & Veterinary Authority of Singapore (AVA) governs the proper and accurate labelling of all pre-packaged food. There were no cases of non-compliance with regards to food labelling this year.

While there are no regulatory requirements for food ingredient labelling in F&B outlets, we have adopted voluntary labelling in our ESPA restaurant, Tangerine, which lists the nutritional value of the various food on our menu.

Food Safety Management System

Training

All chefs and food handlers go through food safety training according to their experience and work activities. This includes an NEA-approved F&B hygiene course prior to employment, and various WSQ courses throughout the year such as the WSQ Basic Food Hygiene Course.



Monitoring

Our Quality Assurance team is in charge of adhering to NEA compliance requirements. The team visits all F&B outlets and kitchens on a daily basis and carry out food hygiene audits once a month. They are also responsible for monitoring compliance with HACCP food temperature checks, documentation screening, collection and records' maintenance.



Sampling

Microbiological sampling is conducted on ready-to-eat and cooked food, water/ice, and equipment, while hand swab testing is performed on food handlers. Any instances of non-compliance are highlighted, investigated, and corrected on a timely basis.



RETAIL PRODUCT SAFETY AND LABELLING

Our RWS and Universal Studios Singapore branded products follows the Universal Parks & Resorts' International Testing and Labelling requirements for brand consistency across the board. During the year, there were no cases of non-conformity or compromises on health and safety due to our products.



Sesame Street merchandise at Universal Studios Singapore

EMERGENCY PREPAREDNESS

Our emergency response plans enable our team members to quickly identify, evaluate, and react to a spectrum of emergencies, not limited to fire, haze and flu pandemics. This is important to keep both our team members and guests safe in times of adversity.

Fire Safety

All our facilities are equipped with an automated fire detection and protection system that are maintained and tested on a regular basis. We strive to go beyond mere compliance with the Fire Safety Act. In 2014, RWS received the Fire Safety Design Excellence Merit Awards for incorporating innovative fire safety designs and solutions into our attractions, Maritime Experiential Museum (MEM) and Universal Studios Singapore. Our six RWS hotels were awarded the Fire Safety Excellence Awards, as well as the biennial Fire Safety Award for the second consecutive year, issued by the National Fire and Civil Emergency Preparedness Council and the SCDF.

RWS conducts regular fire evacuation drills at locations with high human traffic flow. This is part of the fire evacuation plan validation and procedure familiarisation for our team members. In addition, evacuation exercises were conducted at Universal Studios Singapore and SEAA in August and in April and November respectively.

Transboundary Haze

Haze, a regular and health-adverse occurrence in Singapore, brought about by the burning of forested land in the region is a cause of concern for RWS as a significant amount of our business is based outdoors. We recognise that air quality is elemental to the well-being of both our guests and team members.

During haze periods, our Haze Management Team, established in 2014, keeps track of the haze situation as reported by the NEA. Timely readings of the Pollutant Standards Index (PSI) are broadcasted daily to all team members and in-house guests via a Mass Notification System. Team members based outdoors are put on regular rotation and maintenance of the exhaust fan filter is increased to ensure that the air flow indoors is kept within acceptable limits. Automatic sliding doors are also switched to manual mode to limit haze entering indoors.

In the event that the PSI level reaches 100, washable filters for air conditioners and purifiers will be added and maintenance checks and coil cleaning will be increased. Outdoor entertainment will be reduced as we encourage our guests to stay indoors. All hotel lobby glass doors and Resorts World Ballroom access doors will also be closed. Further, Very Early Smoke Detection Apparatus (VESDA) settings across our resort will be adjusted accordingly and sampling of indoor air quality will be done on a weekly basis. At our carparks, exhaust speed will be increased and fresh air supply will be reduced.

Hotel guests are assured that team members will be on hand to advise combative measures. Guests may also visit our on-site clinic should they feel unwell. We also maintain a ready stockpile of N95 masks sufficient for responding to any deteriorating situation.

Flu Pandemics

RWS has a flu pandemics response plan in place that is guided by the Ministry of Health (MOH). RWS also has specific control measures for all four Disease Outbreak Response System Condition (DORSCON) alert levels as defined by MOH's DORSCON framework.

In the event of a flu outbreak, temperature screenings will be conducted at strategic locations in the resort. We also have adequate supply of Personal Protective Equipment such as 3-ply masks, N95 masks, shoe covers, thermometers, surgical gloves, gowns, nurses' cap and sanitizer which can be distributed immediately to frontline team members to protect them while on duty.

Heightened Security Alert

Amongst the response plans and Business Continuity Plans developed by the Emergency Preparedness Team, there are standard operating procedures on preventive and remedial measures to be taken when there is a heightened security alert. Our response procedures will ensure any incident is mitigated in close collaboration with emergency authorities like the SCDF and Singapore Police Force with priority placed on saving lives and properties.



OUR
PEOPLE

Our team members are what fuel the success of our business in a competitive and dynamic industry. We strive to develop a diverse and inclusive workforce, provide training opportunities and maintain a safe and enjoyable work environment.

OUR WORKFORCE

A wide and diverse business such as ours requires a pool of talented and committed team for support. In 2014, the total number of team members registered 12,562* - a 9% drop in numbers compared to our workforce in 2013. Our operations have stabilised and job scopes have been restructured to be more productive and efficient.

Casual labour, interns and temporary workers fulfil our short-term manpower needs and consistently make up approximately one-third of our total headcount. Figures 10-12 reflect the breakdown.

* All data includes both Genting Singapore PLC and RWS.

**All others refer to casual labour, interns and temporary workers.

Figure 10: Total number of team members by employment contract and gender.

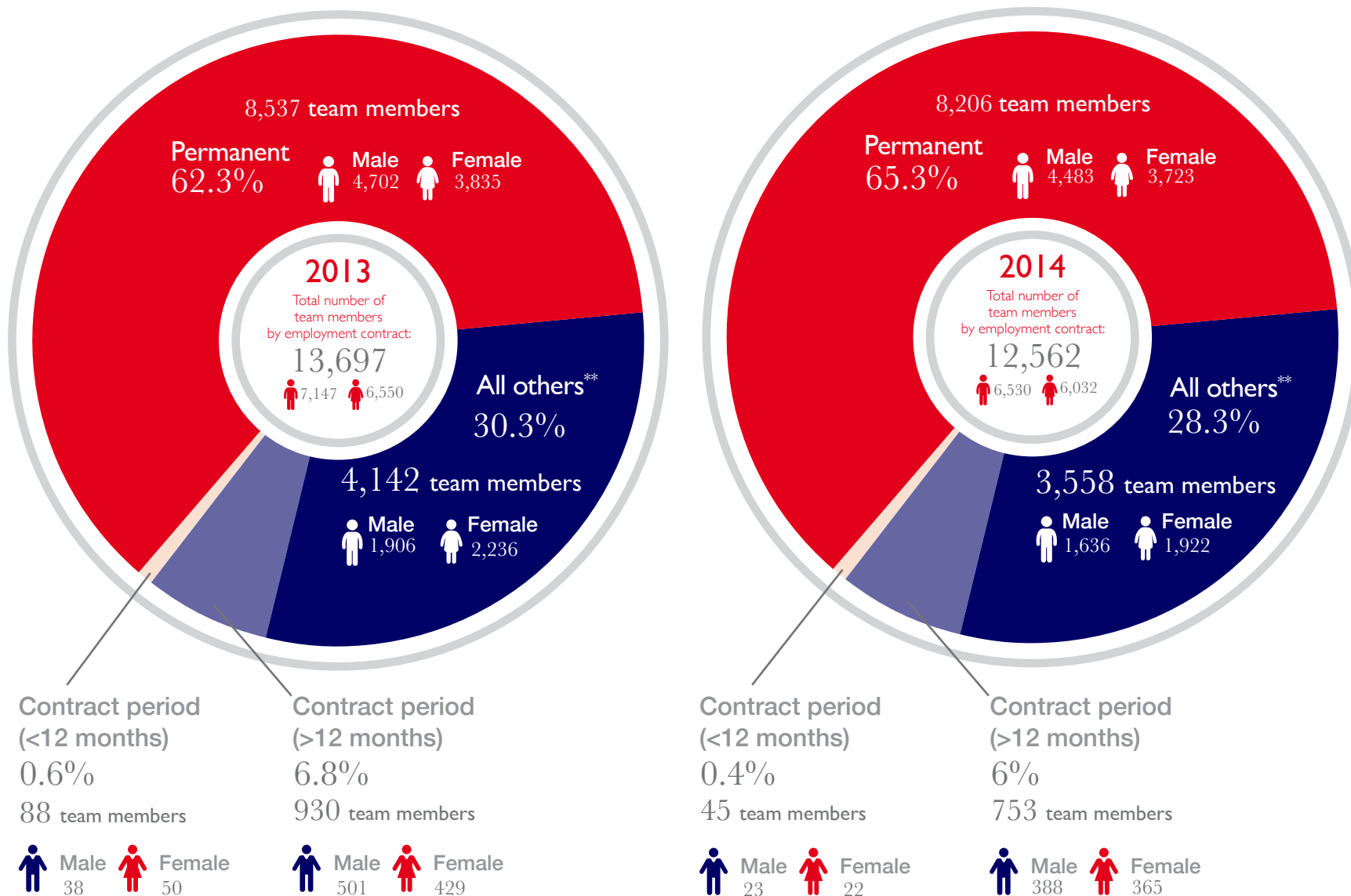


Figure 11: Our Workforce by employment category and gender.

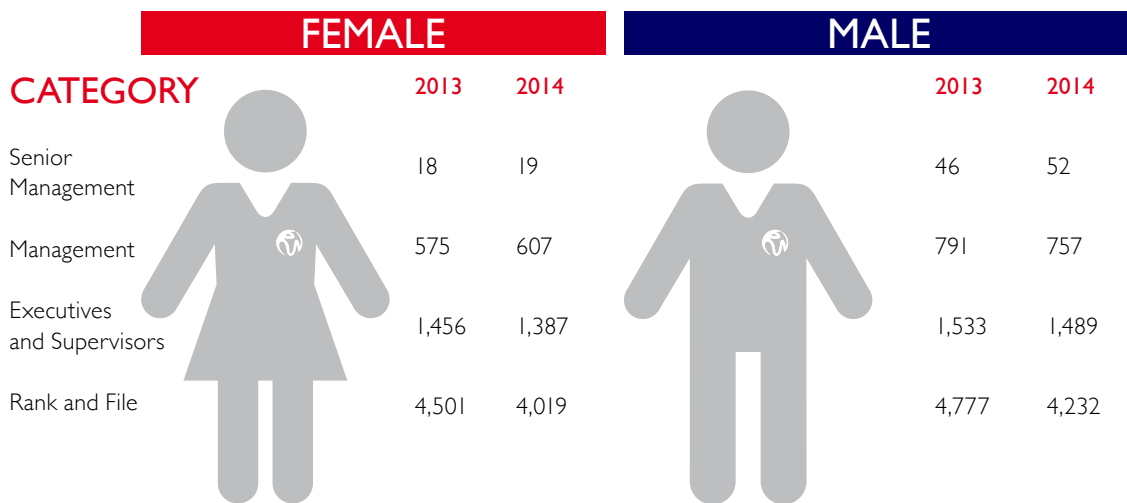
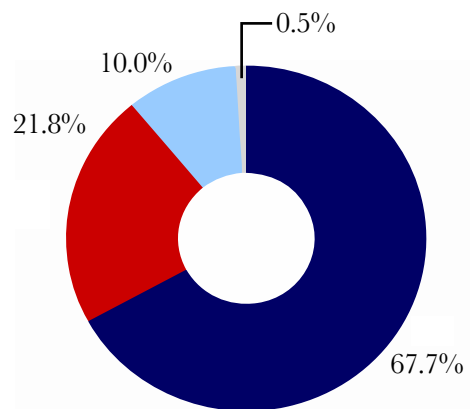
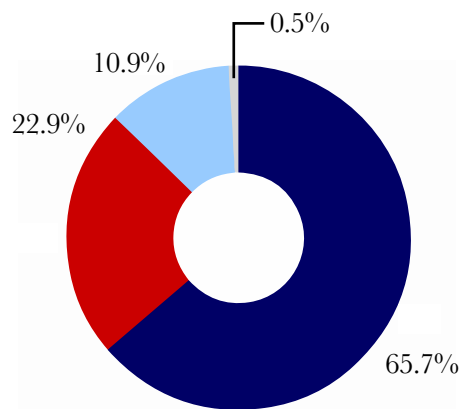


Figure 12: Workforce by category in 2013 and 2014.

2013

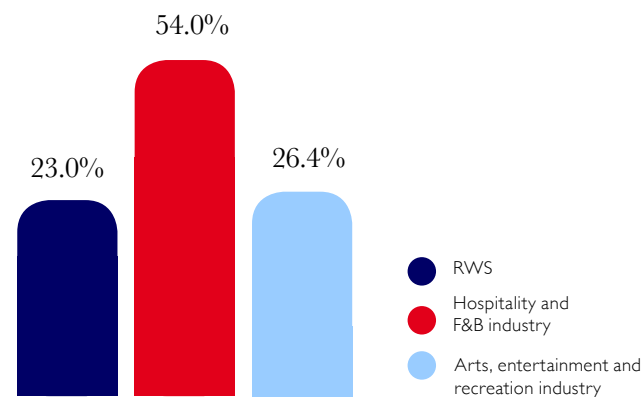


2014



- Rank and file
- Management
- Executives and supervisors
- Senior Management

Figure 13: Turnover rate in 2014.

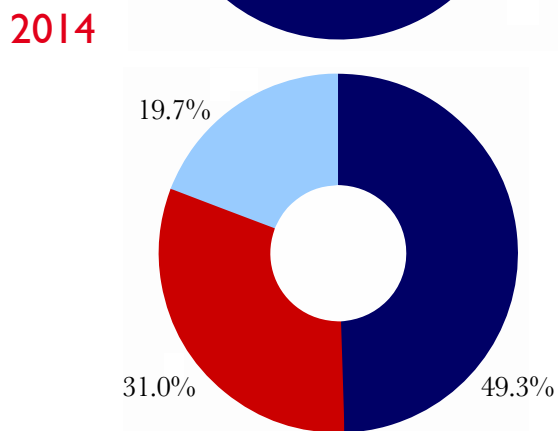
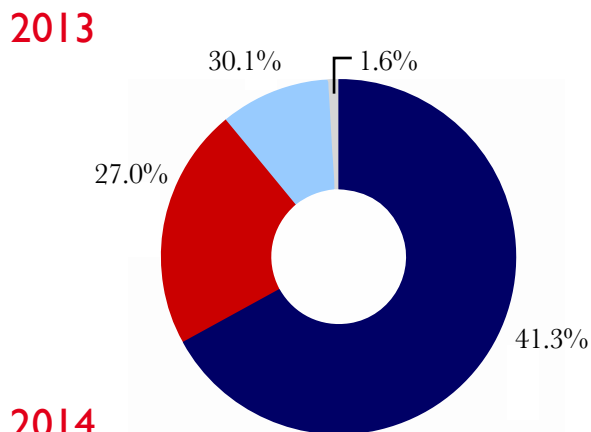


In 2014, our turnover rate was 23%* which was lower than the national average** for similar sectors of hospitality and F&B and arts, entertainment and recreation. Figure 13 reflects our turnover rate. We welcomed 1,472 new team members this year. There is a respectable representation of both women and youths in our employment. 58% of our newly recruited talent are below the age of 30. Between 2013 and 2014, nearly half (48%) of our headcount are women, and almost one in every two new hires is female. This lends testimony to the principles of gender equality that we hold ourselves to in our recruitment process.

We have stepped up on our employee engagement efforts to manage staff turnover rate and control labour shortage.

*Data is based on total number of team members on permanent contracts.
 ** Labour market rates of respective industries taken from The Manpower Research and Statistics Department (Singapore). Third quarter rates were annualised for a like-for-like comparison.

Figure 14: Countries our senior management come from.



- Singapore
- Malaysia
- China
- Others



Locals First

We believe in hiring locals first to promote a sustainable community. We recruit new talent by participating in local job fairs, organising career road shows and engaging local partners. In 2014, 65%* of our workforce was Singaporean. This percentage has improved compared to 2013 where 63% of our workforce was Singaporean. Senior management defined as Assistant Vice Presidents (AVP) and above comprised 49% Singaporeans, an improvement from 41% in 2013. At a regional level, 80% and 68% of our senior management were from ASEAN countries in 2014 and 2013 respectively. Figure 14 reflects the breakdown. Amid the tight labour market and mismatched expectations, we continue to engage foreign talents in our recruitment efforts.

*Computed based on the proportion of Singaporeans and Singapore Permanent Residents of our employees who are permanent and contractors ≥12 months.

Inclusive Employment

RWS is committed to fair and inclusive employment practices which are based on the five key principles of the Tripartite Alliance for Fair Employment Practices (TAFEP) Guidelines. We have been a signatory of the TAFEP Employers' Pledge of Fair Employment Practices since 2007.

In our commitment to foster an all-inclusive workforce, we partner the Singapore Corporation of Rehabilitative Enterprises (SCORE) to recruit ex-offenders. This gives them a chance to rebuild their lives and work towards being responsible and contributing members of society. In recognition of our efforts, we have been accorded the Champion of Hope Award, 5 Years Appreciation Award, as well as the Model Supervisor Award in 2014 by SCORE.

“I am grateful that the company does not discriminate against my age and allows me to work alongside my younger co-workers on an equal footing. Some people may think it’s tough for someone my age, but I think sometimes I perform even better and faster than my younger colleagues!”

Goh Siew Tin (left), 62, cook, Wing Choi, Resorts World Casino. Team member since 2010.

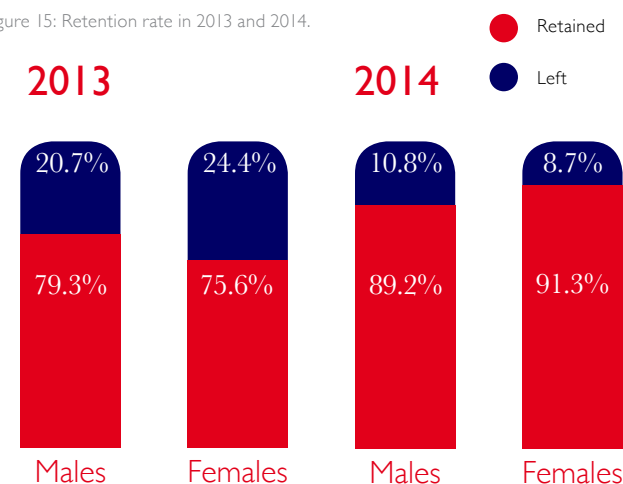
TEAM MEMBER BENEFITS

Work-Life Balance

To attract and retain talent, we offer a diverse range of benefits to our full-time team members such as life insurance, health care, and parental leave, amongst others.

We believe that balancing work and family life is important, and are supportive of our team members' need for parental involvement in their children's lives. Both our full-time female and male team members who are parents are entitled to parental leave. This year, 208 female and 83 male team members took parental leave. Following their parental leave, all team members returned to work, and 12 months after, retention rates stood at 91% and 89% for women and men respectively. Figure 15 reflects the comparison between 2013 and 2014.

Figure 15: Retention rate in 2013 and 2014.



Lifelong Learning and Skills Enhancement

We believe that our team members are essential in driving the continuous and sustainable growth of our business. Therefore, we are committed to providing the best environment to help our team members continually upgrade and develop critical skills that will add tangible value to our business. Our Service Vision of “Creating WOW Moments Together” set the stage for our team members to deliver memorable experiences to our guests. Table 12 reflects our learning goals.

TABLE 12: LEARNING GOALS

YEARLY GOALS

1. Provide induction to all new hires within the first month of joining RWS.
2. Provide Service Excellence skills training to all team members within the first year of joining RWS.
3. Provide Leadership and People Management training to people managers within two years of joining RWS, in accordance to individual learning needs.
4. Develop and implement generic business and management training programmes for all middle management and above within the next 12 months.
5. A Learning Needs Assessment (LNA) conducted at least once every two years upon confirmation of competency matrix in order to assist team members with career and skills development.

PERFORMANCE IN 2014

Goals 1 and 2 achieved.

Goals 3 and 4 are encapsulated in our Business and Management Competency Framework (BMCF). Taking into account participants' feedback in pilot runs of various programmes, the near to mid-term efforts will be focused on Leadership and People Management.

For the 5th goal, we are in the midst of systematically mapping out the competencies targeted at various job levels and functions. This will essentially close up any skill gaps and pave out career pathways for team members.

Going beyond the mind-set of merely "training for a job" to "learning for a career", our training and development programme is dedicated to making learning a lifelong journey towards career building. Figure 16 reflects the average training hours clocked.

Average hours spent on training in 2014 was lower than in 2013. Our team members had undergone extensive training over the previous years during the setting up of our business and the continual additions of new attractions such as SEAA in November 2012. With the stabilisation of our operations, we will be taking stock of our team members' learning needs before embarking on the training schedule in the coming year.

As an in-house WSQ Approved Training Organisation since 2010, RWS expended considerable resources in building a strong foundation for our in-house training capabilities to provide team members with ample opportunities to upgrade themselves. WSQ training and assessment are integral to RWS' training roadmap to equip team members with the know-how to perform specific jobs well and to review them for the competencies needed to stay employable. To date, more than 16,000 team members have benefitted from our in-house accredited training and over 56,000 WSQ Statements of Attainment have been issued across more than 80 training programmes in Hotels, F&B, Attractions, Gaming, Retail, Service Excellence and Security. Close to 180 team members have also undergone and completed the Workforce Development Agency's Advanced Certificate in Training and Assessment programmes.

Today, our team members, regardless of age and educational background, have an opportunity to access best in-class training, leading to nationally recognised qualifications, and enhancing their upward mobility. Training is a joint responsibility of team members and the company. Supervisors actively support and encourage team members to seek learning opportunities for improvement. Apart from regular training on Leadership and People Management, Service, Soft Skills and Functional Skills, we also avail team members to a Further Education Sponsorship (FES) scheme and career fast track programmes.

“Before joining RWS, I was a security patrol officer and studying part-time. I acquired observational skills and learnt how to be alert in my job. But since becoming an associate trainer, it has opened up my mind – I've learnt so much more about animals and built up my self-confidence, especially my public speaking skills. It's such a rare opportunity to work with animals and at such close proximity. I am very thankful to be accepted as a trainer even though I had no prior experience working with animals.

Jonathan Cheng (below), 27, Associate Trainer, Marine Life Park.
Team member since 2010.

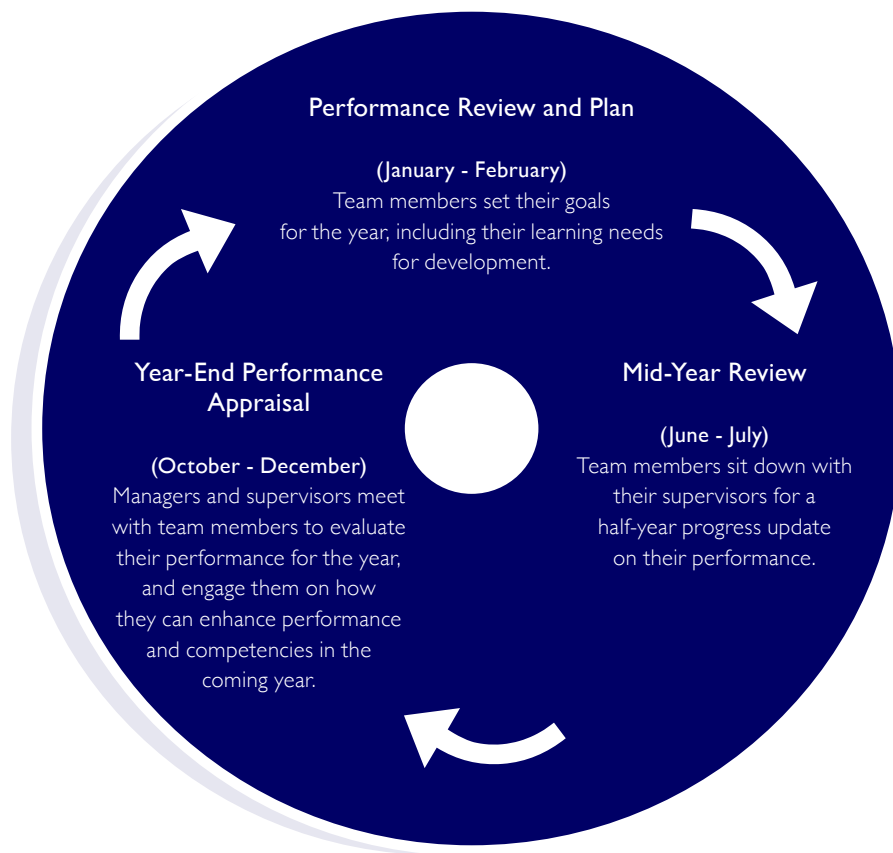


Figure 16: Average training hours clocked*.



*Data includes both Genting Singapore PLC and RWS.

Figure 17: Performance Appraisal Cycle.



Performance and Career Development

Our team members undergo an annual three-stage Performance Appraisal Cycle, regardless of their rank. To ensure a fair and objective performance appraisal, the performance ratings across all departments and organization levels are consolidated and moderated. Figure 17 reflects the Performance Appraisal Cycle.

GRIEVANCE RESOLUTIONS

Team members who wish to clarify or seek consultation on company policies or personal grievances are advised to first contact their Human Resource Relationship Manager. We have in place a Grievance Handling Procedure that ensures work-related grievances are resolved fairly and promptly in good faith. All grievances are treated with confidentiality. To discourage complaints being raised without merit or with ill intent, disciplinary action may be taken against misinformers.

Matters must be raised to the team member's immediate supervisor within two weeks of the incident. In cases where the supervisor is involved in the matter of grievance and where the case remains unresolved two weeks after reporting, a formal complaint should be communicated in writing to the Head of Department, who must try and resolve the grievance within another two weeks. There were no reported grievances on labour practices and human rights during the year.

WORKPLACE SAFETY AND HEALTH

RWS takes the well-being of our team members seriously and are committed to full compliance with the Workplace Safety & Health (WSH) Act and its subsidiary legislations governed by MOM. We have a dedicated Corporate Safety team and a Safety and Health Management System to handle workplace safety health issues.

Our Facilities Management & Engineering (FM&E) department is certified under the British Standard for Occupational Health and Safety Assessment Series, BS OHSAS 18001:2007, an internationally recognised standard for occupational safety and health management systems as well as the local equivalent, the Singapore Standard 506:2009, Occupational Safety and Health (OSH) Management Systems Part 1 – Requirements. RWS is the only Integrated Resort in Singapore that has attained the Workplace Safety and Health Council's bizSAFE STAR status.

The safety of our team members' is as important as our guests'. We have in place measures to mitigate incidents where the safety of our team members' may be compromised, such as during special events, where crowd situations may be boisterous. Our team members go through extensive on-the job training and are provided with comprehensive safety guidelines to ensure they are equipped to manage all guest situations in a professional manner. Team members are also encouraged to be in constant communication with their supervisor should such issues arise. Security is always present to manage a safe environment for team members and guests.

We look out for one another at RWS. Our safety committees are made up of about 160 cross-functional representatives from our key operational Business Units. Team members on the Safety Committees are scheduled to attend monthly committee meetings to ensure that safety initiatives, goals and targets are shared and implemented by individual Business Units. Figure 18 reflects the roles of the various safety committees.

In 2014, the Safety Steering Committee set out to reduce the total man days lost and total number of lost day incidents by 15% and 10% respectively as compared to 2013's performance. Although we did not meet our target of reducing man days lost, we are encouraged to see that we achieved some improvements in the total number of lost day incidents. Table 13 reflects our safety goals and targets.

Figure 18: RWS Safety Committee.

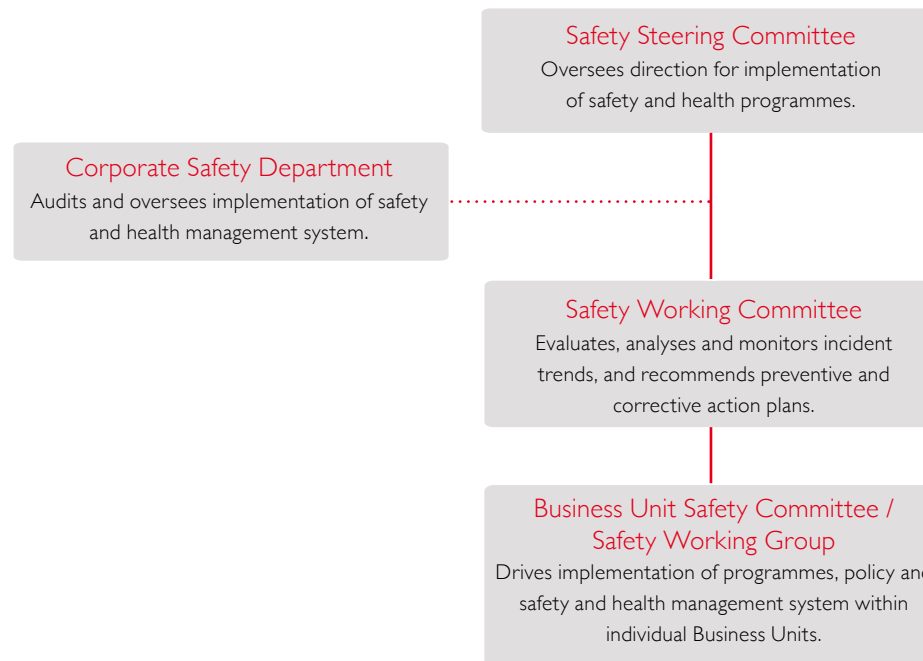


TABLE 13: SAFETY GOALS AND TARGETS

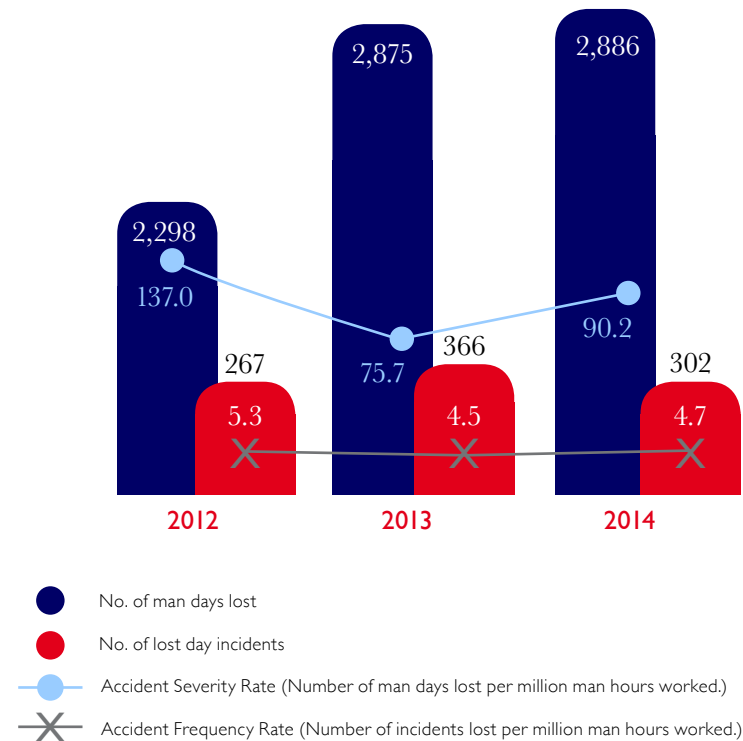
YEAR	GOALS	PERFORMANCE
2014	1. Reduction in man days lost by 15% as compared to 2013. 2. Reduction in total lost day incidents by 10% as compared to 2013.	1. Target not met, for reasons explained on page 34. 2. Achieved a reduction of 17%.
2015	1. Reduction in man days lost by 15% as compared to 2014. 2. Reduction in total lost day incidents by 10% as compared to 2014.	ACTION PLANS Safety trainings to raise safety competency and standardisation of safety management system. Enhance incident reporting structure.

Safety Performance

RWS tracks and monitors its safety performance using Accident Severity Rate (ASR) and Accident Frequency Rate (AFR) as defined under MOM regulations.

2013 saw a significant increase in the number of man days lost and lost day incidents due to one of our in-house productions. With several safety initiatives put in place, 2014 registered a drop in lost day incidents, while maintaining the level of man days loss. In 2014, there was a slight increase in ASR and AFR, mainly due to changes to MOM regulations which increased the scope of reportable incidents. Over a three year period, there were improvements in both statistics; with ASR and AFR having reduced by a significant 34% and 11% respectively. There were no fatalities due to work-related incidents from 2012 to 2014. Figure 19 reflects our safety performance.

Figure 19: RWS' Safety Performance.



New Safety Initiatives

1. Targeting the Root Cause of Incidents

Entertainment performers commonly suffer from overexertion and strenuous movement-related injuries. Bulky costumes and standing or walking for long hours contribute to these causes. As a continuing safety precaution, our mascots and characters in our theme park are accompanied by escorts to ensure scheduled rest and permissible interaction with visitors.

More attention and care are given to manage the ergonomics of our performers by matching suitable and fitting costumes to their body structures. Compulsory warm-up exercises for performers are monitored and supervised.

We strengthen the safety competencies of our team members by conducting training to identify workplace incident causes. In 2014, we trained more than 100 supervisory team members in incident investigation.

2. Continuous Promotion of Workplace Safety and Health

The inaugural RWS Safety Campaign was launched to raise safety awareness among team members. Ergonomics, Working at Height, and Fire Safety were topics raised and Cardiopulmonary Resuscitation (CPR) and Automated External Defibrillator (AED) training sessions were held. 931 team members participated in the roadshows and talks organised. Business Units pitched against one another with innovative projects or work processes to enhance workplace safety in a WSH-novation competition.

On the external front, RWS is honoured to make her debut appearance in the WSH Awards co-organised by MOM and the WSH Council, clinching the WSH Innovation Awards with the Mobile Pantry Project from the Equarius Hotel Housekeeping team. We will be nominating a number of winning projects from our WSH-novation competition to represent RWS for the WSH Awards in 2015.

“ ... the Chinese uphold as a virtue that when one takes from society, one has an obligation to give something back. I strongly believe that a corporation has its social responsibility too. Guided by the spirit of give and take, Genting has never failed to play its role in so far as social and charity activities are concerned. ”

- Tan Sri Lim Goh Tong, Founder of Genting Group

2014 CSR HIGHLIGHTS

\$1 million cash/in-kind donations and sponsorship made to the Community Chest of Singapore which organised the ComChest Care & Share Charity Show and Gala Dinner at RWS. Both events raised about \$9 million for over 80 charities under the Community Chest which impacts more than 300,000 lives.

1,200 children from 51 primary schools celebrated Children for Children as part of Children's Day initiatives at RWS with The Business Times, The Rice Company Limited and a local primary school, CHIJ (Kellock).

31 youths took part in our annual aRWSome Apprenticeship programme bringing the total number beneficiaries of the programme to 98 youths.



ChildAid Asia, Tokyo, Suntory Hall.

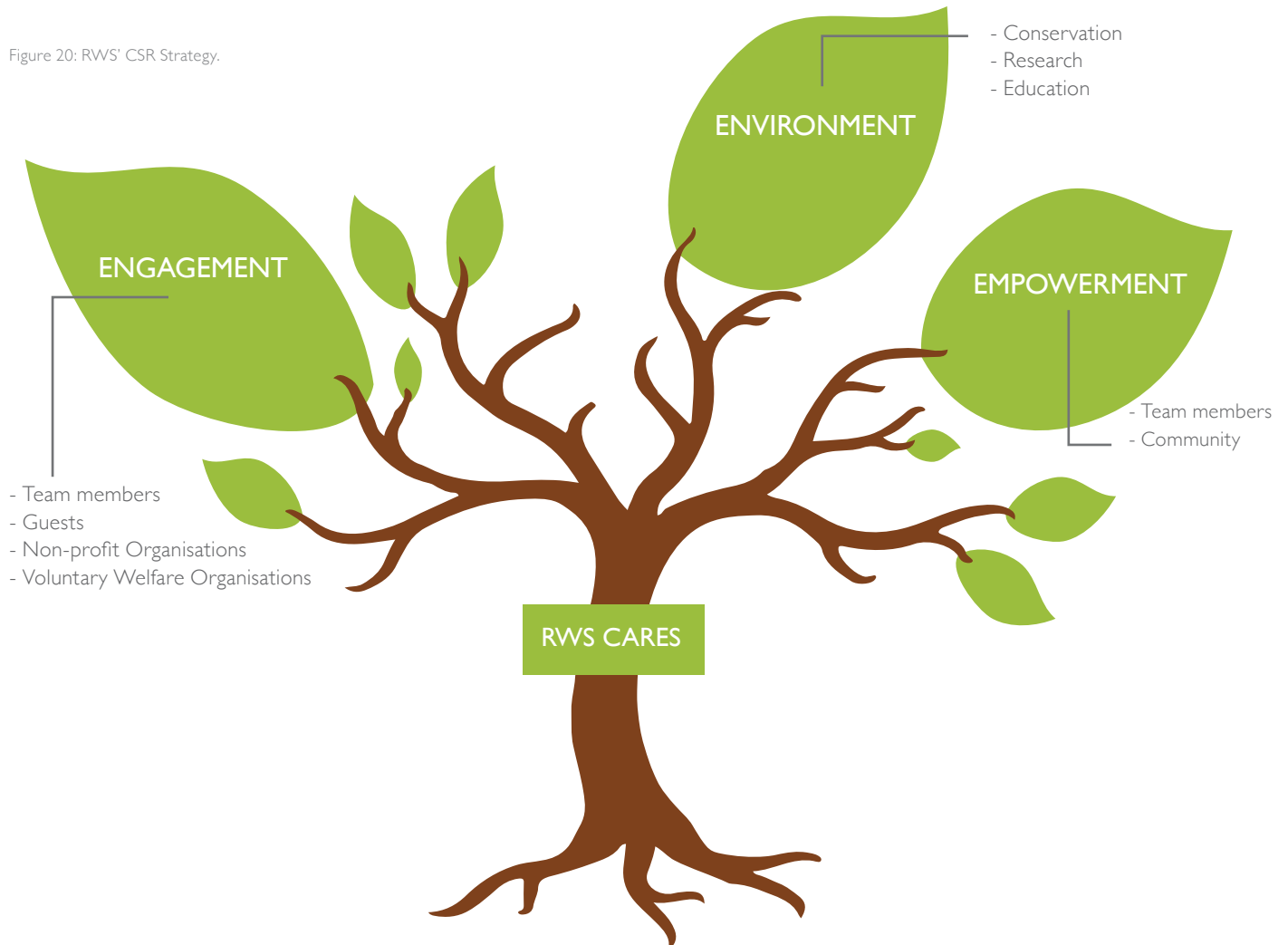


OUR CSR STRATEGY

Empowerment, engagement and environmental conservation are the motivation behind our corporate social responsibility programmes. Through RWS Cares which comprise day-out and mentorship programmes, we have made a difference to over 9,000 vulnerable children, youths and seniors – more than doubling our impact on the community compared to 2013. By leveraging on our resources and expertise, we help improve lives and bring hope.

This year, Genting Singapore PLC not only focused our CSR efforts locally, we brought it overseas. We partnered Little Creators, a non-profit organisation to help raise funds for underprivileged children in Japan through ChildAid Asia, Tokyo. The fundraiser held at the renowned Suntory Hall in Tokyo, featured a performance by 126 children and youths from across Asia, including the Shakuji Gakuen orphanage. Among its attendees were 24 children from tsunami-affected Fukushima.

Figure 20: RWS' CSR Strategy.





Global Science Link participants at RWS.

In another example of our regional outreach, RWS hosted over 70 students from 17 top Asian schools for the first overseas edition of the Tsukuba Science Edge, Global Science Link Singapore as part of our environmental conservation programme in July. The annual event which usually takes place in Ibaraki, Japan saw students pitched their ideas against each other, listened to seminars by renowned scientists and learnt to sell their ideas as an enterprise. Global Science Link is a catalyst to challenge the boundaries of science, and a platform for friendships to be forged across borders.

RWS Volunteers

Our philosophy of giving back to society is integral in the way we conduct our business. With the senior management team leading the pack, all team members are encouraged to volunteer from chaperoning children around our attractions, doing art and craft with beneficiaries, conducting home visits, raising funds and granting wishes.

Team members are eligible for up to two days' time-off for volunteer work. RWS Volunteers clocked close to 7,700 volunteer hours in 2014. This is an increase of 40% in terms of hours when compared to 2013. Initiatives included raising over \$22,000 for the local Adopt-A-Block and aRWSome Wishes programmes.

Our commitment towards volunteerism is evident from the goals and targets we have set ourselves, reflected in Table 14.

TABLE 14: CSR GOALS AND TARGETS

YEAR	GOALS	PERFORMANCE
2014	To reach a volunteerism rate of 7.5%.	Volunteerism rate at 9% (based on 8,206 full-time headcount).
2015	1. To achieve a volunteerism rate of 15%. 2. To increase volunteer hours by 10% over 2014.	ACTION PLANS RWS will work with community partners to increase the number of volunteerism opportunities for our team members.

MARINE CONSERVATION AND EDUCATION

Minimising environmental impact is critical and weaved into our business strategy. We fund conservation and research for marine life as well as conduct educational programmes to raise awareness about protecting the environment. Read more about our conservation efforts at mlp.rwsentosablog.com. Some of our projects are highlighted below.

Manta Ray Tagging

Aim: Tag 30 manta rays using GPS-based tags over a year.
Partner: Conservation International

Launched in September 2014, this project will be executed across Indonesia to locate Manta Ray populations in areas such as Bali, Raja Ampat, Berau, and Komodo. This project allows the team to study Manta Ray migratory patterns into hunting grounds to better understand them and protect them. Overfishing poses the greatest threat to the species, with manta gill plates fetching high prices in international markets and being traded in significant volumes in recent years. Information collected from the tags will subsequently be shared with the Indonesian Ministry of Marine Affairs and Fisheries, through Conservation International, to help the Indonesian government better develop conservation policies for Manta Rays.

Coral Research

Aim: Restore corals back into the natural environment.
Partner: Nanyang Technological University

This project studies coral settlement and growth. Hard corals, play an important role in reef building and restoring coral reef assemblages – especially in Singapore waters. As with all corals, their trade is internationally regulated to ensure they are not over harvested. Juveniles require favourable conditions to settle and morph to form a colony, therefore it is important to understand the factors that affect this process.

Ocean Art Charity

Aim: Using art to promote marine conservation and raise funds.
Partner: The Old Parliament House Limited

Marine conservation awareness was given a boost with the Ocean Art Charity exhibition where Singapore's young budding artists were invited to submit their best marine - themed visual artwork for charity. 16 artworks were selected by a panel of distinguished judges for display at the S.E.A. Aquarium in March 2014. Through an auction of the artworks, \$77,630 was raised for The Business Times Budding Artists Fund and The Straits Times School Pocket Money Fund.

Maintaining a balanced eco-system within our resort is one of our top priorities in building a sustainable business and environment. We are committed to the protection of the native and terrestrial species of our land as well as the independent ecosystem we have created in our oceanarium.

ENVIRONMENTAL IMPACT OVERVIEW 2014

ENERGY CONSUMPTION



CARBON EMISSIONS



16,090 TONNES SOLID WASTE PRODUCED

ENERGY MANAGEMENT

Energy Consumption

Energy consumption is essential to running our business smoothly and we are committed to using all energy resources wisely and efficiently. RWS' yearly energy consumption measures more than 15 GWh, and we adhere to Singapore's Energy Conservation Act which stipulates that companies which consume an energy level of 15 GWh or higher are required to implement a three-pronged approach to reduce its environmental impact. The approach comprises (1) appointing an energy manager, (2) monitoring and reporting energy usage and greenhouse emissions, and (3) submitting energy efficiency plans to the government. The Act introduced in 2013 is part of efforts to lower Singapore's overall energy intensity levels by 35% by 2030.

We have a dedicated FM&E department whose role includes tracking and analysing our energy and water consumption trends and performing monthly internal energy and water audits to identify key areas for improvement. The FM&E department also plans and implements energy saving projects together with energy task force representatives from various departments.

Table 15 reflects our energy targets for 2015. We did not set targets for 2014, as we were just starting out on our sustainability programme.

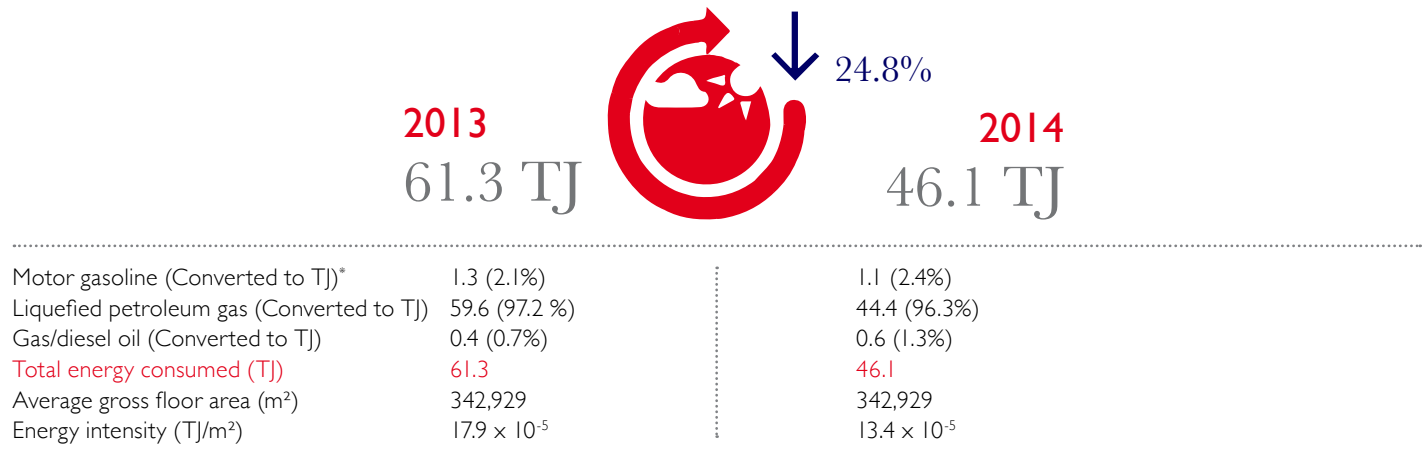
We primarily use electricity from the power grid as well as fuels to power our operations. Figures 21 and 22 chart our consumption figures for direct energy and indirect energy respectively.

In 2014, our non-electrical energy consumption decreased by about 25%. This can be attributed to our heat recovery system project which helps reduce gas consumption. Consistent with 2013's figures, liquefied petroleum gas used for central heating and in our kitchens makes up the majority of our non-electrical energy consumption. The remaining 4% of our direct energy consumption is attributed to a small amount of diesel used to operate our backup power generators, dynamic uninterruptible power systems and forklifts, as well as gasoline that goes towards running vehicles such as buggies.

TABLE 15 : GOALS AND TARGETS IN ENERGY CONSUMPTION

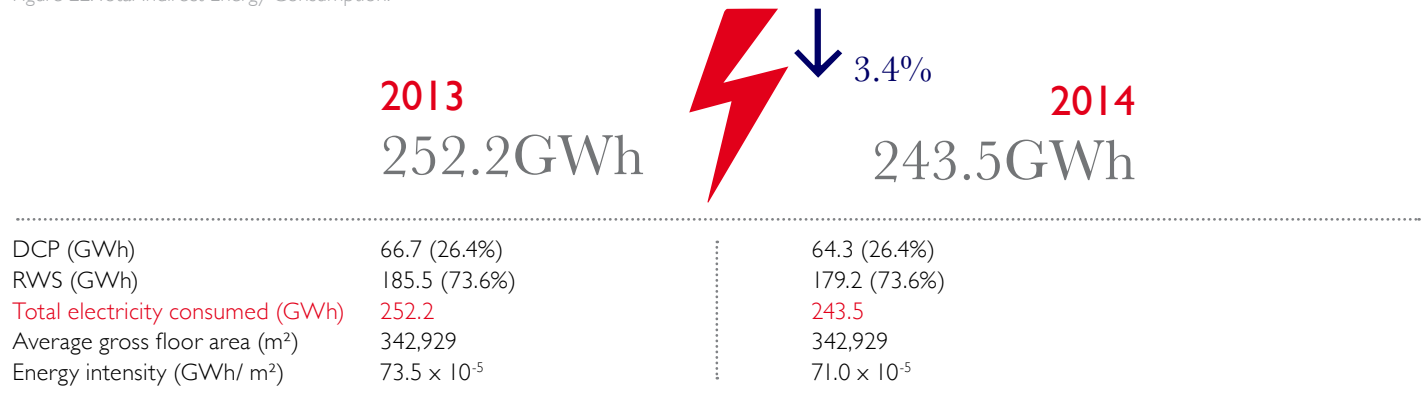
YEAR	GOALS	ACTION PLANS
2015	Energy savings of 2.5% at RWS and our District Cooling Plant (DCP).	1. Optimisation for air-conditioning, fans and pump control. 2. Improve motor efficiency. 3. LED retrofitting.

Figure 21: Total Direct Energy Consumption.



* A restatement was made on the amount of motor gasoline consumed in 2013 as we have increased the scope of our reporting for this source of fuel solely from the FM&E department to all departments.

Figure 22: Total Indirect Energy Consumption.



Grid electricity is used to power our integrated resort operations and DCP, which provides chilled water for air-conditioning and Life Support Systems (LSS). This year, our energy conservation initiatives have yielded a saving of 11.2GWh (4.4%) which is equivalent to energy consumption of 2,440 Singapore 4-room flats for a full year. However, the higher intensity in energy usage (on per floor area basis) reduced the savings by about 1%, resulting in a net 3.4% reduction in total electrical energy consumption when compared to the previous year.

Highlights of Our Energy Conservation Efforts

1. Retrofitting of the cooling tower system at our DCP, yielded cumulative energy savings of 3.3 GWh as at December 2014, which is equivalent to the amount of electricity needed to power 719 Singapore 4-room public housing flats for one year.
2. Retrofitting and relamping of fluorescent tubes and halogen bulbs to LED for our back of house offices, staircases and gaming area, which generated cumulative energy savings of 3.5 GWh as at December 2014. This is equivalent to the amount of electricity needed to power 762 4-room public housing flats for one year.
3. Hot water recovery system at our hotel was reduced. Eliminating the use of energy-intensive gas boilers and producing hot water with rejected heat recovered from the air-cooled condenser yielded cumulative energy savings of 1.2 GWh as at December 2014, which is equivalent to the amount of electricity needed to power 261 Singapore 4-room flats for an entire year.

Upstream and Downstream Activities

In 2014, we attempted to quantify energy consumed from selected upstream and downstream activities associated with our operations such as business travel and employee commuting, respectively. We believe this is a major step towards understanding and optimising the overall life-cycle environmental performance of our operations. Figure 23 reflects our energy consumption from selected upstream and downstream activities.

Figure 23: Total Upstream and Downstream Activities Energy Consumption.

	2013	2014
Upstream transportation and distribution (TJ) - note 1	No data available.	78.4 (22.9%)
Business travel (TJ) – note 2	16.4 (5.8%)	17.3 (5.1%)
Customer travel (TJ) – note 3	45.5 (16.0%)	38.4 (11.2%)
Employee commuting (TJ) – note 4	221.7 (78.2%)	207.7 (60.8%)
Total energy consumed (TJ)	283.6	341.8
Average gross floor area (m ²)	342,929	342,929
Energy intensity (TJ/ m ²)	8.3 × 10 ⁻⁴	10.0 × 10 ⁻⁴

Note 1: Using deliveries per day for trucks, assuming full combustion of fuel, default net calorific value and emission factors from the 2006 IPCC Guidelines for National Greenhouse Gas Inventories.

Note 2: Using emission factors by passenger distance from the GHG Protocol and 2006 IPCC Guidelines for National Greenhouse Gas Inventories.

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

Note 4: Using Land Transport Authority (LTA) Annual Vehicle Statistics as a basis of fuel commonly used by different types of vehicles in Singapore, the average mileage per trip from Singapore heartlands to Sentosa, RWS' work calendar workdays, default net calorific value from the 2006 IPCC Guidelines for National Greenhouse Gas Inventories, emission factors by passenger distance from the GHG Protocol.

Carbon and Other Emissions

At RWS, we do our part in contributing towards a clean and sustainable future by monitoring our energy consumption closely in order to reduce our carbon footprint. Our energy efficiency improvement projects helped us achieve a direct reduction of carbon emissions by approximately 5.6 thousand tonnes CO₂ this year, equivalent to 1,054 trips* around the world on an aeroplane. During the year, our carbon emissions totalled 132 thousand tonnes CO₂ which represented an overall decrease in total carbon emissions. Figures 24 to 26 reflect our carbon emissions.

Singapore is committed to halting the production and consumption of HCFCs and to completely phase it out by 1 Jan 2030. At RWS, our emission of ozone-depleting substances (ODS) is limited to an old air-conditioning system which produces 0.66 kg CFC-II equivalent of ODS. We are committed to ensuring all future purchases of air-conditioning units are hydrochlorofluorocarbons (HCFCs)-free.

*Based on emission factors from GHG Protocol, assuming economy class is taken.

Figure 24: Scope 1 Carbon Emissions.

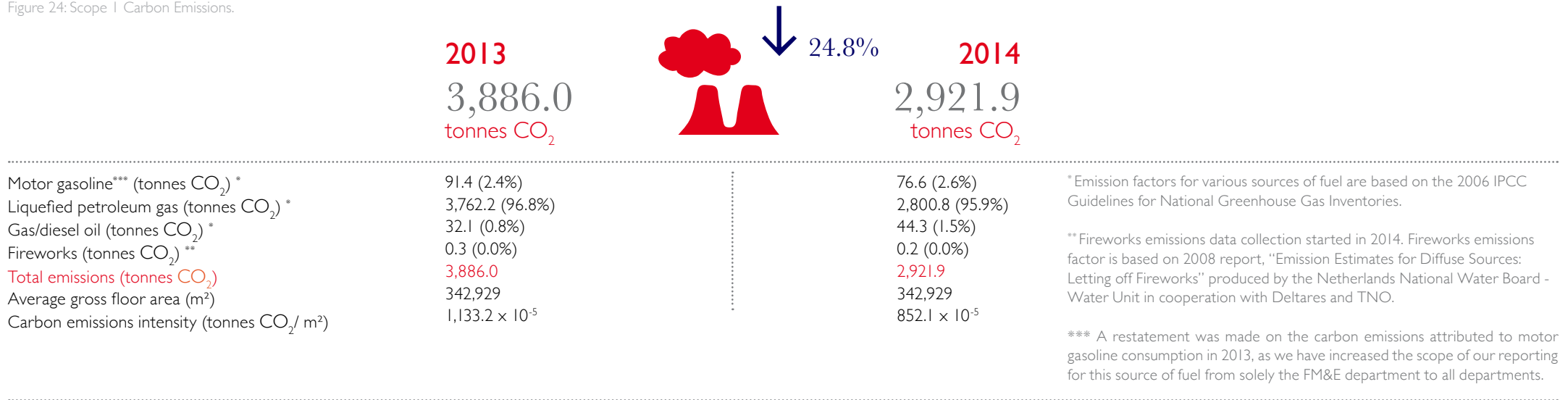


Figure 25: Scope 2 Carbon Emissions.

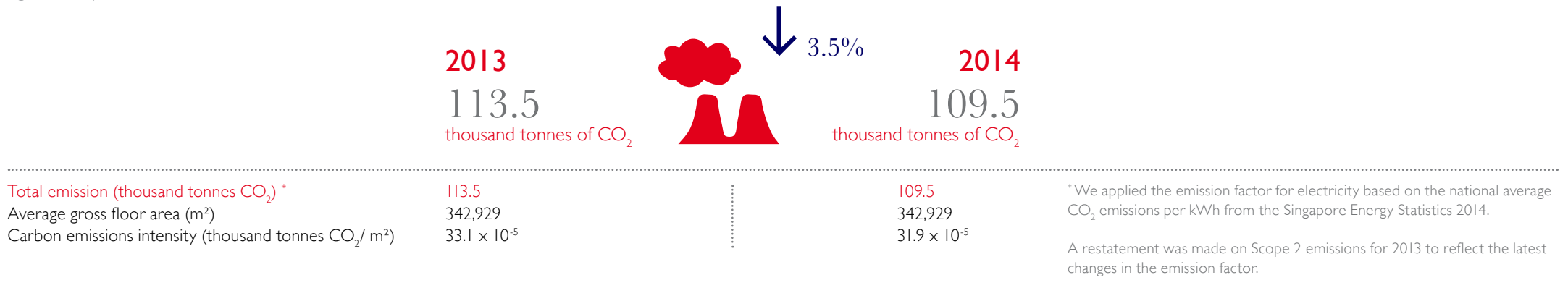


Figure 26: Scope 3 Carbon Emissions.



Water Consumption

Water is essential to our daily operations for our marine eco-systems, Adventure Cove Waterpark, F&B outlets, hotels, spas, landscaping maintenance and others. While we obtain most of our water supply from public utility, we also capture surface run-off rainwater and drainage water in our eco-lagoons and underground water storage tanks to reduce our reliance on potable water. The water collected is treated before it is used for irrigation and fire-fighting. In 2014, we collected a total of 731,280 m³ of rainwater for recycling which is equivalent to 293 Olympic-sized swimming pools.

We constantly identify areas where water usage can be managed more efficiently. Singapore faced a month-long dry spell this year – the longest in the city-state’s recorded history. In response to the drought situation, RWS shut down water feature systems at common spaces and the theme park to reduce water usage. Nevertheless, our water consumption crept up by 6.7% as more water was needed for replenishment of water loss brought about by higher evaporation rates and more frequent plant irrigation. Moreover, the prolonged drought saw less water captured yet increased use of potable water consumption. Figure 27 reflects our water consumption.

Figure 27: Water Consumption*



DCP (thousand m ³) (NEWater)	541.9 (20.8%)	555.5 (19.9%)
RWS (thousand m ³)	2,068.6 (79.2%)	2,230.7 (80.1%)
Total water volume (thousand m³)	2,610.5	2,786.2
Average gross floor area (m ²)	342,929	342,929
Water consumption intensity (m ³ /m ²)	7.6	8.1

*Excludes seawater used.

Seawater Extraction

At MLP, we draw all 60 million litres of the LSS water for our aquarium and dolphin exhibits from Keppel Harbour through an Ocean Water Supply (OWS) system. All water that enters the OWS system is treated with ozone, filtration and foam fractionation.

The OWS system is designed to operate as a 100% full/overflow storage system. This design limits the amount of restarts that may be necessary and helps ensure that the storage system always operates close to or at full capacity. The actual rate of water intake varies between 20 to 40 litres per second depending on the level of the OWS storage. Any overflow goes back into Keppel Harbour.

WASTE MANAGEMENT

At RWS, we practice responsible waste management practices and have in place an efficient system of waste collection and disposal. Our generated waste is monitored and categorised by type and disposal methods to minimise environmental impact. Our present records show that we produce approximately 653 tonnes of food waste per year. In 2013, food wastage in Singapore hit a record high of 796,000 tonnes. The NEA has since mandated the reporting of waste and recycling data for shopping malls and hotels beginning 2015. In response to the new NEA legislation, we have set reduction targets for food waste in Table 16.

Hazardous Waste

Implementing proper methods for disposal of toxic materials found in pyrotechnics, biohazard waste, and heavy metals are important to prevent the contamination of the environment and endangering the safety of others. In this regard, we ensure the responsible disposal of hazardous waste through appropriate training for our team members and the appointment of certified and licensed waste disposal vendors.

Per annum, our certified vendors handle approximately 1,500kg of chemical waste from pyrotechnics, 16,000kg of biological waste and 35 litres of heavy metals waste respectively. Pyrotechnics waste is handled by an ISO 9001:2008-certified and NEA-licensed vendor. Explosive materials are disposed of by burning with the use of a specialized explosive incinerator equipped with an air pollution control filtration system.

TABLE 16: GOALS AND TARGETS IN FOOD WASTE REDUCTION

YEAR	GOALS	ACTION PLANS
2015	Food wastage reduction of 19,400 kg.	<ol style="list-style-type: none"> Investing in Low Oil Volume fryers and air fryers, and limiting the usage of deep fryers during off-peak periods. More accurate forecast of business volume to decide food quantity required. More rigorous monitoring for replenishments of buffets. More creative use of raw ingredient leftovers.

All other hazardous waste is disposed by our NEA-approved and ISO14001, OHSAS 18001-certified, and Biz Safe Star Level vendor. Our clinical and laboratory team members undergo training on the handling of biohazard and laboratory waste. Every day, heavy metals and biohazard waste including sharp instruments and needles are separated from conventional waste and collected in clearly-marked containers with a secure lid. These containers are stored in clinical areas with restricted access until the time of collection by our hazardous waste collection vendor on a weekly basis. Animal carcass, if any, is sent to the veterinary department for a post-mortem examination (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 hazardous waste collection vendor for incineration.

Non-Hazardous Waste

Solid Waste

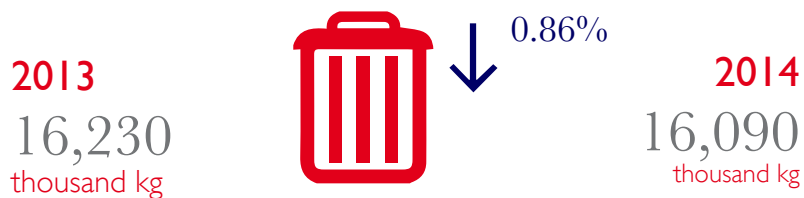
In 2014, we produced a total of 16,090 tonnes of waste, of which 3% was recycled. To encourage our guests and team members to recycle, we increased the availability of recycling areas and strategically placed 10 sets of recycling bins across the resort. The bins consist of four compartments: Paper, plastic, cans, and general waste. Further, we also placed paper recycling boxes in 16 offices and set up seven "recycling corners" in our hotels and common areas to collect waste such as carton boxes, papers, plastics and metals.

Figure 28 shows that the average recycling rates for cardboard cartons and plastic bottles have grown by about 14% and 18% respectively. The increase in recycling rates can be attributed to the multitude of green initiatives that we have embarked on. There was a decrease in the paper recycling rate as there was a drop in magazines and paper collaterals given to guests. Our collective efforts managed to maintain our level of solid waste disposed in spite of our growing operations. Figure 29 details our solid waste disposed, including waste from construction and events. While there was no change in our average gross floor area, there was more intensive use of existing space during the year. We pledge to continuously develop new strategies and initiatives to increase environmental awareness among our guests and team members.

Figure 28: Monthly average recycling rates.



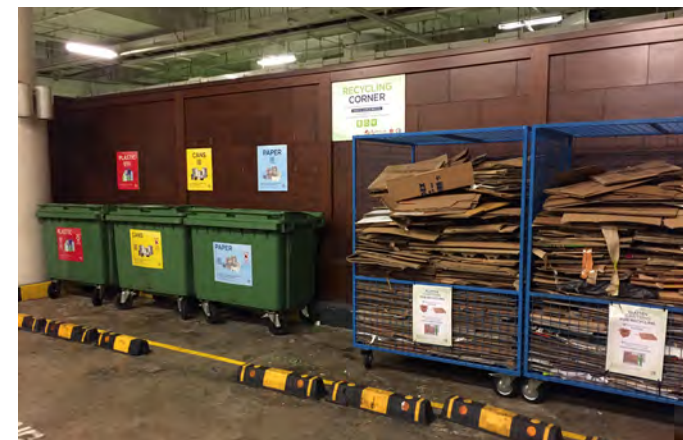
Figure 29: Solid waste disposed.



Total weight (thousand kg)	16,230	16,090
Average gross floor area (m ²)	342,929	342,929
Solid waste intensity (kg/ m ²)	47.3	46.9

Wastewater

Wastewater is discharged into the public sewerage system, where it is transported by a network of pipelines to waterworks or wastewater treatment plants. Used sea water from LSS and MLP is filtered and treated prior to discharge back to sea. Every week, we discharge approximately 12,000 m³ of sea water back.



Recycling Corners

A restatement was made on the total weight of solid waste disposed last year to include waste from construction and events.

FOREST AND MARINE CONSERVATION

Secondary Coastal Forest Protection

Our protected coastal forest is one of two nature areas listed in the Singapore Green Plan. It is among the best preserved and most extensive remnant of tall coastal forests in Singapore. Out of the over 30 native species in the forest, 11 plant species are considered rare and endangered and are listed in the Singapore Red Data Book, a repository of the rare and endangered plant species in Singapore as listed in Table 17. By re-siting a planned water theme park and by protecting this forest during the construction of RWS, a natural heritage gem had been preserved.

Tree Conservation

We conserve and care for the trees found within our resort such as two heritage trees: *Dracaena maingayi* (Dragon Blood Tree) and *Garcinia hombriana* as well as two old and large *Ficus* trees.

Trees are salvaged, transplanted and replanted throughout our resort as part of our ongoing conservation efforts to protect the environment. This year, 80 large trees were salvaged from the construction site of our new theme park attraction. Five of these trees were replanted near our DCP to screen the new cooling towers. The remaining trees will be replanted at the site of the new attraction after construction is completed in 2015. When part of a canal in the resort was covered to create a larger and more user-friendly space for guests, four existing large trees affected by the project were transplanted to new planters beside the canal while 10 indigenous trees including the *Buah cheri* (*Muntingia calabura*) were planted to provide shade.

In view of the high incidence of lightning strikes in Sentosa, we have also installed lightning arrestors on 10 very large trees (including the two heritage trees) in order to protect them from possible damage. However, there was internal decay in one of the two heritage trees, the Dragon Blood Tree, and it toppled during a monsoon storm in November. There were no known cases of damages or injuries caused as a result. An arborist evaluated that the tree was unsalvageable.

TABLE 17: SINGAPORE RED DATA BOOK OF ENDANGERED SPECIES

CATEGORY	QUANTITY	NAMES
Critically Endangered	1	<i>Garcinia forbesii</i>
Endangered	3	<i>Ficus vasculosa</i> , <i>Garcinia hombroniana</i> , <i>Symplocos adenophylla</i>
Vulnerable	7	<i>Archidendron contortum</i> , <i>Bhesa robusta</i> , <i>Dracaena maingayi</i> , <i>Palaquium obovatum</i> , <i>Pouteria obovata</i> , <i>Syzygium palembanicum</i> and <i>Syzygium polyanthum</i>

“**R**WS’ 2.9 hectare coastal forest is one of the most unique pocket of forests found anywhere in Singapore. It is home to primary forest species, including species seldom encountered elsewhere in the country, and a species composition with no equivalent on the mainland. By re-siting a planned water theme park and by protecting this forest during the construction of RWS, a natural heritage gem had been preserved.”

Dr Shawn Lim, President of Nature Society (Singapore) - 2012 forest survey report.

Protection of Independent Ecosystem in MLP

We are committed to adopting sustainable practices to protect the diverse range of animals found in our independent ecosystem. We house one of the world’s largest aquariums in more than 42.8 million litres of water. There are more than 100,000 animals across more than 800 species among the inhabitants of our ecosystem. Our marine life species include species listed in the IUCN Red List and Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) Appendices as found in the Annex.

Acquisition of Animals

We are guided by a regulatory management framework that is aligned to the standards set by the Agri-Food and Veterinary Authority of Singapore (AVA), the Association of Zoos and Aquariums (AZA) Code of Practice, the Australasian Species Management Programme (ASMP) and CITES.

As a member of the AZA, we engage in an extensive collection planning process once every five years to secure the well-being of the species found in our aquarium. The collection plan evaluates the needs for different species in our aquarium and ensures MLP has the ability to manage specific population sizes for each species. The evaluation process includes details such as the status of the animal in the wild, its suitability to exhibit and educational value. We are currently establishing cooperative breeding programmes to create a self-sustaining collection under our care.

Treatment of Aquatic Animals

We do not compromise on the well-being of animals in our care. Our animal husbandry practices are guided by the AZA Code of Practice and team members are regularly updated with the latest best practices through participation in international conferences and workshops held by reputable organizations such as the International Marine Animal Trainers Association (IMATA). Our guests are encouraged to share their concerns for the welfare of our animals with our front-of-house teams and through social media such as our marine life blog at mlp.rwsentosablog.com. During the year, we received feedback regarding guest handling of animals in the Discovery Touch Pool. Our Discovery Touch Pool provides guests with the opportunity to observe and learn about marine animals in an up-close and interactive setting. However, all physical contact between guests and our animals have to follow strict guidance from our team members. Animals in the Touch Pool are carefully selected by our curators, and the well-being of our marine animals has always been and will remain our top priority.

Conservation Through Collaboration

We aim to combine the knowledge of our experts and the resources of external researchers, NGOs and other aquariums to conduct research to further marine animal conservation. At MLP, we partner local and international organisations to conduct field projects that focus on population assessments and threats, habitat protection and sustainability. Results from these projects are shared on various platforms to engage public awareness and promote biodiversity. More information may be found in the Marine Conservation and Education section under Our Community.

Raising Awareness of Marine Life

We believe we play a significant role in the public education of aquatic ecosystems, their conservation, and the value these ecosystems bring to our well-being. We do this through a range of educational options available for guests. Our education team conceptualises educational signage, audio-visual materials and literature to deliver information and promote conservation goals. Immersive learning opportunities are available to students from pre-school, primary and secondary schools through hands-on interaction with animals, artefacts and specimens. We have set goals and targets toward marine conservation and education and these are reflected in Table 18.

TABLE 18: MARINE CONSERVATION GOALS AND TARGETS

YEAR	GOALS	PERFORMANCE
2014	1. Increase level of visitor engagement through a series of themes.	1. Themes such as marine conservation of sharks and sea dragons to increase guests' awareness were launched.
	2. Develop partnerships with international organizations.	2. Official partnerships with Conservation International and Seamarc were established.
	3. Enable collaboration with local academic institutions.	3. Collaborated with Temasek Polytechnic on developing husbandry methods for large scale breeding.
	4. Develop internal breeding projects.	4. Successful breeding of sharks, sea jellies and seahorses were done.
		ACTION PLANS
2015	1. Develop programming to promote flagship species and marine conservation issues.	1. Design programmes with innovative and interactive themes.
	2. Foster partnerships with well-established conservation organisations as well as local academic institutions.	2. Identify areas of research interest and form collaborative partnerships to leverage on ideas and resources.
	3. Develop internal breeding projects for more challenging species such as the Pristis Pristis.	3. Dedicate more resources to flagship species which require specialist knowledge as well as knowledge sharing amongst other conservation institutions via outreach programmes.

In-house Breeding Programme

Our team of specialists are investigating the conditions found in the natural environment in the hope of successfully breeding species such as the leafy sea dragons. The leafy sea dragons are listed as near threatened on the International Union for Conservation of Nature (IUCN) Red List of Threatened Species. Endemic to the rocky reefs of Southern Australia, leafy sea dragons are under threat from human activities such as pollution and fertilizer run off. As a protected species in Australia, it is illegal to collect leafy sea dragons from the wild. As such, understanding and replicating the natural environment of the leafy sea dragons is critical to the survival of this species.

To date, we have successfully bred a range of animals from sharks and rays to sea jellies and seahorses. These animals are yet to be released back into the wild. Before releasing animals bred under human care we need to ensure that the environment is suitable, and that the species will not interfere with the ecosystem. Typically, animals are released in an area that has been widely overfished and where the species is close to disappearing. For now, we are only looking at exchanging our animals with other aquariums or using our in-house bred animals to sustain our own stock. We hope to share the knowledge gained with other institutions.



Shipwreck Habitat at S.E.A. Aquarium.

Awareness for Flagship Species

A series of programmes focusing on marine conservation issues was developed to raise awareness of our flagship species. At MLP, we were fortunate to have the opportunity to acquire the Pristis Pristis (Largetooth Sawfish), which is listed as critically endangered on the IUCN's red list of threatened species and a controlled species under CITES Appendix I. Sawfishes face threats from commercial trade for their skin, fins, meat and unique saw-shaped rostrum. Their ova, bile and livers are also used in traditional medicine despite a lack of evidence to support their perceived medicinal value. By introducing such rare marine species into our aquarium, we help raise awareness and inspire our guests to do their part towards the protection of these animals and their environment.

CASE STUDY: PRISTIS PRISTIS

This year, the RWS S.E.A. Aquarium welcomed a 10-year-old Pristis Pristis, a sawfish commonly known as the Largetooth Sawfish for its long flat snout edged with teeth that bear an uncanny resemblance to that of a saw.

The new marine resident was moved from the Reef HQ Aquarium Predator Exhibit in Australia where it had grown tremendously over the past decade. The aquarium holds a water volume of 750,000 litres while the SEAA's Open Ocean Habitat has a total volume of 18 million litres, approximately equivalent to seven Olympic-size swimming pools. Its relocation gave the sawfish much needed space to grow comfortably.

In importing the Pristis Pristis, a critically endangered species, we have abided by international agreements and CITES. Special care and attention for the sawfish were necessary to reduce transport stress and measures were taken to monitor its diet and administer necessary multivitamin supplement to ensure its healthy growth. Once the sawfish was accustomed to the new habitat, it was introduced to the main exhibit where it is now growing healthily in its bigger home.

A special creature like Pristis Pristis serves as an excellent and invaluable opportunity to educate our guests about the importance of protection and conservation of endangered species. Information about the population status, ecology, reproduction and conservation importance are displayed to deliver the message of marine conservation.

Today, the Pristis Pristis is carefully monitored daily with special target feeding on the water surface to ensure that it has a well-balanced diet of adequate nutrition.

GLOSSARY

ACW	Adventure Cove Waterpark
AED	Automated External Defibrillator
AFR	Accident Frequency Rate
ASR	Accident Severity Rate
ASTM	ASTM International, previously "American Society for Testing and Materials"
AVA	Agri-Food and Veterinary Authority of Singapore
AVP	Assistant Vice President
AZA	Association of Zoos and Aquariums
BCA	Building & Construction Authority
BMCF	Business and Management Competency Framework
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
CPR	Cardiopulmonary Resuscitation
CRA	Casino Regulatory Authority of Singapore
CSISG	Customer Satisfaction Index of Singapore
CSR	Corporate Social Responsibility
CO₂	Carbon Dioxide
DCP	District Cooling Plant
DI	Dolphin Island
DORSCON	Disease Outbreak Response System Condition
E&A	Jeff Ellis & Associates
ERM	Enterprise Risk Management
F&B	Food and Beverage
FES	Further Education Sponsorship
FM&E	Facilities Management & Engineering
GHG	Greenhouse Gases
GRI	Global Reporting Initiative

GWh	Gigawatt-hours
HACCP	Hazard Analysis & Critical Control Points
HCFC	Hydrochlorofluorocarbon
IMATA	International Marine Animal Trainers Association
IPCC	Intergovernmental Panel on Climate Change
IUCN	International Union for Conservation of Nature
kg	Kilogram
kWh	Kilowatt-hours
LNA	Learning Needs Assessment
LSS	Life Support System
LTA	Land Transport Authority
m²	Square Metre
m³	Cubic Metre
MARC	Marine Aquaculture and Research Centre
MAS	Monetary Authority of Singapore
MEM	Maritime Experiential Museum
MLP	Marine Life Park
MOH	Ministry of Health
MOM	Ministry of Manpower
MWh	Megawatt-hours
NCPG	National Council on Problem Gambling
NEA	National Environmental Agency
NGO	Non-governmental Organisation
ODS	Ozone-depleting Substances
OSH	Occupational Safety and Health
OWS	Ocean Water System
PCP	Pre-commitment Programme

PDPA	Personal Data Protection Act
PLC	Public Limited Company
PMLTF	Prevention of Money Laundering and Terrorism Financing
PSI	Pollutant Standard Index
RGA	Responsible Gambling Ambassadors
RGAW	Responsible Gambling Awareness Week
RMC	Risk Management Committee
RWS	Resorts World Sentosa
SCDF	Singapore Civil Defence Force
SCORE	Singapore Corporation of Rehabilitative Enterprises
SEAA	S.E.A. Aquarium
SS556	Code of Practice for the Design and Management of Aquatic Facilities
TAFEP	Tripartite Alliance for Fair Employment Practices
TJ	Tetrajoules
TNO	Nederlandse Organisatie voor Toegepast Natuurwetenschappelijk (Netherlands Organisation for Applied Scientific Research)
VESDA	Very Early Smoke Detection Apparatus
WDA	Singapore Workforce Development Agency
WSH	Workplace Safety and Health
WSQ	Singapore Workforce Skills Qualifications

ANNEX

IUCN red list endangered species and CITES Appendix controlled species				
IUCN Category**	CITES Appendix Category**	Species name	Common name	Number**
Critically endangered	N.A.	Epinephelus Itajara	Goliath Grouper	1
Critically endangered	N.A.	Pangasius Sanitwongsei	Hifin Pangasius	1
Critically endangered	Appendix I	Pristis Pristis	Freshwater Sawfish	1
Endangered	Appendix II	Cheilinus Undulatus	Napoleon Wrasse	2
Endangered	N.A.	Pterapogon Kauderni	Banggai Cardinalfish	65
Endangered	N.A.	Sphyrana Lewinii	Scalloped Hammerhead Shark	10
Endangered	N.A.	Thelenota Ananas	Spiny Sea Cucumber	2
Vulnerable	N.A.	Atelomycterus Baliensis	Bali Catshark	1
Vulnerable	N.A.	Balistes Vetula	Queen Triggerfish	1
Vulnerable	N.A.	Carcharhinus Plumbeus	Sand Bar Shark	10
Vulnerable	Appendix II	Catalaphyllia Jardinei	Elegans Coral	11
Vulnerable	N.A.	Cromileptes Altivelis	Humpback Grouper	31
Vulnerable	N.A.	Epinephelus Lanceolatus	Queensland Grouper	2
Vulnerable	Appendix II	Euphyllia Ancora	Hammer Coral	9
Vulnerable	N.A.	Glaucostegus Typus	Giant Shovelnose Ray	12
Vulnerable	N.A.	Himantura Gerrardi	White Spotted Whiptail Ray	8
Vulnerable	N.A.	Himantura Uarnacoides	Bleeker's Stingray	1
Vulnerable	N.A.	Himantura Uarnak	Honeycomb Stingray	21
Vulnerable	N.A.	Himantura Undulata	Leopard Ray	21
Vulnerable	Appendix II	Hippocampus Kuda	Spotted Seahorse	73
Vulnerable	Appendix II	Manta Alfredi	Manta Ray	3
Vulnerable	N.A.	Maylandia Estherae	Red Zebra	17
Vulnerable	Appendix II	Montipora capricornis	Vase Coral	35
Vulnerable	N.A.	Nebrius Ferrugineus	Tawny Nurse Shark	6

IUCN red list endangered species and CITES Appendix controlled species

IUCN Category**	CITES Appendix Category**	Species name	Common name	Number*8
Vulnerable	N.A.	Osphronemus Exodon	Elephant Ear Gourami	5
Vulnerable	Appendix II	Pavona Cactus	Pavona Coral	22
Vulnerable	N.A.	Plectropomus Laevis	Chinese Footballer	3
Vulnerable	N.A.	Rhina Ancylostoma	Bowmouth Guitarfish	8
Vulnerable	N.A.	Rhinoptera Javanica	Cownose Ray	121
Vulnerable	N.A.	Rhynchobatus Djiddensis	Giant Guitarfish	8
Vulnerable	N.A.	Stegostoma Fasciatum	Leopard Shark	12 ADULT 3 EGGS
Vulnerable	N.A.	Taeniura Meyeni	Black-botched Fantail Ray	24
Vulnerable	Appendix II	Tubinaria Peltata	Turban Coral	4
Nearly threatened	Appendix II	Cynarina Lacrymalis	Doughnut Coral	5
Nearly threatened	Appendix II	Duncanopsammia Axifuga	Duncan Coral	26
Nearly threatened	Appendix II	Euphyllia Divisa	Frogspawn Coral	4
Nearly threatened	Appendix II	Hydnophora Exesa	Knob Coral	5
Nearly threatened	Appendix II	Plerogyra Simplex	Bubble Coral	2
Nearly threatened	Appendix II	Plerogyra Sinusa	Bubble Coral	4
Nearly threatened	Appendix II	Trachyphyllia Geoffroyi	Open Brain Coral	3
Least concern	Appendix II	Blastomussa Merletti	Pineapple Coral	1
Least concern	Appendix II	Favites Pentagora	Brain Coral	8
Least concern	Appendix II	Hydnophora Rigida	Hydnophora Rigida	2
Least concern	Appendix II	Mycedium Elephantotus	Mycedium Elephantotus	19
Least concern	Appendix II	Polyphyllia Talpina	Slipper Coral	5
Least concern	Appendix II	Scolymia Australis	Scolymia Australis	3
Least concern	Appendix II	Seriatopora Hystrix	Thin Birdnest Coral	5

IUCN red list endangered species and CITES Appendix controlled species

IUCN Category**	CITES Appendix Category**	Species name	Common name	Number*
Least concern	Appendix II	Terapon Jarbua	Jarbua Terapon	54
N.A.	Appendix II	Alveopora sp.	Daisy Coral	1
N.A.	Appendix II	Caulastrea Furcata	Candy Cane Coral	20
N.A.	Appendix II	Caulastrea Tumida	Trumpit Coral	10
N.A.	Appendix II	Echinophyllia sp.	Chalice Coral	23
N.A.	Appendix II	Echinopora sp.	Echinopora	10
N.A.	Appendix II	Favia sp.	Brain Coral	20
N.A.	Appendix II	Favia sp.	Favia	20
N.A.	Appendix II	Fungia sp.	Plate Coral	25
N.A.	Appendix II	Goniopora sp.	Brain Coral	2
N.A.	Appendix II	Lobophyllia sp.	Lobo Brain Coral	23
N.A.	Appendix II	Merulina sp.	Merulina	4
N.A.	Appendix II	Montipora sp.	Montipora Plate Coral	52
N.A.	Appendix II	Pectinia sp.	Pectinia Coral	4
N.A.	Appendix II	Platygyra sp.	Green Maze Brain Coral	11
N.A.	Appendix II	Porites sp.	Porites Coral	8
N.A.	Appendix II	Stylophora sp.	Pink Stylophora	1
N.A.	Appendix II	Symphyllia sp.	Grooved Brain Coral	25
N.A.	Appendix II	Tubastrea Aurea	Sun Coral	142
N.A.	Appendix II	Tubastrea Diaphana	Brown Sun Coral	1
N.A.	Appendix II	Tubastrea Micrantha	Black Sun Coral	52
N.A.	Appendix II	Tubastrea Faulkneri	Yellow Sun Coral	12
N.A.	Appendix II	Turbinaria sp.	Turban Coral	16

*Please note that animal numbers are subject to change.

**This table only includes animals that are Critically endangered, Endangered, and Vulnerable on the IUCN list, as well as animals listed in Appendix I and II on CITES.

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G4-12	Organisation's supply chain	Responsible Sourcing (Page 24)
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G4-19	Material Aspects identified in the process for defining report content	About this Report: Materiality Assessment: Table 1 (Page 5)									
G4-20	For each material Aspect, report the Aspect Boundary within the organisation	About this Report: Reporting Scope and Period (Page 5)									
G4-21	Report the Aspect Boundary outside the organisation	<p>We have identified two key material aspects outside the organisation:</p> <table border="1"> <thead> <tr> <th>Topic</th> <th>Aspects</th> <th>Entities / group of Entities</th> </tr> </thead> <tbody> <tr> <td>Responsible provision of products and services</td> <td>Customer health and safety (Our Business: Resorts World Casino (Pages 20 - 22))</td> <td>Society at large</td> </tr> <tr> <td>Regulatory compliance</td> <td>Compliance (Corporate Governance: Compliance (Page 11))</td> <td>Casino Regulatory Authority</td> </tr> </tbody> </table>	Topic	Aspects	Entities / group of Entities	Responsible provision of products and services	Customer health and safety (Our Business: Resorts World Casino (Pages 20 - 22))	Society at large	Regulatory compliance	Compliance (Corporate Governance: Compliance (Page 11))	Casino Regulatory Authority
Topic	Aspects	Entities / group of Entities									
Responsible provision of products and services	Customer health and safety (Our Business: Resorts World Casino (Pages 20 - 22))	Society at large									
Regulatory compliance	Compliance (Corporate Governance: Compliance (Page 11))	Casino Regulatory Authority									
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G4-37	Processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics	The PlanetRWVS steering committee engages stakeholders through respective dedicated feedback channels as reflected in Table 2: Stakeholders Engagement (Page 7)
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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: Corporate Governance (Pages 23 - 24)
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.
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G4-58	Internal and external mechanisms for reporting concerns about ethical and lawful behaviour; and matters related to organisational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines	Corporate Governance: Anti-Corruption and Whistleblower Policy (Page 10)

SPECIFIC STANDARD DISCLOSURES

CATEGORY: ECONOMIC

MATERIAL ASPECT: ECONOMIC PERFORMANCE

SECTION

G4-EC1	Direct economic value generated and distributed	Financial Highlights: Table 3 (Page 12), Our Community (Pages 36 - 37)
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MATERIAL ASPECT: MARKET PRESENCE

G4-EC6	Proportion of senior management hired from the local community at significant locations of operation	Our People: Locals First (Page 30)
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CATEGORY: ENVIRONMENTAL

MATERIAL ASPECT: ENERGY

SECTION

G4-DMA	Disclosure on Management Approach (DMA)	Our Sustainability Approach: Our Sustainability Policy (Page 6), Environment & Biodiversity: Energy Management (Page 40)
G4-EN3	Energy consumption within the organisation	Environment & Biodiversity: Energy Management: Figures 21 - 22 (Page 40)
G4-EN4	Energy consumption outside the organisation	Environment & Biodiversity: Energy Management: Figure 23 (Page 41)
G4-EN5	Markets served	Environment & Biodiversity: Energy Management: Figures 21 - 23 (Pages 40 - 41)
G4-EN6	Reduction of energy consumption	Environment & Biodiversity: Energy Management (Page 41)
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.

MATERIAL ASPECT: WATER

SECTION

G4-DMA	Disclosure on Management Approach (DMA)	Our Sustainability Approach: Our Sustainability Policy (Page 6), Environment & Biodiversity: Water Consumption (Page 43)
G4-EN8	Total water withdrawal by source	Environment & Biodiversity: Water Consumption (Page 43): Figure 27 (Page 43)
G4-EN9	Water sources significantly affected by withdrawal of water	We obtain all of our fresh water from the public utilities. 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 & Biodiversity: Water Consumption (Page 43)

MATERIAL ASPECT: BIODIVERSITY		SECTION
G4-DMA	Disclosure on Management Approach (DMA)	Our Sustainability Approach: Our Sustainability Policy (Page 6), Environment & Biodiversity: Forest and Marine Conservation (Pages 45 - 47)
G4-EN11	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Environment & Biodiversity: Forest and Marine Conservation (Page 45)
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: Forest and Marine Conservation (Pages 45 - 47)
G4-EN13	Habitats protected or restored	Environment & Biodiversity: Forest and Marine Conservation (Page 45)
G4-EN14	Total number of IUCN red list species and national conservation list species with habitats in areas affected by operations, by level of extinction risk	Environment & Biodiversity: Forest and Marine Conservation: Table 17 (Page 45), Annex: IUCN red list endangered species and CITES Appendix controlled species (Pages 49 - 51)
MATERIAL ASPECT: EMISSIONS		SECTION
G4-DMA	Disclosure on Management Approach (DMA)	Our Sustainability Approach: Our Sustainability Policy (Page 6), Environment & Biodiversity: Carbon and Other Emissions (Page 41)
G4-EN15	Direct Greenhouse Gas (GHG) Emissions (Scope 1)	Environment & Biodiversity: Carbon and Other Emissions: Figure 24 (Page 42)
G4-EN16	Energy Indirect GHG Emissions (Scope 2)	Environment & Biodiversity: Carbon and Other Emissions: Figure 25 (Page 42)
G4-EN17	Other indirect GHG emissions (Scope 3)	Environment & Biodiversity: Carbon and Other Emissions: Figure 26 (Page 42)
G4-EN18	GHG Emissions Intensity	Environment & Biodiversity: Carbon and Other Emissions: Figures 24 - 26 (Page 42)
G4-EN19	Reduction of GHG emissions and reductions achieved	Environment & Biodiversity: Carbon and Other Emissions (Page 41)
G4-EN20	Emissions of Ozone-Depleting Substances by weight	Environment & Biodiversity: Carbon and Other Emissions (Page 41)
G4-EN21	NO _x SO _x and other significant emissions by type and weight	Our preliminary estimation of NO _x and SO _x air emissions is insignificant. As such, there is no further statistics to be disclosed.

MATERIAL ASPECT: EFFLUENTS AND WASTE		SECTION
G4-DMA	Disclosure on Management Approach (DMA)	Our Sustainability Approach: Our Sustainability Policy (Page 6), Our Business: Hotels (Page 23), Environment & Biodiversity: Waste Management (Pages 43 - 44)
G4-EN22	Total water discharge by quality and destination	Environment & Biodiversity: Wastewater (Page 44). 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 & Biodiversity: Waste Management: Hazardous Waste (Pages 43 - 44), Non-Hazardous Waste (Page 44)
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 RWS. 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. Starting 2015, all Business Units will have to declare any significant stock of flammable, hazardous and toxic chemicals for compilation by the Corporate Safety Team, who will then selectively inspect their storage and use, to ensure that these substances are safe and secure.
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 & Biodiversity: Waste Management: Hazardous Waste (Pages 43 - 44)
G4-EN26	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organisation's discharges of water and runoff.	Most of our wastewater is discharged into the public sewerage system. While we extract discharged seawater back to Keppel Harbour, no Environmental Impact Assessment has been carried out.
MATERIAL ASPECT: COMPLIANCE		SECTION
G4-DMA	Disclosure on Management Approach (DMA)	Our Sustainability Approach: Our Sustainability Policy (Page 6), Corporate Governance (Page 9), Corporate Governance: Compliance (Page 11)
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	Corporate Governance: Compliance (Page 11)
MATERIAL ASPECT: ENVIRONMENTAL GRIEVANCE MECHANISMS		SECTION
G4-DMA	Disclosure on Management Approach (DMA)	Corporate Governance: Anti-Corruption and Whistleblower Policy (Page 10)
G4-EN34	Number of grievances about environmental impacts filed, addressed and resolved through formal grievance mechanisms	Corporate Governance: Anti-Corruption and Whistleblower Policy (Page 10), Corporate Governance Compliance (Page 11)

CATEGORY: SOCIAL		
SUB-CATEGORY: LABOUR PRACTICES AND DECENT WORK		
MATERIAL ASPECT: EMPLOYMENT		SECTION
G4-DMA	Disclosure on Management Approach (DMA)	Our Sustainability Approach: Our Sustainability Policy (Page 6), Responsible Sourcing (Page 24), Our People (Page 27), Our People: Inclusive Employment (Page 30)
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender, and region	Our People: Our Workforce (Page 29)
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	Our People: Team Member Benefits (Page 30)
G4-LA3	Return to work and retention rates after parental leave, by gender	Our People: Team Member Benefits (Page 30)
MATERIAL ASPECT: OCCUPATIONAL HEALTH AND SAFETY		SECTION
G4-DMA	Disclosure on Management Approach (DMA)	Our Sustainability Approach: Our Sustainability Policy (Page 6), Our People: Workplace Safety and Health (Pages 33 - 34)
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 programmes	Our People: Workplace Safety and Health (Page 33)
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities by region and by gender	Our People: Workplace Safety and Health: Safety Performance (Page 34)
G4-LA7	Workers with high incidence or high risk of diseases related to their occupation	Our People: Workplace Safety and Health: Targeting the Root Cause of Incidents (Page 34)
G4-LA8	Health and safety topics covered in formal agreements with trade unions	Our employees are not members of trade unions.
MATERIAL ASPECT: TRAINING AND EDUCATION		SECTION
G4-DMA	Disclosure on Management Approach (DMA)	Our Sustainability Approach: Our Sustainability Policy (Page 6), Our People: Lifelong Learning and Skills Enhancement (Pages 30 - 31)
G4-LA9	Average hours of training per year per employee by gender and by employee category	Our People: Lifelong Learning and Skills Enhancement: Figure 16 (Page 32)
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	We neither have programmes that support the continued employability of employees after retirement nor assist them in managing career endings.
G4-LA11	Percentage of employees receiving regular performance and career development reviews by gender by employee category	Our People: Performance and Career Development (Page 32)
MATERIAL ASPECT: LABOUR PRACTICES GRIEVANCE MECHANISMS		SECTION
G4-DMA	Disclosure on Management Approach (DMA)	Our People: Grievance Resolutions (Page 32)
G4-LA16	Number of grievances about labour practices filed, addressed and resolved through formal grievance mechanisms	Our People: Grievance Resolutions (Page 32)

SUB-CATEGORY: HUMAN RIGHTS		
MATERIAL ASPECT: HUMAN RIGHTS GRIEVANCE MECHANISMS		SECTION
G4-DMA	Disclosure on Management Approach (DMA)	Our People: Grievance Resolutions (Page 32)
G4-HR12	Number of grievances about human rights impacts filed, addressed and resolved through formal grievance mechanisms	Our People: Grievance Resolutions (Page 32)
SUB-CATEGORY: SOCIETY		
MATERIAL ASPECT: LOCAL COMMUNITIES		SECTION
G4-DMA	Disclosure on Management Approach (DMA)	Our Sustainability Approach: Our Sustainability Policy (Page 6), Our Business: Resorts World Casino (Pages 20 - 22), Our Community: Marine Conservation and Education (Page 37)
G4-SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programmes	Our Business: Resorts World Casino (Pages 20 - 22), Our Community: Marine Conservation and Education (Page 37), Environment & Biodiversity: Conservation Through Collaboration (Page 46), Raising Awareness of Marine Life (Pages 46 - 47)
G4-SO2	Operations with significant potential or actual negative and positive impacts on local communities	Our Business: Resorts World Casino (Page 20), Environment & Biodiversity (Page 38), Forest and Marine Conservation: Raising Awareness of Marine Life (Pages 46 - 47)
MATERIAL ASPECT: ANTI-CORRUPTION		SECTION
G4-DMA	Disclosure on Management Approach (DMA)	Corporate Governance: Core Principles and Code of Conduct (Page 10), Anti-Corruption and Whistleblower Policy (Page 10), Prevention of Money Laundering and Terrorism Financing (Pages 10 - 11)
G4-SO3	Total number and percentage of business units analyzed for risks related to corruption and the significant risks identified	Corporate Governance: Prevention of Money Laundering and Terrorism Financing (Pages 10 - 11)
G4-SO4	Communication and training on anti-corruption policies and procedures	Corporate Governance: Core Principles and Code of Conduct (Page 10)
G4-SO5	Confirmed incidents of corruption and actions taken	Corporate Governance: Anti-Corruption and Whistleblower Policy (Page 10)
MATERIAL ASPECT: ANTI-COMPETITIVE BEHAVIOUR		SECTION
G4-DMA	Disclosure on Management Approach (DMA)	Corporate Governance: Anti-Competitive Behaviour (Page 11)
G4-SO7	Total number of legal actions for anti-competitive behaviour, anti-trust and monopoly practices and their outcomes	Corporate Governance: Anti-Competitive Behaviour (Page 11)

MATERIAL ASPECT: COMPLIANCE		SECTION
G4-DMA	Disclosure on Management Approach (DMA)	Our Sustainability Approach: Our Sustainability Policy (Page 6), Corporate Governance (Page 9), Corporate Governance: Compliance (Page 11)
G4-SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	Corporate Governance: Compliance (Page 11)
MATERIAL ASPECT: GRIEVANCE MECHANISMS FOR IMPACTS ON SOCIETY		SECTION
G4-DMA	Disclosure on Management Approach (DMA)	Corporate Governance: Anti-corruption and Whistleblower Policy (Page 10), Our Business: Resorts World Casino: Table 8 (Page 22)
G4-SO11	Number of grievances about impacts on society filed, addressed and resolved through formal grievance mechanisms	Corporate Governance: Anti-corruption and Whistleblowing Policy (Page 10) 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.
SUB-CATEGORY: PRODUCT RESPONSIBILITY		SECTION
MATERIAL ASPECT: CUSTOMER HEALTH AND SAFETY		
G4-DMA	Disclosure on Management Approach (DMA)	Our Sustainability Approach: Our Sustainability Policy (Page 6), Our Business (Page 13), Our Business: Attractions (Pages 14 - 15, 18), Resorts World Casino (Pages 20 - 22), Hotels (Page 23), Food and Beverage Safety (Page 25), Retail Product Safety and Labelling (Page 26), Emergency Preparedness (Page 26)
G4-PR1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	Our Business: Attractions (Pages 14 - 15, 18), Resorts World Casino (Pages 20 - 22), Hotels (Page 23), Food and Beverage Safety (Page 25), Retail Product Safety and Labelling (Page 26), Emergency Preparedness (Page 26)
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	Corporate Governance: Compliance (Page 11)

MATERIAL ASPECT: PRODUCT AND SERVICE LABELLING		SECTION
G4-DMA	Disclosure on Management Approach (DMA)	Our Sustainability Approach: Our Sustainability Policy (Page 6), Our Business: Attractions (Pages 14 - 16, 18 - 19), Resorts World Casino: Table 8 (Page 22), Hotels (Page 23), Food and Beverage Safety (Page 25), Food Packaging (Page 25), Retail Product Safety and Labelling (Page 26)
G4-PR3	Type of product and service information required by the organisation's procedures for product and service information and labelling, and percentage of significant product and service categories subject to such information requirements	Our Business: Attractions (Pages 14 – 15, 18), Figure 3 (Page 15), Resorts World Casino: Table 8 (Page 22)
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	Corporate Governance: Compliance (Page 11)
G4-PR5	Results of surveys measuring customer satisfaction	Our Business: Guest Satisfaction: Figures 4 – 7 (Pages 16, 19, 23)
MATERIAL ASPECT: MARKETING COMMUNICATIONS		SECTION
G4-DMA	Disclosure on Management Approach (DMA)	Our Business: Resorts World Casino: Table 8 (Page 22)
G4-PR6	Sale of banned or disputed products	Our Business: Resorts World Casino (Pages 20 – 22), Responsible Sourcing (Page 24), Environment & Biodiversity: Forest and Marine Conservation: Treatment of Aquatic Animals (Page 46)
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.	Corporate Governance: Compliance (Page 11)
MATERIAL ASPECT: CUSTOMER PRIVACY		SECTION
G4-DMA	Disclosure on Management Approach (DMA)	Corporate Governance: Guest Privacy (Page 11)
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses	Corporate Governance: Guest Privacy (Page 11)
MATERIAL ASPECT: COMPLIANCE		SECTION
G4-DMA	Disclosure on Management Approach (DMA)	Our Sustainability Approach: Our Sustainability Policy (Page 6), Corporate Governance (Page 9), Corporate Governance: Compliance (Page 11)
G4-PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	Corporate Governance: Compliance (Page 11)

