



GENTING
SINGAPORE

GENTING SINGAPORE LIMITED

EMERGING

Stronger



SUSTAINABILITY REPORT

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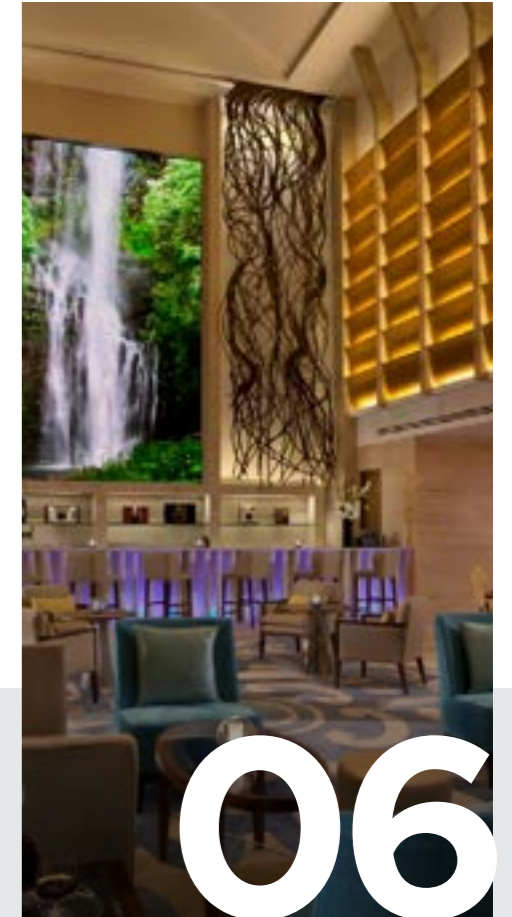
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BUSINESS IN BRIEF

Genting Singapore Limited (“Genting Singapore” or “Company”) was incorporated in 1984 in the Isle of Man. The Company was converted into a public limited company on 20 March 1987 and listed on the Main Board of the Singapore Exchange Securities Trading Limited on 12 December 2005. Genting Singapore re-domiciled and transferred its registration from the Isle of Man to Singapore on 1 June 2018. Genting Singapore is a constituent stock of the Straits Times Index and is one of the largest companies in Singapore by market capitalisation.

The principal activities of Genting Singapore and its subsidiaries (the “Group”) are in the development, management and operation of integrated resort destinations including gaming, attractions, hospitality, Meetings, Incentives, Conferences, and Exhibitions (MICE), leisure and entertainment facilities. Since 1984, the Group has been at the forefront of gaming and integrated resort development in Australia, the Bahamas, Malaysia, the Philippines, the United Kingdom and Singapore. Genting Singapore owns Resorts World Sentosa (RWS) in Singapore, an award-winning destination resort and one of the largest integrated resort destinations in Asia, offering a casino, S.E.A. Aquarium (one of the world’s largest Oceanariums), Adventure Cove Waterpark, Universal Studios Singapore theme park, hotels, MICE facilities, celebrity chef restaurants and specialty retail outlets.

Corporate Vision

Resorts World to be the brand leader in integrated resort destinations worldwide

Corporate Mission

To provide the most memorable guest experiences with innovative and differentiated products and services

Sustainability Vision

To be a global leader in sustainable tourism

Sustainability Mission

To achieve carbon neutrality by 2030 and create positive socio-economic impact through sustainable practices and development

ABOUT THIS REPORT

Genting Singapore has been releasing annual sustainability reports since 2013. In our ninth edition, we have strengthened our sustainability profile and updated our Sustainability Framework, through a materiality assessment, to reflect developments in our operating context and stakeholder concerns.

This Report is prepared in accordance with the Global Reporting Initiative (GRI) Standards – ‘Comprehensive’ option and complies with Singapore Exchange (SGX) Listing Rules 711 (A) and (B). The GRI Standards were chosen as it is an internationally recognised reporting framework that provides robust guidance suited for Genting Singapore’s business model. Our Greenhouse Gas (GHG) emissions are calculated according to the principles and standards specified in the GHG Protocol Corporate Standard and Corporate Value Chain (Scope 3) Accounting and Reporting Standard.

This Report also considers performance indicators suggested by environmental, social and governance (ESG) rating agencies, and additional disclosure suggestions collected through our engagement with stakeholders.

This Report has been prepared with internal controls in place. All data included in this report is checked to ensure its accuracy against our internal systems and signed off by senior management team. We plan to seek independent external assurance for our future reports.

The reporting period is from 1 January 2021 to 31 December 2021 (FY2021), unless otherwise stated, and the reporting scope covers:

- ✔ Resorts World Sentosa: An integrated resort destination located on Sentosa island
- ✔ District Cooling Plant: Our award-winning cooling plant that supplies chilled water for the resort
- ✔ Genting Hotel Jurong: A ‘hotel in a garden’ in the Jurong Lake District
- ✔ Genting Centre: Corporate office of the Genting Singapore Group
- ✔ Pandan Garden: A warehouse located in Pandan Gardens

In 2021, we began disclosing our climate change impacts through the world’s leading environmental disclosure platform, the CDP platform. We also started implementing recommendations from the Task Force on Climate-related Financial Disclosures (TCFD) to enhance our assessment and disclosure of climate-related risks and opportunities. We will continue to report relevant progress in subsequent sustainability reports.

We welcome feedback to continually improve our sustainability reporting and practices. Please address all feedback to sustainability@rwsentosa.com

AWARDS AND ACCOLADES

ABOUT RWS

RWS, Asia's premium lifestyle destination resort, is located on Singapore's resort island of Sentosa. Spanning 49 hectares, RWS is home to world-class attractions including Universal Studios Singapore, S.E.A. Aquarium, Dolphin Island and Adventure Cove Waterpark.

A winner of the inaugural Special Award for Sustainability at the Singapore Tourism Awards 2021, RWS is also the first destination in the world to be certified as a destination to the GSTC Destination Criteria and achieving certification of hotels within its jurisdiction to the GSTC

Industry Criteria for Hotels. These accolades affirm our ongoing sustainability efforts as we continue to align our progress with the Singapore Green Plan 2030 and Sentosa Development Corporation's long-term sustainability plans.

Awards and Accolades



Singapore Tourism Awards 2021:

- Special Award for Sustainability
- Special Award for Community Care (Business and Individuals)



BCA Green Mark Certified:

- 3 Platinum buildings
- 8 Gold Plus buildings



CIPS Asia Excellence in Procurement Awards 2021:

- Overall Winner
- Best Community Response

Green Certifications



Certified by Vireo Sri

GSTC Certified:

- Destination Criteria
- Industry Criteria for Hotels

Disclosure Standards



Global Reporting Initiative:

- Comprehensive option

Partnership and Collaboration



SCNN Founding Member:

- Carbon neutral by 2030
- To build a sustainable Sentosa



SHRI 15th Singapore HR Awards 2021:

- Silver Award for Learning & Development



Bloomberg Gender-Equality Index



Excellent Service Award 2021



SACEOS MSC:

- Intermediate Tier for Venue



CDP (formerly known as Carbon Disclosure Project)



RWS-NUS Living Lab:

- Biodiversity
- Decarbonisation and nature-based solutions



Task Force on Climate-related Financial Disclosures



ATF ASEAN Green Hotel Award 2022



Workplace Safety and Health Innovation Awards 2021



bizSAFE STAR Status

MESSAGE FROM OUR PRESIDENT

Globally, COVID-19 has brought about unprecedented and adverse impact to the travel and tourism industry. Whilst it created massive disruptions to people and businesses around the world, it also raised awareness of the importance of Environment, Social and Governance (ESG) matters and created a strong urgency to tackle environmental, social and public health issues. This year, as the world starts to slowly pivot to recovery, and reopen economies and borders, it remains clear that international travel is unlikely to resume to pre-pandemic levels any time soon.

ESG Integration and Recognition

Amidst the unprecedented and protracted disruptions, GENS' early adoption and integration of ESG best practices served as a strong foundation for us to adapt and emerge stronger on solid foundation on ethical grounds, and also because the travelers of tomorrow will demand it.

Our journey towards a sustainable premium lifestyle destination resort and strong continued efforts in 2021 received multiple affirmations. Amongst the distinguished certifications and accolades we received, we are proud to be the first destination in the world to be certified to both the (GSTC) Global Sustainable Tourism Council's Destination Criteria and the GSTC Industry Criteria for Hotels. At the national level, we are honoured to receive the Special Award for Sustainability and the Special Award for Community Care (Business) at the Singapore Tourism Awards 2021, which recognise businesses leading the charge in implementing sustainable tourism solutions and displaying exceptional care towards the community during COVID-19. In recognition of our consistent achievement and performance in packaging waste reduction, we took home the Top Achievement Award (MNC) for the third consecutive year at the Singapore Packaging Agreement Award ceremony held in March 2021. These serve as compelling testimony of our holistic and systematic approach to sustainability and our commitment to making continuous improvement in our businesses.

Creating Sustainable Value for All

The focus of our sustainability strategy has always

been to create value for all stakeholders, not just for our customers but also our employees, shareholders and the broader community and supply chain. We rose to the challenge and fulfilled the requirements. GENS was named to the Bloomberg Gender-Equality Index which tracks the performance of public companies committed to supporting gender equality through policy development, representation and transparency. RWS bagged two awards at the 2021 Chartered Institute of Procurement and Supply (CIPS) Asia Excellence in Procurement Awards ceremony for Community Response and Overall Winner in recognition of our exemplary supply chain management during COVID-19. We remain committed to providing investors with relevant ESG information and completed our ESG and TCFD disclosure ahead of SGX requirement via the CDP platform. Giving back to the community is one of GENS' core tenets. We stepped forward once again as the Managing Agent of the Community Treatment Facility at the NTUC Health Nursing Home in Tampines to oversee a capacity of about 250 beds with more than 120 RWS team members volunteering to care for vulnerable COVID-19 patients.

Emerging Stronger through Partnership and Collaboration

Embracing sustainability requires collective effort and we actively engage like-minded partners to build a larger sustainability ecosystem. In a landmark development for the industry, RWS joined hands with Sentosa Development Corporation (SDC) as one of the 17 founding members to form the Sentosa Carbon Neutral Network (SCNN), Singapore's first carbon neutrality-focused business alliance. This is a collective public-private effort to achieve carbon neutrality by 2030 and to transform Sentosa into a sustainable tourism destination. To strengthen our longstanding commitment to biodiversity and environmental protection, we launched the RWS-NUS Living Laboratory. The S\$10 million applied research collaboration is the single largest academic-industry collaboration with direct contribution to tourism economy and environmental education and aims to

enhance biodiversity conservation and develop critical decarbonisation and integrative nature-based solutions to address real world issues.

Charting Our Journey to 2030

Against the backdrop of the new normal brought about by the pandemic and escalating climate change concerns, we refreshed our sustainability framework to reflect pressing ESG issues, our latest stakeholders' engagement and materiality assessment. To reinforce our vision to be a global leader in sustainable tourism, we launched the "RWS Full Circle" framework and developed "2030 Sustainability Master Plan". This is a strategic blueprint that outlines our ambitious goals and represents the next leap in our journey to align our business with low carbon and circular economy, create positive socio-economic impact and to better serve current and future generations.

Solving the world's sustainability challenges require the collaborative and collective efforts of the public-private-people sectors. How we emerge from this challenging period will determine our performance over the coming years. We are quietly confident that our all-inclusive sustainability strategy, with comprehensive planning and execution, will enable us to navigate an unpredictable COVID-19 situation and emerge stronger.

Finally, I wish to thank all our stakeholders, especially our team members, our Singapore Government, partners and shareholders for their unstinting advice and unwavering support in navigating this crisis and also in our sustainability journey. We will continue to pursue best in class sustainability practices as Asia's leading leisure and tourism destination for the sake of our generations to come.

Tan Hee Teck

Genting Singapore
President and Chief Operating Officer



BOARD OF DIRECTORS' STATEMENT

Sustainability Report 2021 provides a transparent account of Genting Singapore's ESG performance over the past year. It also communicates the company's bold vision to drive sustainable tourism through the newly-launched RWS Full Circle framework and the goals set out in our 2030 Sustainability Master Plan.

As part of its responsibilities, the Board maintains its oversight of the Sustainability Working Committee and Sustainability Steering Committee, to ensure the continued relevance of Genting Singapore's sustainability strategy and efforts.

Underpinning Genting Singapore's approach to sustainability is the company's Sustainability Framework. The framework informs the company's management approach in developing policies and practices, as well as setting performance targets and action plans to drive sustainable value creation.

In 2021, the Sustainability Framework was updated following a materiality assessment, which included a review of changing global and local trends, regulatory developments, and stakeholder interests. The Board continues to consider the identified material ESG topics as part of its strategic decision making and oversees the management and monitoring of the company's performance against its material ESG topics.

As we continue to deal with the disruption caused by the global COVID-19 pandemic, Genting Singapore remains committed to driving continuous improvement on its sustainability journey and delivering on its vision of being global leader in sustainable tourism.



TAN SRI LIM KOK THAY
EXECUTIVE CHAIRMAN



TAN HEE TECK
PRESIDENT AND
CHIEF OPERATING OFFICER



**CHAN SWEE LIANG CAROLINA
(CAROL FONG)**
LEAD INDEPENDENT DIRECTOR



TAN WAH YEOW
INDEPENDENT
NON-EXECUTIVE DIRECTOR



JONATHAN ASHERSON
INDEPENDENT
NON-EXECUTIVE DIRECTOR



HAUW SZE SHIUNG WINSTON
INDEPENDENT
NON-EXECUTIVE DIRECTOR

KEY HIGHLIGHTS

Singapore Tourism Awards 2021



Planet : Care for our Planet

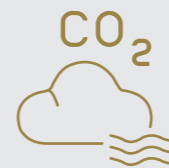
\$S\$10,000,000

RWS-NUS Living Laboratory

- Biodiversity
- Decarbonisation and nature-based solutions



Founding Member of Sentosa Carbon Neutral Network



35% reduction in carbon emission intensity¹



21.44% reduction in waste to landfill²

CIPS Asia Excellence in Procurement Awards 2021

- Overall Winner
- Best Community Response Project

People : Positive Socio-economic Impact



15th SHRI Singapore HR Awards 2021

Silver Award for Learning and Development category

Bloomberg Gender-Equality Index

Support gender equality through policy, representation and transparency

NTUC Learning Hub Collaboration

to offer team members Singapore's largest subscription-based online learning platform



11,800 hours in volunteerism

11,000 people impacted

\$S\$2.3 MILLION

worth of community investment in cash and in-kind donations, as well as funds enabled towards charitable causes

Business : Good and Ethical Business

First Destination in the World to be Certified to Both GSTC

- Destination Criteria and Industry Criteria for Hotels



SACEOS MSC

Intermediate Tier for Venue

Industry Leader amongst

>150 RG Check accredited venues

Guest Engagement on Sustainability



Incorporated sustainability into guest surveys



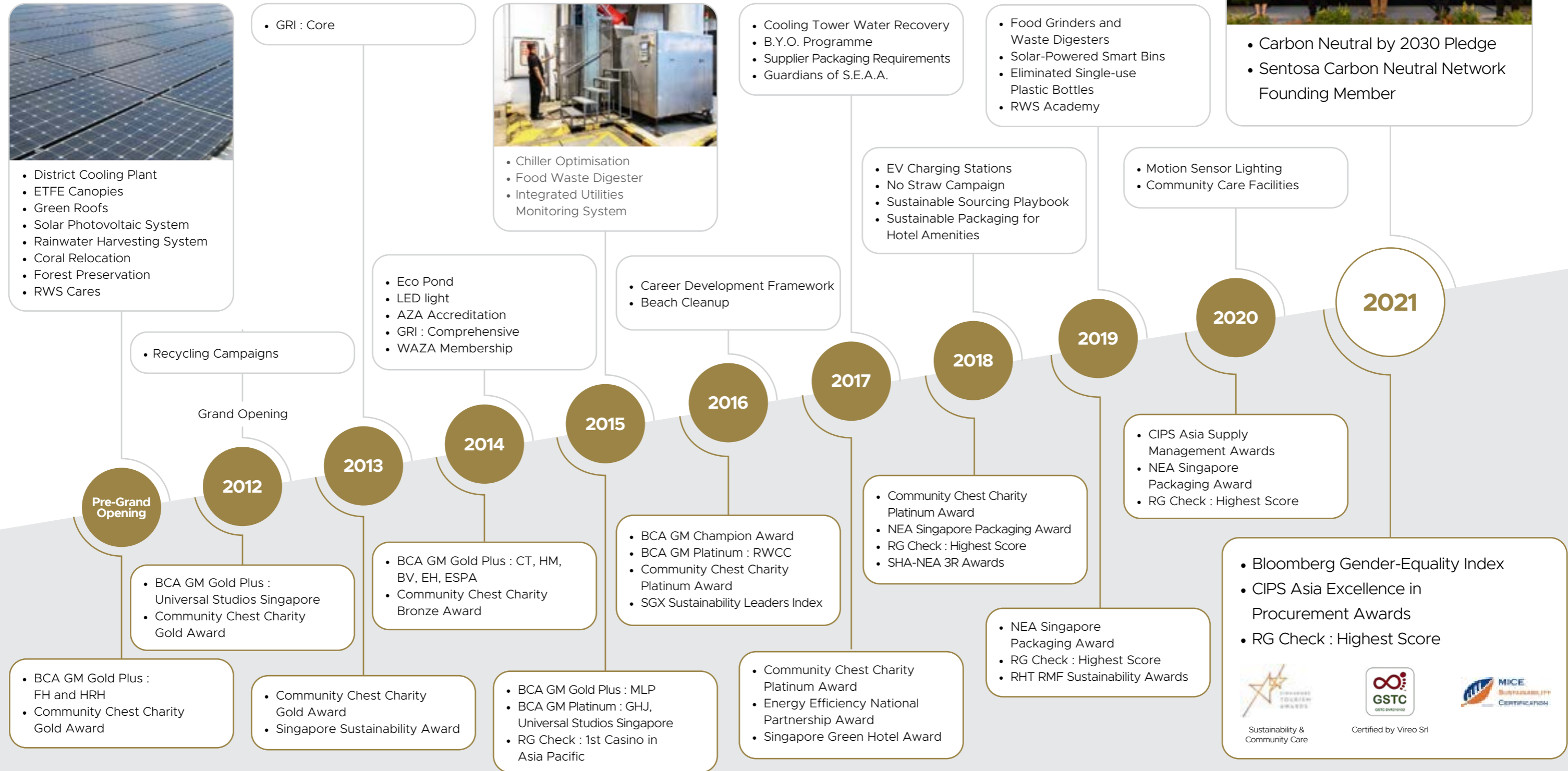
88.5% average guest satisfaction score

¹ 2015 as the baseline year. This figure is partially attributed to scaled down business operations during the pandemic, and may not be an accurate representation of emission intensity reduction during normal operations.

² 2015 as the baseline year and excludes construction waste

OUR SUSTAINABILITY JOURNEY

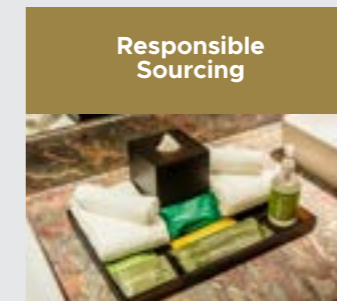
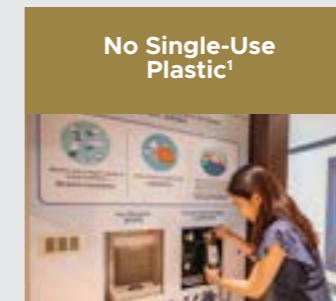
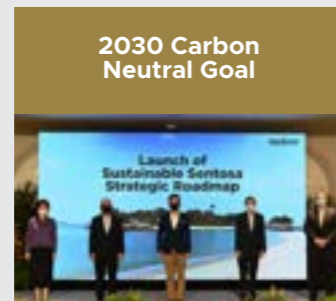
Sustainability has been embedded in the heart of our business since the integrated resort was first inception. The multiple sustainability certifications and awards accorded to us over the years are testament to our holistic and robust efforts in doing good for the planet and the people around us.



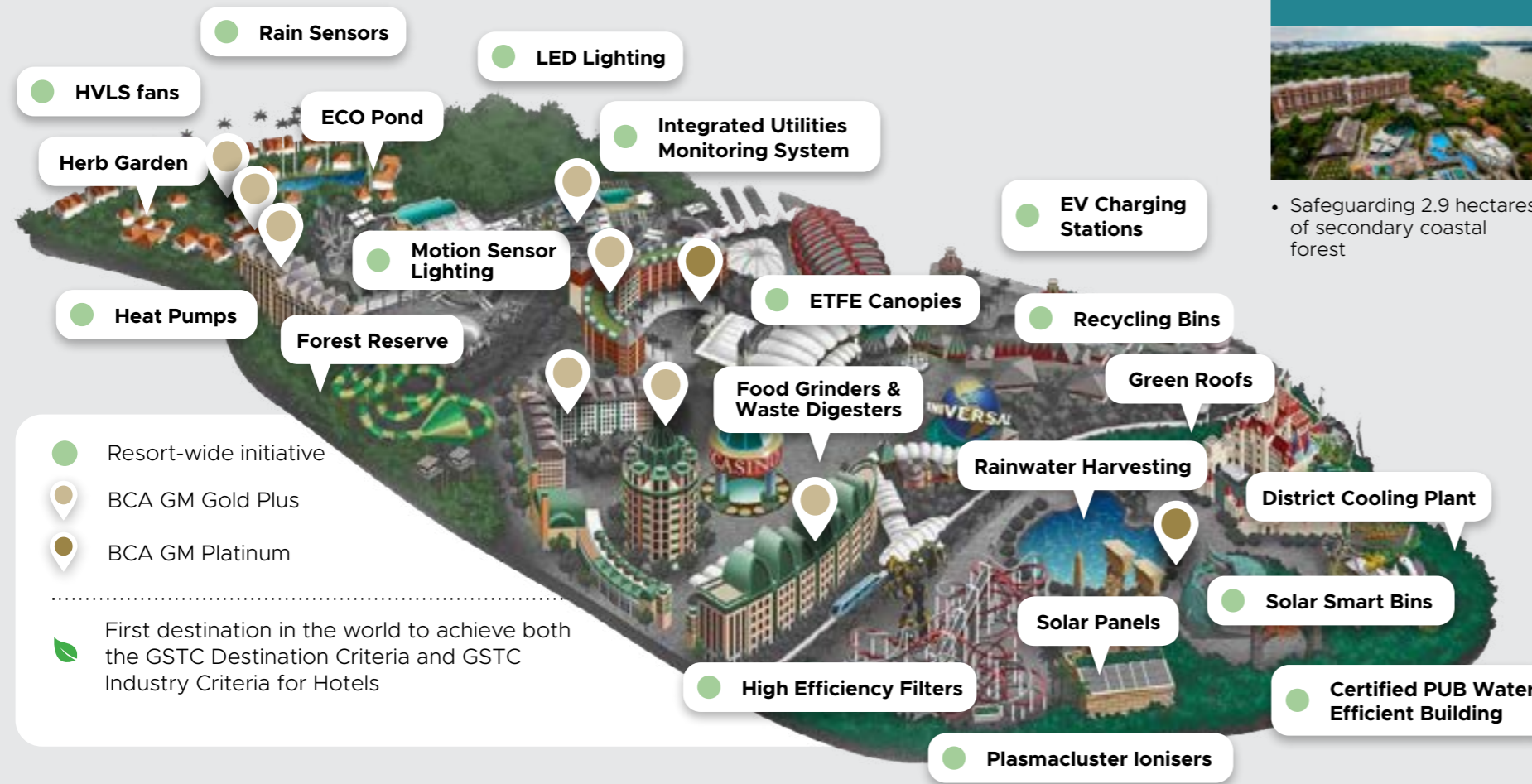
HOLISTIC SUSTAINABILITY APPROACH

Since the start of our sustainability journey, we have built a firm foundation that has made our business resilient to the sustainability and economic challenges. This is enabled by our holistic approach to sustainable management and early adoption of ESG best practices.

Sustainable Management



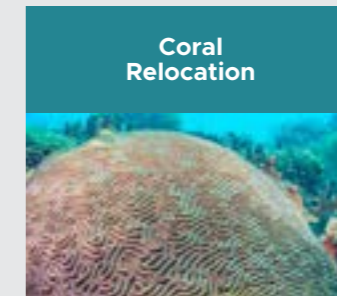
Key Highlights



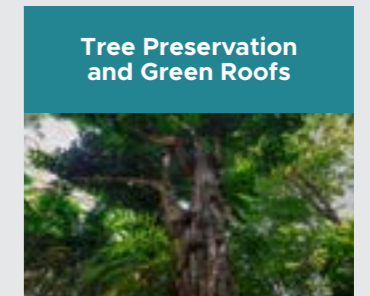
- Safeguarding 2.9 hectares of secondary coastal forest



- Supplies chilled water for air conditioning across the resort



- From the northern shoreline of Sentosa to the Southern Islands in partnership with marine biologists



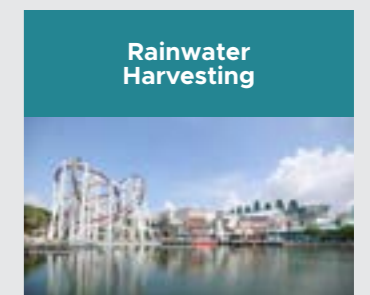
- Preserve Heritage Tree - *Garcinia hombroniana* (Seashore Mangosteen)
- 20,000m² of green roof spaces



- Generates 615,732kWh per year
- Equivalent to powering 136 four-room HDB flats annually



- Deflects heat, allows natural lighting to pass through
- Air cushion, thermal shielding
- 33,610m², approximately five football fields



- Used for irrigation and standby source for fire-fighting
- 32,000m³ lagoon, approximately 12 Olympic-size swimming pools

¹ Image is taken before the implementation of Safe Management Measures (SMMs)



MANAGING SUSTAINABILITY

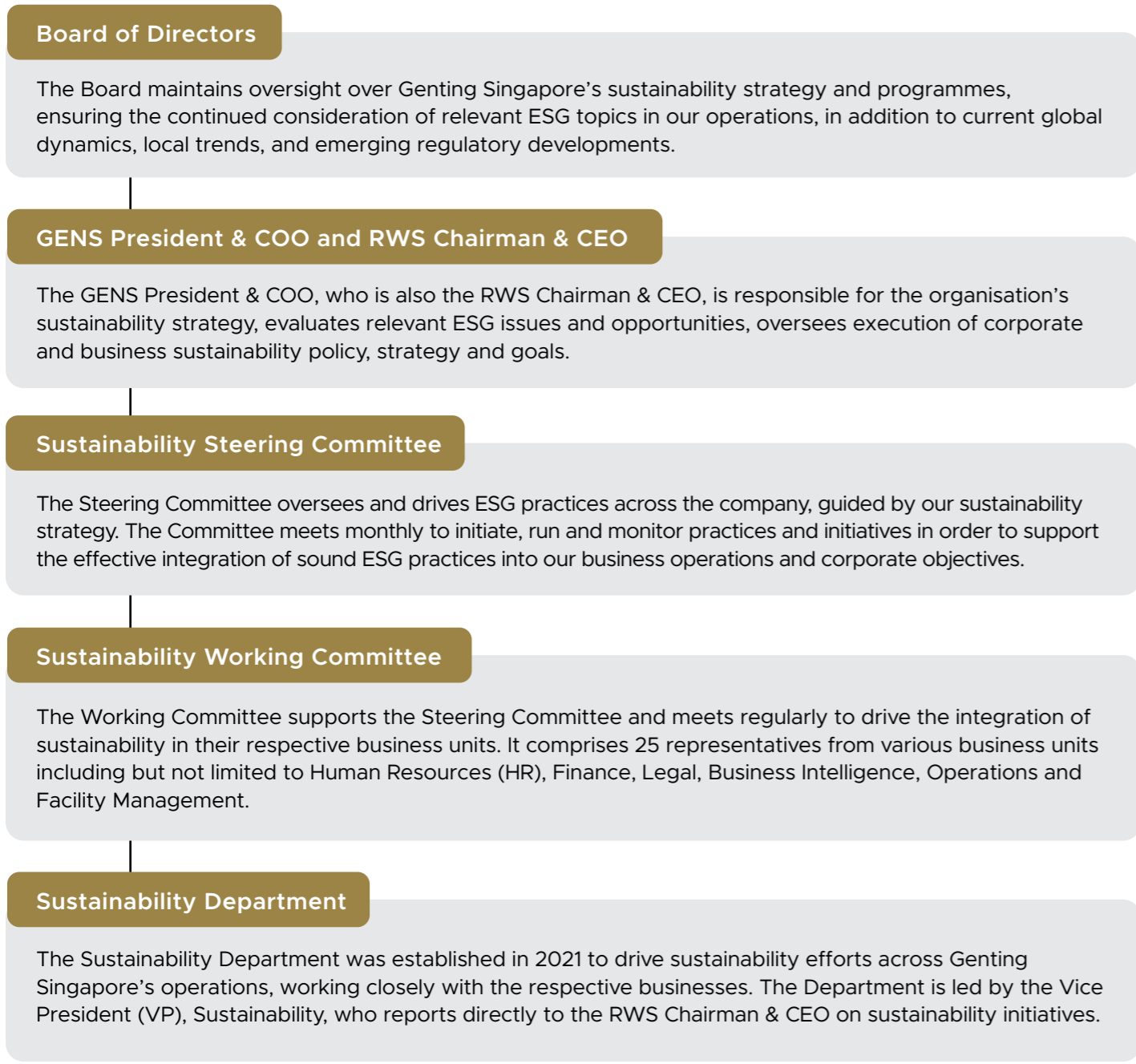
At Genting Singapore, we have been on a purpose-driven sustainability journey since RWS was first incepted. The Board of Directors oversees our sustainability agenda, supported by the relevant Committees. We pride ourselves on continuously advancing our sustainability efforts towards a low carbon economy and creating positive socio-economic impact.

- ✔ Sustainability Governance
- ✔ Materiality Assessment
- ✔ Stakeholder Engagement

- ✔ Sustainability Framework
- ✔ 2030 Sustainability Master Plan
- ✔ Performance Tracking Table

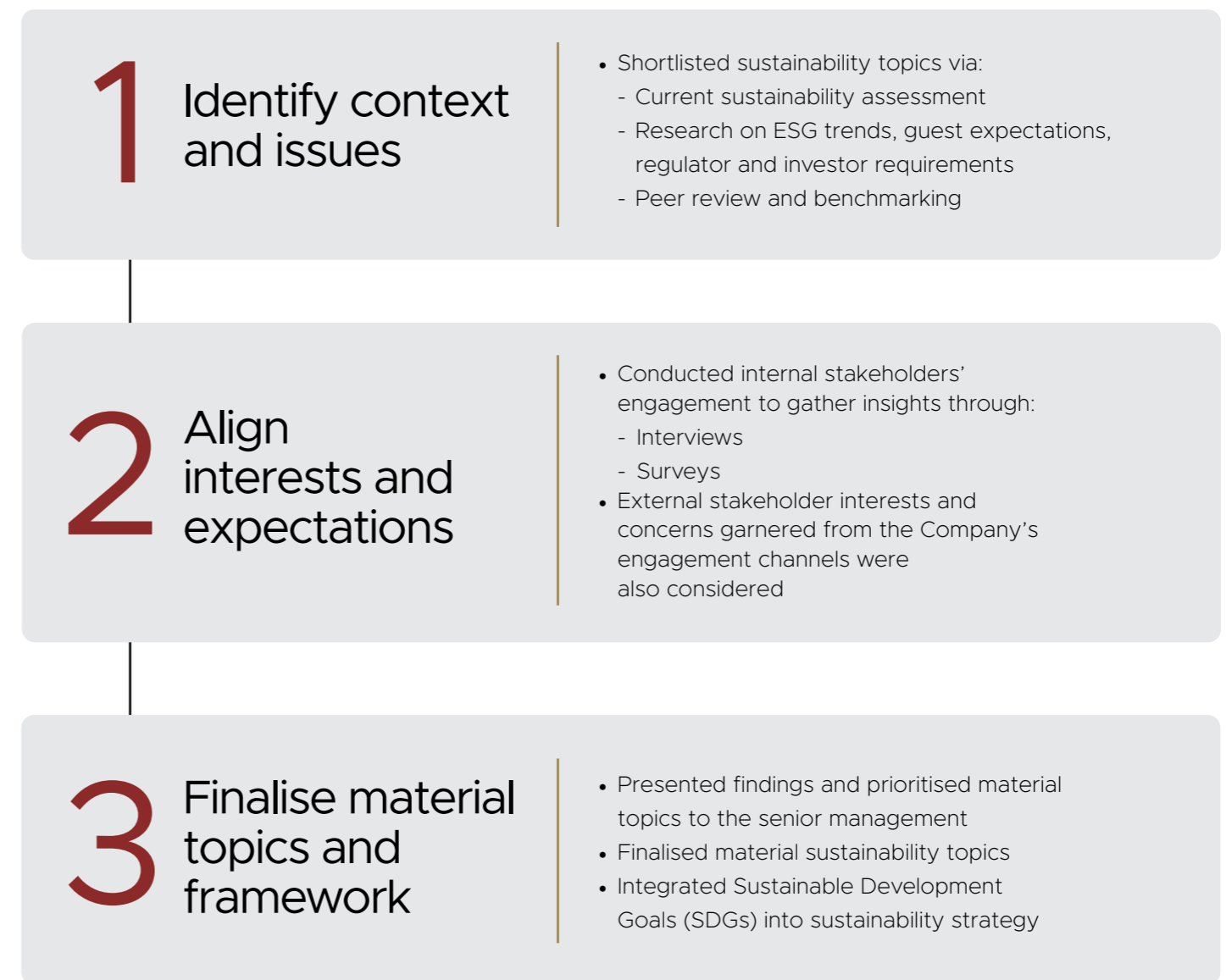
SUSTAINABILITY GOVERNANCE

Genting Singapore's sustainability strategy and agenda is led by the Board of Directors, which is supported by the Sustainability Steering Committee, Sustainability Working Committee and Sustainability Department. This sustainability governance structure involving the highest governance level in Genting Singapore allows us to set strategic sustainability direction and keep track of our progress against goals.



MATERIALITY ASSESSMENT

To identify the most important ESG topics for our business, the Sustainability Steering Committee and Sustainability Working Group conduct a materiality assessment once every three years. This allows us to stay abreast of the global and local trends that shape our sustainability context. In 2021, we engaged an external consultant and performed a review to update our material ESG topics. These topics formed the basis for updating our approach to managing sustainability and developing our new Sustainability Framework, as well as our 2030 Sustainability Master Plan.



STAKEHOLDER ENGAGEMENT

We place stakeholder interests at the core of our decision-making processes. Through a stakeholder mapping exercise, we have identified stakeholders with the greatest influence and interest in our business. To understand their interests and concerns, we engage them through dialogues, conferences and meetings, and identify ways to align expectations. Insights gathered from such engagement are used to inform both our approach to managing sustainability and the preparation of this Report.

Stakeholders	Engagement Channels	Interests and Concerns
Guests Understanding our guests' needs and building positive guest relationships are essential in fueling any business' growth	<ul style="list-style-type: none"> • Surveys • Guest feedback channels • Customer feedback form • Loyalty programmes 	<ul style="list-style-type: none"> • Quality experiences • Value • Privilege and recognition • ESG initiatives
Team Members Team members are the greatest assets of the Company. Only by learning their expectations and concerns, we can bring the best out of our team members	<ul style="list-style-type: none"> • Annual appraisals • Training and career development programmes • CEO and Business Unit townhalls • Volunteer and wellness activities 	<ul style="list-style-type: none"> • Fair and inclusive employment • Career development and training opportunities • Team members' wellbeing
Government and Regulators We actively engage with the Government and regulators to stay abreast of ESG trends and industry updates	<ul style="list-style-type: none"> • Partnerships • Industry forums, summits and workshops • On-site visits • Meetings and dialogues 	<ul style="list-style-type: none"> • Performance indicators in compliance with relevant laws and regulations • Achieving common goals and synergies • ESG plans and developments
Investors Vital to the success of the Company, we place a strong emphasis in transparency and corporate governance to build investor confidence	<ul style="list-style-type: none"> • Investor briefings and engagements • Quarterly business updates • Half-yearly financial results announcements • Annual general meeting • Half-yearly earning calls 	<ul style="list-style-type: none"> • Growth prospects of the business • Operational efficiency • Sustainable shareholder value • Return on investment • Transparency and disclosures
Local Community Constructive relationships between the Company and communities around us are necessary to promote more equitable and well-functioning development	<ul style="list-style-type: none"> • Community programmes • RG programmes • Charity and donation • Dialogues 	<ul style="list-style-type: none"> • Daily necessities and living conditions • Financial assistance • Employment and apprenticeship opportunities • Environmental conservation • Marine biodiversity and protection
Media We engage the media actively to increase awareness of offerings to strengthen the positioning of the integrated resort	<ul style="list-style-type: none"> • Press releases • Media interviews • Media queries and requests 	<ul style="list-style-type: none"> • Media transparency • Early engagement and efficient dissemination of information • Interview opportunities
NGOs We partner with NGOs that share similar values with us in advocating ESG best practices	<ul style="list-style-type: none"> • Partnership • Meetings and dialogues • Summits and workshops 	<ul style="list-style-type: none"> • Partnership opportunities • Public education and awareness • Latest ESG trends and development
Suppliers We collaborate with our suppliers to explore and drive innovative ESG solutions	<ul style="list-style-type: none"> • Supplier Code of Conduct • ESG requirements • Collaborative dialogues 	<ul style="list-style-type: none"> • Ethical business practice • ESG programmes and opportunities • Supply chain resilience
Trade Unions We work closely with trade unions to identify areas of improvement in promoting a healthy and inclusive workforce	<ul style="list-style-type: none"> • Membership in Trade Union • Industry forums and dialogues 	<ul style="list-style-type: none"> • Fair and progressive employment practices • Team members' wellbeing

KEY MATERIAL TOPICS

Of the 16 material topics identified through the materiality assessment, five are considered the most material to our Company. The table below lists our top five material topics, their significance and how Genting Singapore is responding to them.

Key Material Topics	Significance	Our Response
Sustainable Tourism	With the heightened awareness on climate change in recent years, sustainable tourism is quickly gaining grounds among travelers around the globe. Business clients and leisure travelers are showing preferences over meaningful travel experiences that will leave behind positive environmental and socio-economic impacts. Given the increase in consumer demand and market attention on sustainable tourism, it is therefore material for GENS to stay ahead of the business transition to enhance our corporate branding and attractiveness to customers and investors.	We have increasingly applied relevant industry best practices and global standards in our business planning and operations to achieve our vision of being the global leader in sustainable tourism. In 2021, we became the first destination in the world to be certified against both GSTC Destination Criteria and GSTC Industry Criteria for Hotels. Our SACEOS-certified MICE venues now come with the Eco-MICE package, providing our clients with the option to hold events at our venues with the best green practices. To stay current with the preferences of our guests, we have begun gathering sustainability feedback among our guests. As a result, despite the setback from strict implementation of SMMs, which may result in “less-than-expected” guest experiences, we continue to attain an average guest satisfaction score of 88.5%. Read more in Sustainable Tourism .
Wellbeing	Better wellbeing is often linked to higher satisfaction and engagement levels among team members, which translates into increased workplace productivity. Wellbeing of team members, which encompasses both mental and physical health, is critical to the success of a company, especially during the pandemic where the way we work and live has been disrupted. It is imperative now, more than ever, for GENS to place a stronger emphasis on our team members’ wellbeing.	In GENS, we adopt a two-pronged approach to care for our team members’ overall wellbeing. In 2021, to promote mental wellbeing, we formalised a TM Wellbeing support network with Care Pals and Care Ambassadors trained in Psychological First Aid and First Aid in Mental Health. For team members who require professional assistance, we also offer counseling service through our Employee Assistance Programme. In terms of physical wellbeing, we offer complimentary, annual basic health screening programme. We also partner with the Health Promotion Board to organise monthly lunch talk sessions focusing on health and wellbeing. Find out more in Wellbeing .
Energy and Emissions	Climate change is affecting the world in many different aspects - from rising sea-levels to loss of biodiversity and lives. The disruption will only worsen if the human society continues to turn a blind eye towards the actions required to limit the pace of global warming. In GENS, we are conscious of the substantial energy consumption required to operate an integrated resort. We underscore measures needed to reduce our energy consumption and carbon emissions, and are working towards achieving carbon neutrality by 2030.	This year, we conducted a carbon profiling exercise with an external consultant, providing us the opportunity to reflect on our energy consumption and carbon emissions across the years, and serving as the foundation for us to outline our decarbonisation goals in the upcoming decade. Today, 74% of our buildings by GFA are BCA Green Mark certified and 100% of our directly managed limousines have been converted into hybrid vehicles. We launched the RWS-NUS Living Laboratory to drive a more climate resilient business and will continue to explore potential institute-industry research and collaboration on sustainability. For more information, visit Care for Our Planet
Sustainability Education and Advocacy	Globally, there has been a growing attention on climate change and sustainability issues. An integrated resort welcoming millions of global visitors annually, we play a critical role in raising awareness on sustainability issues. Through sustainability education, outreach and engagement, we hope to empower our audience of all ages with the knowledge and values to contribute towards the international and national ESG agenda.	To effectively drive our sustainability education and advocacy, we have identified five key target audience - guests, team members, suppliers, tenants, community, schools and institutions. We continuously partner with government bodies, NGOs and schools to drive behavioural change via immersive outreach activities. RWS co-organised the Tourism Innovation Competition x Sustainable Sentosa Ideathon 2021 with SDC and Temasek Polytechnic to nurture the next generation of sustainability champions. We implemented the Recommended Green Lease Guidelines for our tenants and encouraged a greener supply chain through our Supplier Code of Conduct. Internally, we expanded RWS Academy to include sustainability modules for team members. Find out more in Sustainability Education and Advocacy .
Stakeholder Interest	Our stakeholders are important to the functioning of our business and play a role in making sure we are maintaining our social license to operate. Good stakeholder management will allow us to keep abreast of the industry trend and align expectations and interests. Considering that GENS is venturing into various ambitious sustainability agenda, it is important to have our stakeholders’ support since the beginning of the projects.	We engage our stakeholders via various engagement channels to understand their interests and concerns. To further enhance our stakeholder confidence, we improved the transparency in our disclosure by voluntarily disclosing according to the TCFD recommendations, ahead of local regulatory requirements. Our TCFD disclosure outlines the Company’s sustainability governance, strategy, risk management and metric and targets. Read more in Stakeholder Interest

SUSTAINABILITY FRAMEWORK

Ambition

To be a Global Leader in Sustainable Tourism

GENS is committed to being a good corporate citizen and to embed sustainability in the heart of our business. Our commitments on ESG matters are manifested in our RWS Full Circle and 2030 Sustainability Master Plan.

Launched in 2021, RWS Full Circle aims to drive sustainable tourism by creating a harmonious relationship between our Planet, People, and Business. The name “RWS Full Circle” symbolises our continuous journey to deepen our engagement with our stakeholders - team members, guests, community, investors and partners.

2030 Sustainability Master Plan outlines our goals and represents the next bound in our journey to align our business in low carbon and circular economy, create positive socio-economic impact and to better serve current and future generations.

“These are key pillars in our 2030 Sustainability Master Plan.”



Priorities

Planet

Care for our Planet

Align our business to a low carbon and circular economy

Decarbonisation

Preserving Nature

Greening Infrastructure and Transport

People

Positive Socio-economic impact

Create positive socio-economic impact for our stakeholders

Inclusive Community and Industry

Nurture Future-Ready Workforce

Business

Good and Ethical Business

Drive sustainable tourism through sustainable offering and responsible business practices

Responsible Business Practices

Conscious Consumption

Material Topics

- Energy and Emissions
- Water and Effluents
- Waste
- Sustainable Building Design and Facilities
- Biodiversity, Education, Research and Conservation
- Responsible Sourcing and Supply Chain

- Diversity and Inclusion
- Wellbeing
- Training and Education
- Empowering and Engaging Local Community
- Sustainability Education and Advocacy
- Health and Safety

- Governance and Ethics
- Stakeholder Interest
- Responsible Gaming
- Sustainable Tourism

Impacts



2030 SUSTAINABILITY MASTER PLAN

Guided by our Sustainability Framework, the Sustainability Master Plan is a strategic blueprint that outlines our ambitious goals and represents the next bound in our journey to achieve carbon neutrality and create positive socio-economic impact.

Planet

Care for our Planet

Decarbonisation

Reduce carbon emission intensity by 30%¹

Reduce waste to landfill by 50%²

Quadruple renewable energy and procure from low carbon sources

Collaborate on precinct-level decarbonisation solutions

Institute-industry research and collaboration on sustainability and climate resilience

Supply chain engagement and ESG programmes for key suppliers

Responsible sourcing for material categories

Greening Infrastructure and Transport

Green 75% of buildings³

Integrate sustainability principles and innovation into RWS 2.0 expansion build

Achieve 100% electric transportation

Quadruple EV charging stations

Preserve Nature

Implement forest conservation management plan which includes restoration and protection of flora and fauna

Contribute to the restoration of critically endangered marine species within protected areas in the region to conserve and enhance biodiversity

Leverage nature-based carbon offsets to support the protection/restoration of peatlands, mangroves and rainforests

People

Positive Socio-economic Impact

Inclusive Community and Industry

Exceed 500,000 in cumulative volunteer hours to positively impact the community

Develop long term partnership to engage and empower the community and to promote sustainability advocacy and education

Drive behaviour change through education, outreach and immersive public programmes

Support local business with more than 90% biddable spend

Nurture Future-Ready Workforce

Adopt sustainable human resources management where we advance and promote equity, wellness and development

Nurture future-ready, environmental and social conscious workforce

Business

Good and Ethical Business

Responsible Business Practices

Take action on climate change risk and mitigation

Transparency and disclosure in alignment with ESG rating standards

Be a leader in responsible marketing, policy, management and programmes

Conscious Consumption

Adopt global standards for sustainable travel and tourism

Promote sustainable visitor programmes, experiences and education

Advance sustainability partnership and collaboration

¹ 2015 as the baseline year

² 2015 as the baseline year and exclude construction waste

³ By Gross Floor Area (GFA)

PERFORMANCE TRACKING TABLE

This is the first time we unveil our 2030 Sustainability Master Plan. The table below tracks our 2030 goals and progress to date.

●○ On-track to meet target ○● Work in-progress

Pillar	Category	2030 Goal	2021 Performance	Status
Planet	Decarbonisation	Reduce carbon emission intensity by 30% ¹	- 35% carbon emission intensity reduced ²	●○
		Reduce waste to landfill by 50% ³	- 21.44% waste diverted from landfill	●○
		Quadruple renewable energy and procure from low carbon sources	- Identified potential spaces for renewable energy - Sourcing ongoing for low-carbon energy sources	○●
		Precinct-level decarbonisation solution collaboration	- Completed precinct-level carbon and waste profile - Ongoing discussion on potential precinct-level solution	●○
		Institute-industry research and collaboration on sustainability and climate resilience	- Launched S\$10 million RWS-NUS Living Laboratory focused on biodiversity, decarbonisation and nature-based solutions	●○
		Supply chain engagement and ESG programmes for key suppliers	- Extended sustainability screening for all RFQ/ selection process to facilitate discussions and engagement with suppliers - Completed supply chain emission profile - Developing decarbonisation action plan with key suppliers and users	○●
		Responsible sourcing for material categories	- Identified 22 material categories - Implemented Sustainable Sourcing Guideline for top three categories: F&B, cleaning and transport services	●○
	Greening Infrastructure and Transport	Green 75% of buildings ⁴	- 74% buildings BCA Green Mark certified	●○
		Integrate sustainability principles and innovation into RWS 2.0 expansion build	- Design and planning stage - Incorporating SLE and BCA Green Mark Platinum requirements for RWS 2.0 redevelopments	○●
		100% electric transportation	- 100% directly managed limousines converted into hybrid vehicles - Incorporating electric shuttle buses and limousines in upcoming development	●○
		Quadruple EV charging stations	- 1.5 times EV charging stations compared to 2019 - Incorporating additional public charging stations in upcoming development	●○
	Preserve Nature	Implement forest conservation management plan which includes restoration and protection of flora and fauna	- Maintained preservation of 2.9 hectares of forest - Exploring sustainability-themed experiences such as RWS EcoTrail	●○
		Contribute to the restoration of critically endangered marine species within protected areas in the region to conserve and enhance biodiversity	- Launched S\$10 million RWS-NUS Living Laboratory focused on biodiversity, decarbonisation and nature-based solutions	●○
		Nature-based carbon offsets to support the protection/ restoration of peatlands, mangroves and rainforests	- Developing nature-based carbon offset strategy - Benchmarking and sourcing of carbon offset standards and sources ongoing	○●

¹ 2015 as the baseline year

² This figure is attributed to scaled down business operations during the pandemic, and may not be an accurate representation of emission intensity reduction during normal operations.

³ 2015 as the baseline year and exclude construction waste

⁴ By GFA

PERFORMANCE TRACKING TABLE

●○ On-track to meet target ○● Work in-progress

Pillar	Category	2030 Goal	2021 Performance	Status
People	Inclusive Community and Industry	Exceed 500,000 in cumulative volunteer hours to positively impact the community	<ul style="list-style-type: none"> - 469,688 cumulative volunteer hours from 2010 to 2021 - Over 11,000 beneficiaries benefited through donation and sponsorship 	●○
		Long term partnership to engage and empower the community and to promote sustainability advocacy and education	<ul style="list-style-type: none"> - Ongoing conversations with external stakeholders on learning journeys and service-learning project to nurture the next generation of sustainability champions 	○●
		Drive behaviour change through education, outreach and immersive public programmes	<ul style="list-style-type: none"> - Developed the Sustainability Education and Advocacy Framework (Guest, TMs, tenants, suppliers, community, school and insitutions) - Developed ESG modules for team members - Implemented Recommended Green Lease Guidelines for tenants - Organised Sustainable Sentosa Ideathon with SDC and Temasek Polytechnic 	●○
		Support local business with more than 90% biddable spend	<ul style="list-style-type: none"> - 87% suppliers engaged are local suppliers 	●○
	Nurture Future-Ready Workforce	Adopt sustainable human resources management where we advance and promote equity, wellness and development	<ul style="list-style-type: none"> - Implemented Team Member Wellbeing support network and programmes - Developed the Diversity and Inclusion Policy in 2022 	●○
		Nurture future-ready, environmental and social conscious workforce	<ul style="list-style-type: none"> - Implemented RWS-LearningHub (LHUB) GO, an online learning portal, to promote lifelong learning which includes sustainability awareness topics 	●○
Business	Responsible Business Practices	Transparency and disclosure in alignment with ESG rating standards	<ul style="list-style-type: none"> - Completed disclosures on CDP platform - Ongoing engagement with ESG rating agencies to address gaps 	●○
		Climate change risk and mitigation	<ul style="list-style-type: none"> - Completed TCFD ahead of SGX requirements under Comply or Explain basis 	●○
		Leader in responsible marketing, policy, management and programmes	<ul style="list-style-type: none"> - Achieved highest RG Check accreditation score worldwide 	●○
	Conscious Consumption	Adopt global standards for sustainable travel and tourism	<ul style="list-style-type: none"> - First in the world to be certified against both Destination Criteria and Industry Criteria for Hotels 	●○
		Sustainable visitor programmes, experiences and education	<ul style="list-style-type: none"> - Launched RWS EcoTrail and Eco-MICE package 	●○



PLANET : CARE FOR OUR PLANET

Genting Singapore is committed to achieve carbon neutrality by 2030. We take ownership of our emissions, make responsible decisions and drive decarbonisation initiatives in our operations and across our value chain to conserve natural resources and protect environment.

- ✔ Energy and Emissions
- ✔ Water and Effluents
- ✔ Waste
- ✔ Sustainable Building Design and Facilities
- ✔ Biodiversity and Education, Research, Conservation
- ✔ Responsible Sourcing and Supply Chain

ENERGY AND EMISSIONS

More than ever, the global community is relying on both the public and private sectors to lead the way in tackling climate change. Energy use accounts for a significant portion of global GHG emissions, primarily through combustion of fossil fuels. With Singapore warming up twice as fast as rest of the world, climate change is an existential challenge for Singapore. At Genting Singapore, we recognise the threat of climate change and its effect on the planet and livelihoods, and are committed to do our part to drive decarbonisation and energy efficiency across our operations.

OUR APPROACH

2021 marks the end of RWS Sustainability21, which was a five-year sustainability plan. Against the backdrop of the new normal brought about by the pandemic and escalating climate change concerns, it was opportune for GENS to revisit our sustainability framework and establish long term targets to support our sustainability vision and priorities. We engaged an external consultant to conduct carbon profiling and verification. Through this exercise, we established our Scope 1, 2 and 3 carbon emissions in our own operations, and in our wider upstream and downstream value chain.

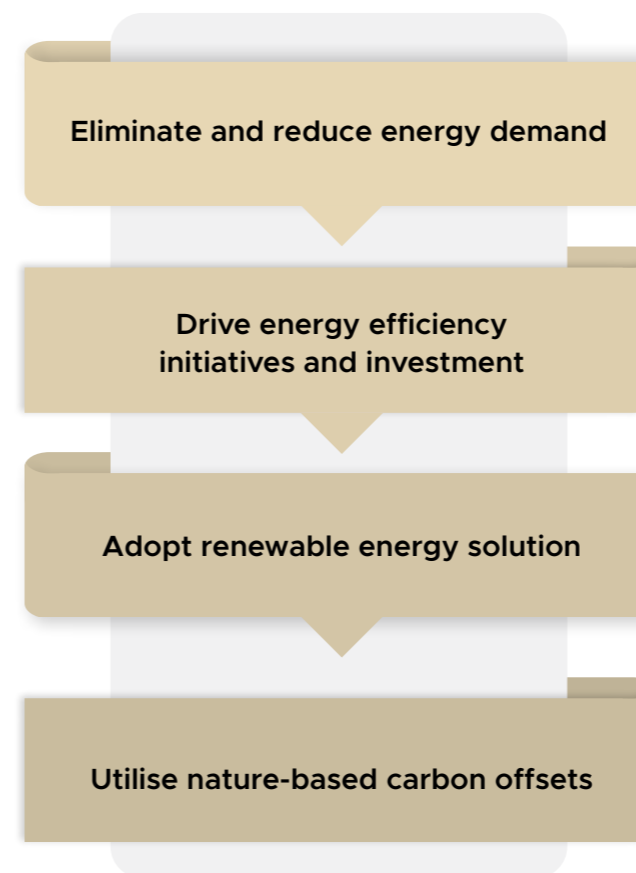
As electricity constitutes a significant proportion of our total carbon emissions, we adopted a holistic approach to drive Scope 2 emission reduction:

- Collaboration and partnership:**
We partner with key stakeholders (e.g. Government, institutions) to explore and implement sustainability initiatives and solutions to create greater collective impact.
- Accelerate renewable energy solutions:**
As a leader in sustainable integrated resort development, we commit to increase our adoption of renewable energy by expanding the current solar capacity across the resort, including within the upcoming RWS 2.0 expansion plans and to explore alternative low carbon sources.
- Drive energy efficiency and usage reduction:**
We plan to reduce energy consumption through equipment upgrades, process improvements and the implementation of new energy efficient technologies.

Greening of infrastructure and transport:


We aim to integrate sustainability principles and innovation into building and facilities design, and to increase adoption of Electric Vehicles (EV) to meet RWS sustainability goal of utilising 100% Electric Vehicles by 2030.


Our efforts are prioritised in this order:




OUR PERFORMANCE

Key Performance Indicators

 **35%**
carbon emissions reduced¹

 **615**
MWh of renewable energy generated through the solar photovoltaic system

 A founding members of the SCNN

 **\$S10 MILLION**
in funding to support the RWS-NUS Living Laboratory and its research

For more details on our energy consumption and emissions, please refer to pages [61](#) and [62](#).

¹ 2015 as the baseline year. This figure is attributed to scaled down business operations during the pandemic, and may not be an accurate representation of emission intensity reduction during normal operations.



Sustainable Sentosa Strategic Roadmap Launch

HIGHLIGHTS

Founding Member of the Sentosa Carbon Neutral Network

In a landmark development for the industry, we partnered with SDC as one of the 17 founding members to form the SCNN, Singapore's first carbon neutrality-focused business alliance. This is a public-private effort to achieve carbon neutrality by 2030 and to transform Sentosa into a sustainable tourism destination. Collectively the network accounts for more than 90% of the island's estimated carbon profile and members are working together on:

- Development of green MICE offerings, guidelines for reducing disposables and local food sourcing
- Sentosa-wide sustainability solutions through the sharing of resources and expertise, leveraging economies of scale to introduce large-scale solutions

“RWS is honoured to be one of the founding members of the SCNN. In committing to carbon neutrality by 2030, RWS will collaborate with SCNN members to position Sentosa as a sustainable and carbon neutral destination. Adopting a holistic approach to sustainability, we believe that embedding sustainability in the heart of our business goes hand in hand with creating greater social impact as well as shared value for our customers and community. Besides developing green MICE offerings and sustainable events, we are committed to strengthening climate resilience and achieving carbon neutrality by 2030. Going forward, we will also establish more collaborations with strategic partners to further our sustainability goals.”

Mr Tan Hee Teck, Chief Executive Officer, RWS

RWS-NUS Living Laboratory on Decarbonisation and Nature-based Solutions

In January 2022, we announced a five-year applied research partnership with National University of Singapore (NUS) to set up the RWS-NUS Living Laboratory. We have committed S\$10 million in funding to support this, marking the single largest academic-industry partnership that will contribute directly to the tourism economy, environmental education and sustainability efforts in Singapore. The research will be focused on two broad areas:

- Biodiversity conservation and education
- Decarbonisation and nature-based solutions

The decarbonisation and nature-based solutions research will focus on environmental, climate change-related and urban challenges across multiple domains including energy, water, waste – which are of strategic relevance to our business, as well as important areas of research to position Singapore as a sustainable tourism destination. Development and test-bedding will be conducted at RWS properties and the research aims to eventually adapt and scale solutions across a variety of environments and properties.

Research topics include:

Integrative nature-based energy efficient solutions

The research will facilitate the understanding, design, and implementation of infrastructure and sustainability solutions by innovating and operationalising integrative nature-based energy efficient solutions coupled with internet of things (IOT) based climatic sensors/ devices, data mining, and systems modelling capabilities.

Decarbonisation

The research will take a multi-disciplinary approach to augment and accelerate decarbonisation by harnessing next-generation technology designed and optimised for tropical, urban settings, such as low energy systems and resource efficient solutions.

Read more about the Living Lab's biodiversity focus on page [28](#).

Accelerate Renewable Energy Solutions

The adoption of renewable energy is integral to our decarbonisation strategy and roadmap. In 2021, our solar photovoltaic (PV) system of 500kWp at Universal Studios Singapore, generated approximately 615,732kWh of energy, which is sufficient to power about 136 four-room HDB flats for a year. This was the single, largest solar PV system in Singapore when it was first installed.

To further accelerate the adoption of renewable energy, we completed an exercise to identify possible rooftop spaces for additional solar panel installations and are currently conducting a feasibility study, with an aim to quadruple current capacity. This study includes new buildings in the upcoming RWS 2.0 expansion.

Aside from solar energy, we are also assessing the possibility of other clean energy sources, such as utilising waste-to-energy technologies.



Solar photovoltaic system at RWS

Drive Energy Efficiency and Usage Reduction

Our award-winning district cooling plant is critical to our electricity and water management. It functions at benchmark Coefficient of Performance (COP) with advanced controllers that run on customised algorithms, which automatically control multiple, complex operational parameters of the chillers, pumps, cooling towers, and heat exchangers for optimal efficiency.

In 2021, we completed plans to upgrade the chillers by 2025. Upon completion of upgrade, the chillers will attain a plant efficiency of 0.65 kW/RT, in line with requirements of the BCA Green Mark Platinum certification, and will be an improvement from current chiller performance of about 0.70kW/RT.

Based on established thermal environments standards for design, operation, and commissioning of buildings and other occupied spaces, we designed and built 16 HVLS (High Volume Low Speed) fans in our hotels, S.E.A. Aquarium and common spaces to reduce reliance on air-conditioning. By optimising environmental factors of temperature, thermal radiation, humidity, and air speed, we were able to raise the air-conditioning temperature to 27°C while maintaining the same level of cooling effect and thermal comfort, resulting in energy savings of up to 30% (estimated at 100,000kWh per year, at pre-COVID levels). Phase 2 of the project will see the installation of additional 16 HVLS fans across the rest of resort, which includes the RWCC and Universal Studios Singapore.

We have also installed canopies and nettings to reduce the need to chill water at the S.E.A. Aquarium. For instance, such canopies were installed at Dolphin Island to reduce direct sun exposure on the dolphin pool, and nettings were installed above our foam fractionators at S.E.A. Aquarium. These canopies and nettings are expected to achieve a 0.5°C drop in water temperature, resulting in energy savings.

Efficient Heating and Cooling

Since inception, our buildings and infrastructure have integrated natural daylight features to reduce energy consumption. Since then, with higher levels of electricity demand needed to support our expanding business operations, we have made it our priority to source for and implement energy efficient fittings and fixtures. Today, we are proud to announce that we have 100% LED lighting installed across the resort. Better in performance, LEDs are able to produce lighting with higher efficiency and has a longer lifespan.

We have also started installing motion sensors for lighting in phases, to reduce electricity wastage. Our Facilities Management and Engineering (FM&E) team has ensured that non-essential lights are turned off and selective lights are dimmed outside of main operating hours to optimise our energy consumption.

Our escalators are fitted with variable speed drive (VSD) systems to reduce energy consumption by decelerating when no passengers are detected. This energy efficient feature also improves the useful life of the escalators in RWS.

We optimise our heat exchange pump control system with higher efficiency heat pumps which not only consume less energy to produce hot water, but generates cooling energy for cooling applications as a by-product. These heat pumps work by absorbing the surrounding hot air and can save more than twice the energy required by standard heat pumps, resulting in overall savings of about 60kWh per day.



District cooling plant at RWS



EV charging stations at RWS

Greening Transportation Infrastructure

In line with the Singapore Green Plan and SDC's strategic roadmap to electrify transportation and increase electric vehicle (EV) charging stations, we are working towards utilising 100% EVs by 2030. In 2021, we started to replace our rented limousines with hybrid vehicles and are exploring to convert shuttle buses and limousines to EVs when contracts are due for renewal.

In 2021, we installed one additional unit of EV charger over and above the current baseline of having nine EV fast chargers, with four allocated for EV car sharing programmes such as Blue SG. We continue to monitor utilisation of the EV chargers and have plans to quadruple the total number of EV charging stations at RWS by 2030 to cater for the expected increase in EV usage in Singapore.

WATER AND EFFLUENTS

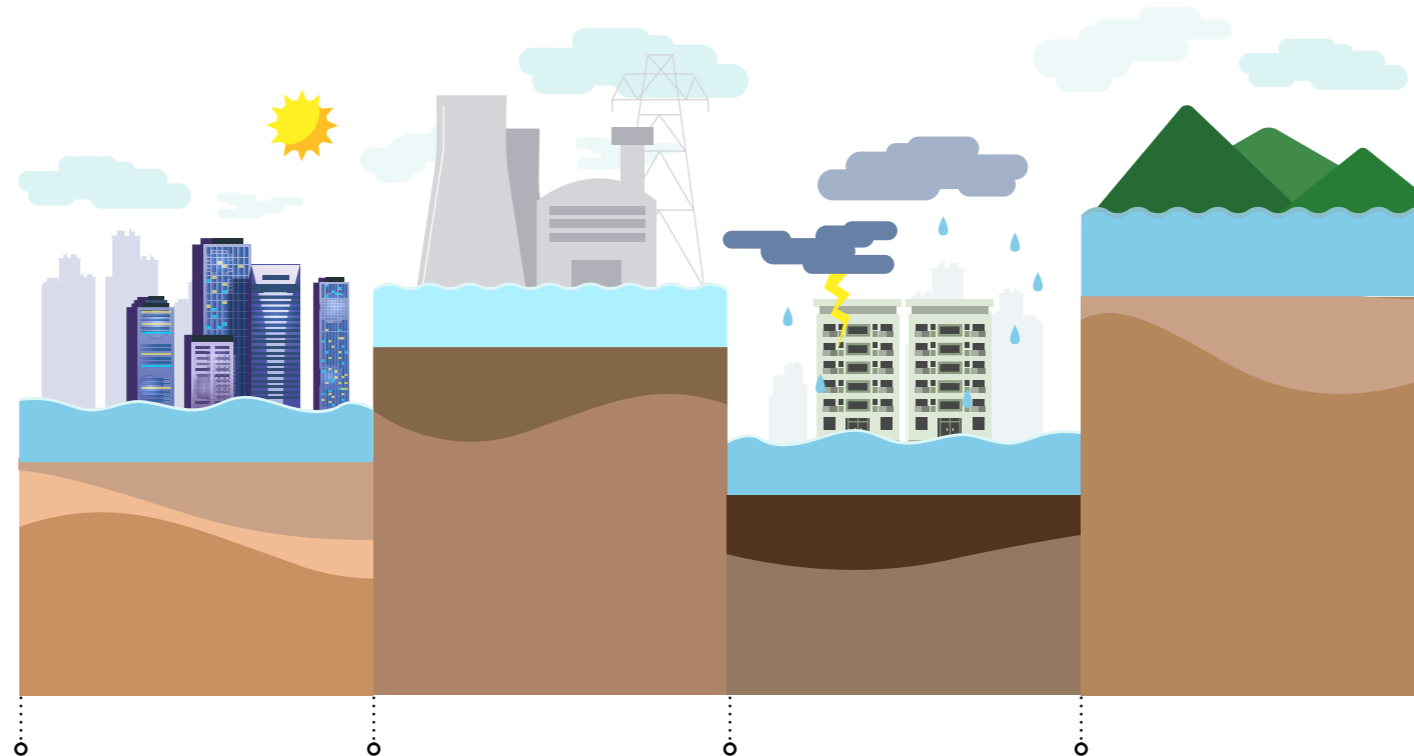
Water is at the core of sustainable development and is critical for socio-economic development. Demand and competition for water are expected to increase with global climate change and population growth, putting more pressure on water supplies. This issue is further amplified in Singapore where resources are limited. It is therefore crucial for businesses like ours to develop sustainable, integrated and holistic water management.

OUR APPROACH

Genting Singapore recognises the possible water risks faced by businesses in Singapore, and highly value the limited water resources available. Water-related risks is one of the key climate risks identified and reviewed by the Sustainability Steering Committee with direct oversight by the Board of Directors.

We adopt a holistic approach to drive sustainable, integrated and holistic water management.

1 Diversified sources of water supply: We draw from four diversified sources for our water supply and actively source for new opportunities in alternative water sources, and explore technologies in water conservation to reduce and reuse water where applicable



City Water

We use city water across our hospitality and entertainment venues, via water efficient taps, showers and systems

Reclaimed Water

We deploy a water reclamation system for the District Cooling Plant (DCP) to recycle and reuse the cooling tower blow-down water and surface run-off water, reducing freshwater intake by almost 7%

Harvested Rainwater

We harvest rainwater for swimming pools and irrigation purposes

Seawater

We process seawater for use at S.E.A. Aquarium's life support system for our marine animals

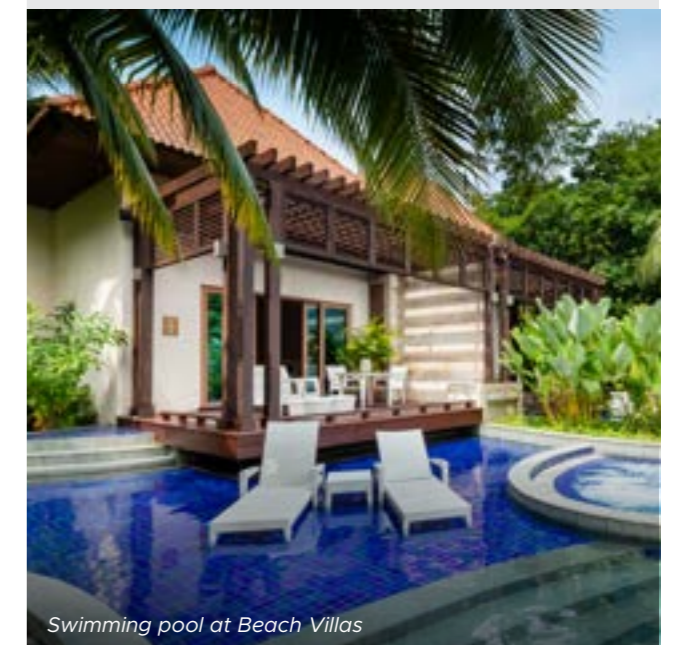
2 Drive water efficiency and usage reduction: We plan to reduce energy consumption through equipment upgrades, process improvements and implementation of new energy efficient technologies

3 Collaboration and partnership: We will work with key stakeholders such as the Government and institutions to explore and implement sustainability initiatives and solutions to create greater collective impact

HIGHLIGHTS

Modifying swimming pool balancing tank level controls

Our FM&E team constantly explores opportunities to enhance water efficiency. In 2021, the team adjusted swimming pool balancing tanks levels to allow the harvesting of rainwater, which would normally have overflowed. This allows us to more efficiently use rainwater to fill the pool rather than drawing down from city water.



Swimming pool at Beach Villas

OUR PERFORMANCE

In 2021, we implemented various water saving initiatives to enhance water efficiency and reduce water consumption.

Diversified Sources of Water Supply

Our primary source of water is freshwater from Singapore's municipal water source, the Public Utilities Board (PUB). This is supplemented by reclaimed water from our water reclamation system which recycles and reuses the cooling tower blow-down water from our DCP and uses surface run-off water, thereby reducing freshwater intake by almost 7%. In addition we use harvested rainwater for our pools and irrigation purposes and draw seawater from Keppel Harbour to create a life support system for our aquatic organisms. Used seawater is discharged back to Keppel Harbour as backwash after it goes through our sand filters. Water discharged is compliant with the watercourse limits set by Singapore's National Environment Agency (NEA). We manage this discharge by sampling every two months and monitor our freshwater systems with the advice of an independent accredited laboratory. Our water management system at the S.E.A.A. aligns with the Association of Zoos and Aquariums' (AZA) guidelines on water discharge and recycling. The AZA sets the leading standards of excellence for zoo and aquarium management around the world.

Our consistent water conservation efforts have also led to our certification by PUB as a Water Efficient Building (Basic).

Details on our water consumption can be found in page [63](#).

Continuous Water Efficiency Improvement

We monitor water consumption through our Integrated Utilities Monitoring System, and conduct monthly meetings to identify new opportunities to conserve water. Our efforts have resulted in a total of 65% water savings cumulatively since 2015, well exceeding the target we had set for ourselves in 2015.

We aim to install more sub-water meters at various locations to improve our monitoring capabilities, which enable efforts to eliminate wastage and allow for early response to issues.

Shutdown of Non-essential Water Features during Pandemic

The pandemic continued to affect business operations in 2021. In view of the lower frequency of visitors to the resort, the FM&E team made the decision to shut down non-essential water features to reduce water wastage after a feasibility assessment.

Seawater Flowmeters

We invested in seawater flowmeters to track consumption and monitor leakage levels from sand filters and foam fractionators processes. This reduces unnecessary seawater losses and chilled water consumption.

Progressive Replacement of Water Efficient Taps

We are in the midst of progressively replacing our water features with faucets that have lower flow rates, specifically aligning to the 3-tick rating under PUB's Water Efficiency Labelling Scheme (WELS).

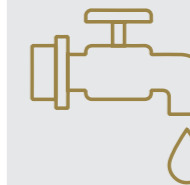
Water Conservation and Advocacy

We collaborated with Singapore's national water agency PUB, to raise awareness on water conservation by supporting the City Turns Blue initiative held during Singapore World Water Day (SWWD) in 2021. Our buildings were lit in blue on this day to symbolise our commitment towards sustainability.



RWS lit in blue during Singapore World Water Day 2021

Key Performance Indicators



FOUR
diversified sources of water supply



3.30
water consumption intensity per GFA



Certified Water Efficient Building (Basic)



PUB Singapore World Water Day 2021 - City Turns Blue Initiative

WASTE

Today, most of the economy operates on a linear “take-make-waste” model, which is increasing the amount of global waste being generated, especially when societies emerge from poverty and begin to consume and build more. Businesses are primarily responsible for the design and production of goods that could ultimately end up as waste. We too have a part to play, as one of the major tourist destinations in Asia-Pacific.



Reusable drinkware at guest room

OUR APPROACH

We are committed to support Singapore’s Zero Waste Masterplan. One of our 2030 RWS Master Plan targets is to achieve a 50% reduction in waste to landfill by 2030. To achieve that, we continuously review our waste management strategies, including to adopt:

- A circular economy approach to waste and resource management practices, making a deliberate shift towards more sustainable production and consumption
- A waste management hierarchy which serves as the basis for developing our waste management strategies, firstly focusing on what waste we can avoid, increasing the amount we reuse and recycle, followed by material and energy recovery, and as a last resort, sending waste to landfill.

Prevention	Rethink, redesign and change behaviour
Reuse	Reuse materials
Recycle	Recycle materials
Recover	Recover materials
Disposal	Minimise waste to landfill

Waste Management Approach

HIGHLIGHTS



Recycling bins can be found resort-wide

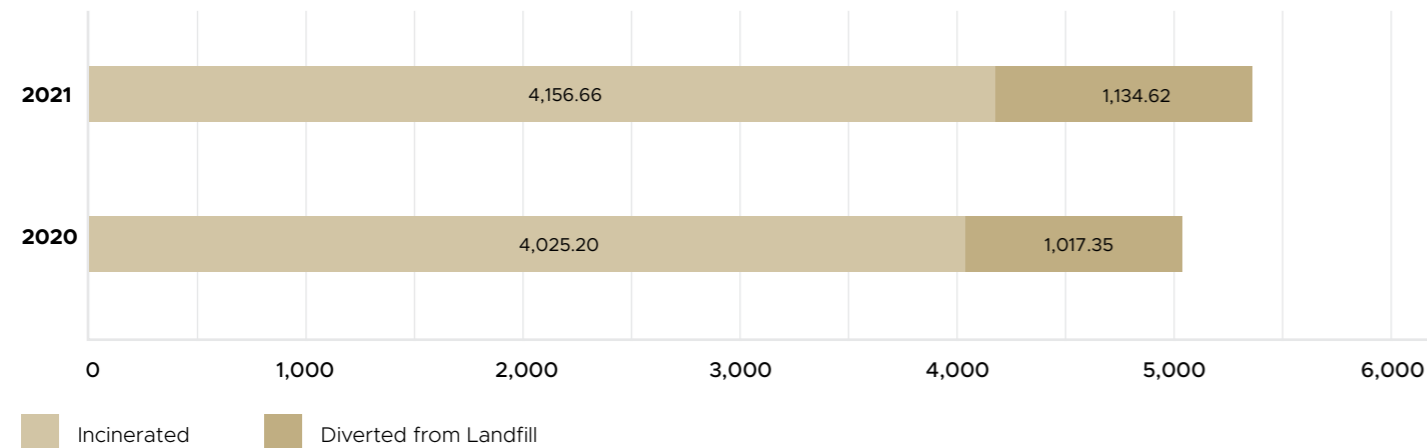
Joining the collective national effort to work towards zero waste, and to reduce our ecological footprint, we participated in the waste stream profiling exercise coordinated by SDC in 2021. This exercise aims to better comprehend the general waste profile for all SCNN members and to appraise the feasibility of implementing a precinct-level waste-to-energy solution.

In 2021, we successfully diverted 21.44% of waste from landfill.¹ To achieve our 2030 target, we continue to reduce waste generation, expand on our recycling programmes, which include encouraging F&B tenants to recycle more food waste, and also source for new innovations in recycling.

¹ 2015 as the baseline year and exclude construction waste

OUR PERFORMANCE

Comparison of Waste Diversion (Tonnes)



Food Waste Reduction

We implemented three food grinder stations. These machines automatically grind food waste to pulp, which is then transported to a bio-digester that converts 95% of the food waste it receives into liquid, further reducing waste volume. As a result, we are able to reduce food waste by approximately 90 tonnes per year and reduce plastic trash bags consumption by 72,000 bags per year. Moving forward, due to space constraints, we are exploring off-site precinct level solutions and waste recovery innovations to further drive circularity, closing the waste loop system so as to reduce waste to landfill.

- Introduced sustainable food packaging for guests
- Introduced biodegradable cling film for all food preparation

Other ongoing efforts include promoting reduced plastic consumption and waste generation at our establishments. For example, Malaysian Food Street campaigned a B.Y.O. initiative, offering discounts on all food and drinks for guests who opt to use their own takeaway containers. We also stopped providing plastic straws in all RWS-owned F&B outlets, and only provide paper straws upon request.

Plastic Waste Reduction

We are committed to reducing plastic consumption across all our programmes. In 2021, we further built on our existing efforts, achieving the following:

- Introduced filtered water dispensers as an alternative in specialty restaurants and hotel F&B outlets to reduce dependence on bottled water

Eco-friendly Packaging

Festive gifts contribute significantly to packaging waste. We proactively manage that by designing our festive gifts with more sustainable packaging, such as sourcing for paper that was certified by the Forest Stewardship Council, instead of using plastic or metal. We apply this across our products including carriers and festive gifts such as during the Dragon Boat and Mid-Autumn Festivals. This

has been met with positive feedback from both local and international communities.



Reusable Alternatives

RWS has initiated phased reduction and elimination of single-use plastic tableware like sauce dishes, plastic cups and plastic takeaway bowls. We ceased provision of plastic water bottles in our hotel rooms and replaced them with reusable carafes and water dispensers are installed throughout the hotels for guests to refill water using their carafes. We have also replaced disposable sauce dishes and plastic drinking cups with reusable melamine wares at our Malaysian Food Street food court. The switch to melamine wares has amounted to a reduction of 0.09 tonne of packaging material and 0.44 tonne of plastic used per year. Reusable or other sustainable alternatives have been offered in place of plastic options, saving approximately 130 tonnes of plastic per year. *Note : Initiatives above are reviewed periodically and adjusted accordingly to align with prevailing COVID-19 Safe Management Measures.*

Sustainable Event Venue

RWS launched its Eco-MICE package in 2021 to meet increasing demand for sustainable events. Its green initiatives include providing our guests with eco pens, recycled paper and meals served in eco-friendly packaging. Eco packaging creates

the same amount of waste - unless the packaging itself is reusable and not disposed. To reduce food waste, unserved food will also be donated to the Food Bank, while the remaining food waste will be sent to the food waste digesters. Furthermore, all MICE venues at RWS have been retrofitted with energy-efficient LED lighting and motion-activated lighting in washrooms, with plans to upgrade air conditioning chillers to improve efficiency.

Recycling Programmes and Initiatives

RWS currently recycles 10 waste streams (i.e. paper/cardboard, plastic, glass, metal cans, food waste, cooking oil, electronic waste (e-waste), linen waste, wood pallets and spent coffee/horticulture). In 2021, we achieved a waste diversion rate of 21.44%¹, a slight increase from 2020 due to the evolving waste profile under the protracted COVID-19 operational measures.

Given the upcoming RWS 2.0 expansion plans, we recognise the importance of accounting for construction waste and are committed to effectively manage waste generated, and incorporate them into RWS overall waste management strategy and waste intensity reduction performance indicators. In 2021, we recycled over 75% of the total construction waste generated.

E-waste Management

We encourage the public to manage their waste more sustainably. To that end, we have collaborated with NEA to install an e-waste receptacle for public use and have successfully collected 8.1 tonnes of e-waste for 2021.

Partnership and Collaboration

RWS actively engages local government agencies and organisations to explore recycling initiatives and minimise carbon emissions, such as with the NEA and SDC.

¹ 2015 as the baseline year and excludes construction waste

As a three-time winner of NEA's Singapore Packaging Agreement (SPA) Awards, and a signatory of NEA's Packaging Partnership Programme (PPP), we continue to advocate waste reduction via the various joint campaigns. In 2021, we collaborated with NEA on the "Say YES to Waste Less" campaign where patrons are offered 10% off when they bring their own containers for takeaways at Malaysian Food Street.

"RWS was awarded the Top Achievement Award for the third time under the MNC category. RWS implemented many packaging waste reduction initiatives, such as replacing their disposable sauce dishes and plastic drinking cups with reusable melamine ones at their Malaysian Food Street food court and removing unnecessary packaging, such as the inner plastic packaging of retail products. RWS also actively raised awareness on environmental sustainability among its staff." NEA of Singapore







As one of the SCNN founding members, we are working with SDC to explore a precinct-level waste solution, leveraging on economy of scale with other island partners.



¹ 2015 as the baseline year and excludes construction waste

Key Performance Indicators

RECYCLE 10 WASTE STREAMS

 Paper/ Carton	 Plastic	 Metal
 Food	 Cooking Oil	 E-waste
 Glass	 Linen	 Wood
 Spent Coffee/ Horticulture		



For details on our waste management, please visit page [63](#).



SUSTAINABLE BUILDING DESIGN AND FACILITIES

Globally, the building sector accounts for about 40% all energy-related carbon emissions. Climate change cannot be addressed without putting the built environment at the centre of the conversation. In particular, climate change is an existential challenge for Singapore. Adapting new builds and upgrading existing buildings with the use of the right design and green technologies is necessary to respond to these new drivers and achieve significant decarbonisation for the sector.

OUR APPROACH

In response to broad concerns regarding the environment and climate change, green buildings and effective cooling are central to our building and facilities design – this applies not only to our current operations but also our future RWS 2.0 expansion plans in order to future proof our development. The business case for sustainable

building and facilities design has never been clearer, even though the specifics of how to achieve higher levels of sustainability are evolving.

While it poses a challenge to our business, it also presents opportunities to develop new solutions, especially in the area of energy efficiency.

We approach this through

- ✔ **Partnership and collaboration:** We partner with like-minded organisations to develop innovative building and facilities solutions, and test bed them at RWS for scalability in future expansion settings
- ✔ **Greening building and facilities:** We harness next generation technology, integrative nature-based design solutions across the domains of energy, water and waste
- ✔ **Integrating sustainability principles and innovation into our RWS 2.0 Expansion:** This is done at the design stage with the objective of minimising negative impacts to the environment

We also engage external consultants to conduct Environmental Impact Studies (EIS) prior to our expansion and redevelopment. The objective of an EIS is to predict the level of impact caused by the expansion and redevelopment works, and assess the significance of this impact. We then implement mitigation, monitoring and management measures, where feasible, to reduce the level of environmental impact.

OUR PERFORMANCE

Partnership and Collaboration

As a world class integrated resort offering a blend of indoor and outdoor experiences, we seek to provide a comfortable environment for our guests. Singapore is hot and humid for much of the year and this is exacerbated by the Urban Heat Island (UHI) effect. Given a choice, guests prefer to stay in air-conditioned spaces, a behaviour which runs counter to the Intergovernmental Panel on Climate Change's (IPCC) recommendation for air-conditioning to be used only when and where necessary.

In order to achieve comfortable conditions for our guests, the climatic conditions they experience need to be modified. However, this generally requires more energy consumption and poses a challenge to balance our needs with our responsibility to the natural environment. To address this, we are testing and developing environmentally friendly technologies and nature-based design as cooling solutions. We will explore and develop strategies to cool urban spaces, test-bed at RWS properties, and adapt for scalability across a variety of environments and premises.

Greening Building and Facilities

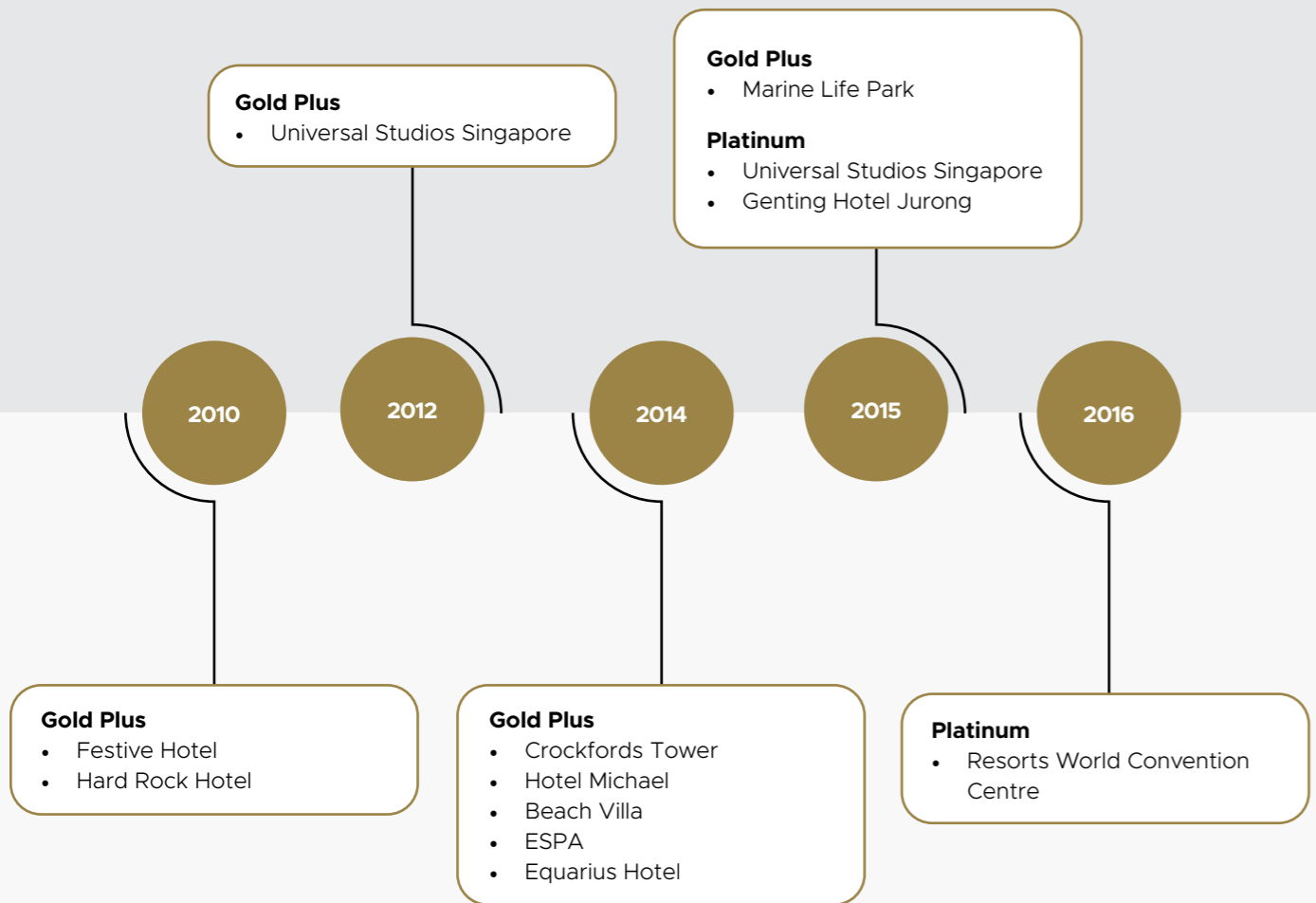
Since RWS was first built, we have incorporated sustainability into our building and infrastructure designs. Features adopted in the early days included the DCP, solar panels, rainwater harvesting, green roofs and many more, enabling our attainment of multiple BCA Green Mark certifications even prior to our official opening. These certifications are important external validation that we have incorporated key environmental aspects into our building and facility designs.

Since then, Genting Singapore has been awarded more Green Mark certifications for its hotels and infrastructure, achieving a total of 13 Green Mark certifications, including for Genting Hotel Jurong (GHJ), further affirming Genting Singapore's sustainability commitment and goals.



Green roofs at Universal Studios Singapore

GENS BCA Green Mark Certification Journey



As one of Singapore's leading integrated resorts, we strive to be at the forefront of sustainability and in 2021, we have committed to carbon neutrality by 2030. A decarbonisation roadmap was developed strategically to achieve this, and to integrate sustainability principles into our upcoming RWS 2.0 expansion plans. We aim to increase our Green Mark certification levels to 75% of our GFA in our new build, and to review existing Green Mark certifications to maintain the level awarded, or where possible, increase to the next level.

Integrate Sustainability Principles and Innovation into our Build for RWS 2.0 Expansion

To create a building that has minimal impact to the environment and yet at the same time remaining practical, economical and comfortable requires a complex, integrative and holistic

approach. RWS will adopt the new Singapore BCA Green Mark 2021 guidelines for our RWS 2.0 expansion and integrate green building solutions that align with the United Nations' Sustainable Development Goals (UNSDGs). Aside from building efficiency and maintainability, the new Green Mark guideline takes a holistic sustainability view that encompasses socio-economic elements and also

takes reference from the European Union (EU) taxonomy and requirements within the TCFD, which aligns with RWS long term sustainability plans.

The RWS 2.0 expansion will take into consideration key aspects such as climate action, health and wellbeing, and resources and circularity during the design and construction phase, and incorporate the following elements:

- ✦ Energy efficiency
- ✦ Intelligence
- ✦ Health and wellbeing
- ✦ Whole of life carbon
- ✦ Design for maintainability
- ✦ Resilience

RWS is committed to incorporating sustainability principles and innovation into the RWS 2.0 expansion plans to meet the following:

1. RWS 2.0 re-development targets to achieve BCA Green Mark Platinum, with parts of the development achieving Super Low Energy (SLE) building rating.
2. New buildings are targeted to achieve 30% higher energy efficiency levels than current buildings, or 50% higher energy efficiency levels from 2005 building design codes.
3. A new DCP to be installed with digital twin technology that helps to reduce energy consumption by 20% as compared to a typical cooling plant.
4. The new DCP also targets to reduce water consumption by 30%, through collection and reuse of rainwater, condensate and gray water.
5. The redevelopment plans and targets will add 500kWp in output from the solar photovoltaic (PV) system, which is equivalent to the annual electricity consumption of approximately 150 HDB 4-room flats.

In terms of landscape, softscape and structural, RWS 2.0 will incorporate:

1. Nature-based design, technology that drives energy efficiency, as well as low carbon sources and building products.
2. Digital thermal modelling to mitigate UHI effects and to develop a unique solution for outdoor thermal comfort.

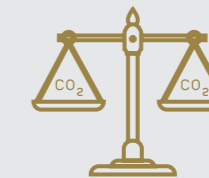
Key Performance Indicators



74%
 of buildings are BCA Green Mark certified¹



\$S10 MILLION
 RWS-NUS Living Laboratory applied research collaboration including development on decarbonisation and nature-based solutions



Committed to carbon neutrality by 2030

¹ By GFA

BIODIVERSITY, EDUCATION, CONSERVATION AND RESEARCH

Singapore is well known as one of the greenest cities in the world. Nestled on Sentosa, an island off Singapore's southern coast, with rich flora and fauna and home to various endangered animals, RWS plays a critical role in preserving the biodiversity around us and contributing to the national vision of becoming a City in Nature.

OUR APPROACH

The scope of our efforts include:

- 🌿 **Biodiversity conservation:**
 - Land biodiversity: Conservation of native plant species and protection of the secondary coastal forest in our premises
 - Marine biodiversity: Commitment to husbandry and welfare of the highest standards, including conservation initiatives for threatened species at S.E.A. Aquarium.
- 🌿 **Educating the public on the need for environmental conservation.**

As one of Singapore's largest attractions, we see it as our responsibility to educate the public on the need for environmental conservation. This includes engaging the public on the wonder and importance of nature

including the impacts caused by human action, and empowering them to take actions towards conservation.

- 🌿 **Research to advance the conservation and restoration** of endangered marine species in the region, and to protect Southeast Asia's natural capital through nature-based carbon offsets.

OUR PERFORMANCE

Advancing Research and Conservation

We continuously seek out opportunities to advance research and conservation. In 2021, we deepened our efforts to advance the conservation of endangered marine species in the region. We reached out to NUS for an industry-institute collaboration focusing on biodiversity conservation and advanced research by supporting initiatives run by the Marine Stewardship Council (MSC) and research projects with an academic institute, James Cook University Singapore. We also embed conservation into our sourcing of sustainable seafood choices across our F&B outlets as well as sourcing sustainable feed for our marine animals at the attractions.

Protecting Land Biodiversity at RWS

We are privileged to house 2.9 hectares of secondary coastal forest at RWS, and proactively manage the

HIGHLIGHTS

RWS-NUS Living Laboratory

Singapore's Southern Islands as a focal point for marine biodiversity conservation



Coral Triangle Biodiversity Conservation

Conduct joint biodiversity surveys in and around the Southern Islands



Species Recovery

Restore native marine species and protect Singapore's marine biodiversity



Health and Wellness

Understand the benefits of nature experiences to human health and wellbeing



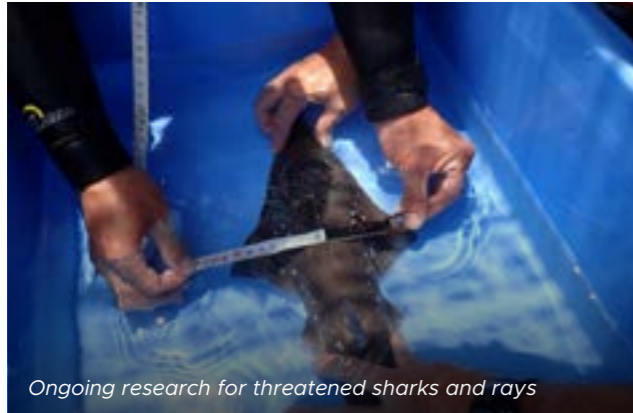
Marine Mammals

Explore the role of Dolphin Island in supporting research and education



Image of giant clam
Photo credit: National University of Singapore

In 2022, we are proud to announce the launch of the 'RWS-NUS Living Laboratory', a 5-year, \$10 million applied research collaboration focused on biodiversity, decarbonisation and nature-based solutions with direct contributions towards the tourism economy and environmental education. The living lab provides unprecedented opportunities to advance marine science, protect Singapore's rich biodiversity and ecologically important habitats and develop sustainable solutions for conservation action. The collaboration will draw on the strengths and expertise of RWS as the leading leisure and tourism destination in Asia and the technical capabilities of The National University of Singapore (NUS) as the world-class academic and research institution with interdisciplinary research expertise to host Singapore Oceanarium (SGO).



Ongoing research for threatened sharks and rays

HIGHLIGHTS

Deepening relationships with our conservation partners

Rising from the pandemic, ERC was able to deepen our relationship with existing conservation partners such as the Marine Stewardship Council (MSC) and James Cook University Singapore (JCUS). We worked closely with JCUS on building a new foundation for research and conservation at the Aquarium that would support student researchers with an interest on Sharks and Rays. Despite the reduction of Aquarium operating hours and implementation of home-based learning, both partners found ways to support students throughout the year on their research of the Bowmouth Guitarfish, Sand Tiger Shark and Manta Ray. This effort supports building the base for future student research efforts on critically endangered animals.

health of this natural ecosystem. As part of the larger Sentosa Island biodiversity system, our secondary coastal forest serves as a buffer for Mount Imbiah, one of the two nature areas on the island.

We also host 59 threatened plant species listed in the Singapore Red Data Book, including eight species which were previously extinct in Singapore.

We proactively upkeep the health of plants and trees on our premises, including the Heritage Tree – *Garcinia hombroniana* (Seashore Mangosteen).

We adopt a least-chemical approach in landscaping maintenance to maintain good soil quality and clean groundwater. We use natural ingredients such as compost and used coffee grounds collected from our establishments and operations to ameliorate soil condition and serve as a mulch layer for plants.

Protecting Marine Biodiversity at RWS

At RWS, we prioritise animal welfare to the highest standards and are both reactive and proactive in ensuring that all animals are given the best care possible.

Our programmes at the S.E.A. Aquarium are in line with global best practices maintained by the AZA, whose manuals are based on the latest science, practice, and technology to maximise capacity for excellence in animal care and welfare. We also regularly exchange best husbandry and welfare practices with other aquariums.

In 2021, we were delighted to foster two successful new births of shark species recognised as 'Endangered' by the IUCN Red List - the zebra shark and Hasselt's bamboo shark.

The successful births are testament to the excellence of our animal and husbandry practices. Our team of aquarists and animal health specialists regularly check on animal welfare. During routine dives, the aquarists can discover eggs or shark pups in hiding. Once found, the eggs or pups will be separated and placed in a dedicated back-of-house set-up. The highest level of care is given to the pup or hatchling to ensure we meet its physical, social, behavioural, and psychological needs.

Educating the Public on the Need for Conservation Action

We develop programmes to raise awareness on the need for conservation action, reaching youths and families directly through our efforts and also integrating environmental conservation messages in education curriculum through our partnership with educators such as the Early Childhood Development Agency (ECDA).

We also maintain a steady pool of ocean ambassadors who volunteer their time and passion to share stories and messages from our oceans to guests who visit the S.E.A. Aquarium. Our docents play a critical role as station interpreters at the Discovery Pool, engaging with guests of all ages and from all walks of life about marine biodiversity and conservation.

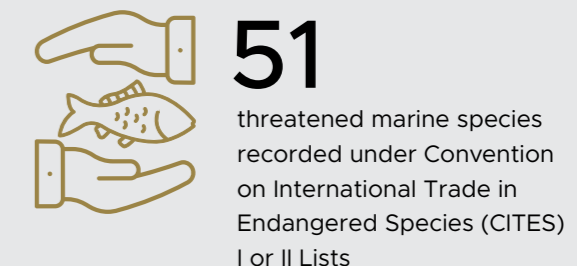
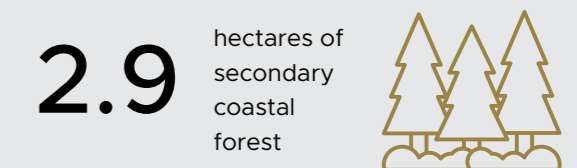
We continued celebrating the wonders of our oceans and spreading the message on the critical need to protect them, and timed our content to build on the social media chatter around events such as World Environment Day, World Oceans Day and the International Coastal Cleanup effort. Critical issues such as unsustainable fishing and marine pollution were discussed along with recommended solutions on how we can contribute towards tackling these issues together. Tips on making responsible seafood choices, recycling, and taking part in conservation action such as beach cleanups were highlighted.

With many families choosing to stay home during the June school holidays, we launched our inaugural virtual storytelling session to continue engaging young children. We also launched our Online Education Programme in March, reaching more than 2,000 students from ages 9 – 12 on marine biodiversity. Learning objectives were themed around understanding the characteristics of key marine species, their threats and global conservation efforts.

Key Performance Indicators



5-year applied research collaboration focused on biodiversity, decarbonisation and nature-based solutions



RESPONSIBLE SOURCING AND SUPPLY CHAIN

With the nation aiming for sustainability as one of the new engines of economic growth, it is now more than ever, an imperative for corporations to source responsibly, and champion ESG issues in the supply chain.

To meet our 2030 carbon neutrality commitment and implement operational efficiencies, it is material for us to ensure responsible sourcing and an optimised supply chain.

OUR APPROACH

Our responsible sourcing strategy is anchored on three focus areas:

Focus Area 1: Reduce social and environmental impacts (sustainable sources)

- ✔ Identify materials harvested with care for the longer-term health of the material source
- ✔ Integrate circularity in sourcing
- ✔ Reduce environmental impact

We are committed to obtaining sustainable sources for our key material categories such as food and beverage, cleaning and transport.

Focus Area 2: Advocate and drive supply chain (supply chain influence)

- ✔ Incorporate sustainability considerations in the supply chain system
- ✔ Drive [Supplier Code of Conduct \(SCoC\)](#)

We partner with suppliers who share the same sustainability values. We incorporate sustainability considerations in our requirement, selection, assessment and award decisions. We influence our supply chain towards sustainable business practices via joint supplier development projects for new innovative and sustainable solutions. All our suppliers must comply with our SCoC, which is issued as part of our Purchase Orders Standard Terms and Conditions. The SCoC sets out our expectations for Ethical Business Practice, Labour and Human Rights, Environmental Responsibility and Health and Safety. For example, we require a minimum BizSAFE 3, OHSAS 18001 or equivalent for all our suppliers performing high-risk work at RWS.

Focus Area 3: Enhance compliance and corporate governance (supply chain assurance)

- ✔ Drive certifications and compliance to support sustainable business
- ✔ Drive fair and transparent business practices

We adopt fair and ethical tendering and supplier selection processes and abide by a rigorous set of criteria for evaluation of all potential suppliers including price, quality, track record, technical competency, financial stability, service support and sustainability initiatives. All business transactions are conducted electronically to ensure full compliance, governance, transparency and for an audit trail.

HIGHLIGHTS

CIPS Asia Excellence in Procurement Awards

In 2021, we were awarded Overall Winner and Best Community Response Project from CIPS Asia Excellence in Procurement which recognised our Procurement team's efforts to support the community amidst the pandemic. The Best Community Response project relates specifically to our successful mobilisation of our supply chain within two days of appointment to operationalise Community Care Facilities (CCF) that housed 60%

of Singapore's COVID-19 patients in 2020. This was recognised to be an impressive feat given the project involved 178 suppliers for a diverse range of categories including food and beverage, environmental services and IT infrastructure, happening at the onset of the pandemic with unprecedented supply chain restrictions. With the ramp-up, maintenance and ramp-down phases of the CCF each posing unique set of challenges, our procurement systems, processes and team members' ability to adapt and adjust expeditiously was definitely imperative to its success.



Group photo at the Community Care Facilities

To manage financial, regulatory, fraud and reputational risks, we engage a third party risk database service provider, World Check by Refinitiv, in addition to executing adverse news screening via public sources, to screen all bidders participating in tenders and all new suppliers at registration point. Besides, we also put strategic suppliers on active monitoring.

Our procurement practices have been well appraised by both certification bodies and partners:

- GSTC certified Destination and Hotels
- SACEOS MSC

We also align our procurement practices to ISO 20400: Sustainable Procurement and will continue to improve our processes in accordance with the standard.



Sustainable packaging for hotel amenities

HIGHLIGHTS

Packaging Partnership Programme (PPP)

In recognition of our continued efforts to reduce packaging waste, we were invited by the PPP to be featured as a case study to provide guidance to companies seeking to reduce packaging waste through implementing 3R (Reduce, Reuse, Recycle) plans in their operations. The PPP is an industry programme supported by the National Environment Agency in Singapore.

OUR PERFORMANCE

There is no significant change to GENS and our supply chain in 2021. We maintained the industry procurement practices despite challenges from the pandemic, especially in the labour market due to border restrictions and shifting short-term demands. To ensure adequate supply of human capital, we kept a weather eye on the outsourced contracts and engaged our stakeholders diligently via dialogues and discussions.

We engaged suppliers across different industries to meet the needs of our diversified integrated resort's portfolios, including food and beverage, utilities, IT products and services, gaming equipment and accessories, retail merchandise, entertainment, hotel supplies and amenities, marine exhibits, building and facilities maintenance services, furniture, fixtures and equipment, outsourced services and professional services. The supply chain engagement remained integral to our business growth and customer satisfaction as we innovated our products and services while maximising the environmental and social impacts.

Local Sourcing

In 2021, a total of 2,206 suppliers were engaged to support our business. We remain committed to

purchase from local suppliers to support the local supply chain and reduce our carbon footprint. Details can be found in page 63.

In support of the Singapore Government's mission to increase food security, which is to have 30% of the national nutritional needs produced locally and sustainably by 2030, we have been increasing our engagement with local farms and exploring meaningful partnerships with local suppliers. In 2021, we embarked on a collaboration with two new vegetable suppliers owning local processing facilities, and reached out to the local aquaculture farms for more sustainable fish feed.

Sustainable Sourcing

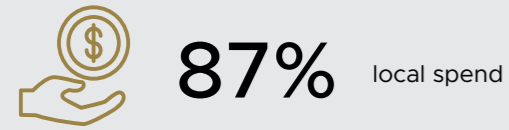
We continued to screen our suppliers against the sustainability criteria in our Procurement Sustainability Playbook and influence our supply chain to operate responsibly through our SCoC. We also reduced the environmental impacts of our procurement processes by digitalising all business transactions.

In 2021, we have completed another round of materiality assessment across our procurement spend portfolio and identified 22 material categories, for which we will continue to formulate relevant Sustainable Sourcing Guidelines. Of these material categories, food and beverage, cleaning and transport were placed as the top three priorities, and to be set with long-term targets.

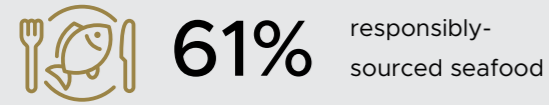


Sustainable sourcing of MICE products

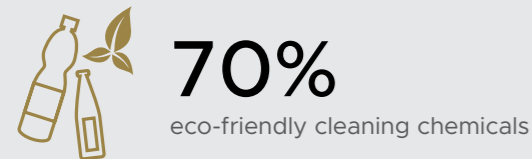
Key Performance Indicators



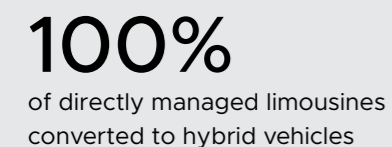
Food and Beverage:



Cleaning:



Transport:



We also made progress on our transition toward more sustainable use of materials, and toward procuring from social enterprises to support their causes.

Sustainable Packaging Materials:

- 100% sustainable sources of office supplies and foodware in MICE
- Increased use of sustainable materials on dry hotel amenities such as dental kits, shaving kits and combs

Supporting Social Causes:

- Retail merchandises from The Art Faculty, a social enterprise that showcases talents of artists on the autism spectrum

Supporting Fair Trade Products:

- Coffee and coffee capsules
- Ice cream
- Tea

We will continue to expand our sustainable sourcing efforts and empower our sourcing team members through training initiatives such as the quarterly sustainability workshops.

Influencing Suppliers toward a Greener Supply Chain

We continued to review and update our Sustainable Sourcing Guidelines, through which we now set mandatory requirements for suppliers and listed preferred green practices. For instance, it is now mandatory for all our cleaning services to be Clean Mark Silver-certified. Our suppliers are also highly encouraged to implement cradle-to-cradle treatment of metal for metal-related jobs to close the waste loop.

In 2021, we extended sustainability screenings to our Request for Quote (RFQ) and selection processes. All suppliers are now engaged in

sustainability-related discussions during the RFQ stage. Looking ahead, we will continue to partner with key suppliers to improve their ESG performances and achieve a more sustainable and inclusive supply chain.

We continued monitoring the ESG risks of our suppliers across a range of issues including work safety standards, environmental footprint, respect for human rights, and anti-corruption. Notably, we started a more systematic assessment of the environmental footprint of our supply chain. Based on the outcome of the assessment, we will either procure more from suppliers who have committed to reducing their environmental impact or actively engage our suppliers on potential ways to reduce their environmental impact.

Digital Procurement Transformation

Our digital procurement transformation journey started back in 2018 with e-Sourcing. We launched

a resort-wide Procure to Pay system in 2019, which also included e-invoicing processes. As a result, we have successfully minimised the interruption brought about by the pandemic to our business transactions. Payments to suppliers can also be arranged swiftly despite work-from-home arrangements. The continuity in business transactions and payments amidst the pandemic has therefore positively impacted our suppliers, especially small and medium enterprises.

As part of our continuous drive for e-invoicing adoption, we conducted a series of supplier webinars for our existing suppliers to help them address common challenges faced in their transition to digital processes. Each training session covered an overview of processes followed by detailed step-by-step guides, demonstration videos, and finally a discussion on frequently asked questions and commonly made mistakes.

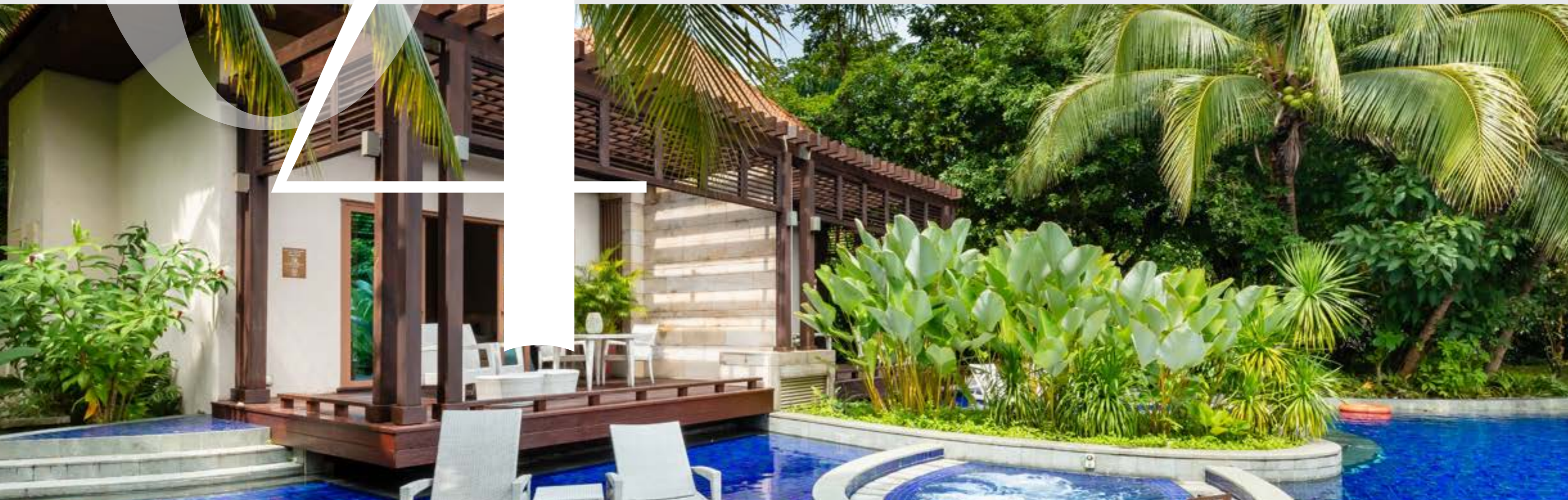
Supplier Webinars in 2021

Dates	Series	Description	Attended
30 Jun to 2 Jul	1	Working With RWS	152
30 Aug to 2 Sep	2	RWS Sourcing Events	249
2 Nov to 3 Nov	3	P2P Process	183

PEOPLE : POSITIVE SOCIO-ECONOMIC IMPACT

We value our stakeholders and place their interests close to our heart. We are relentless in our pursuit of generating positive socio-economic impacts to the community around us.

- ♥ Diversity and Inclusion
- ♥ Wellbeing
- ♥ Training and Education
- ♥ Empowering and Engaging Local Community
- ♥ Sustainability Education and Advocacy
- ♥ Health and Safety



DIVERSITY AND INCLUSION

A diverse and inclusive workforce provides a balance of voices and experiences, which will help a business thrive across varied situations. We create a fair, inclusive and engaging workplace for our team members, who are key assets to Genting Singapore, and are committed to supporting local employment in Singapore through our business.



Team members group photo¹

OUR APPROACH

We are committed to ensuring that our work environment is one that is inclusive, non-discriminatory and provides equal opportunities for all regardless of gender, race, religion and age. We believe that this is how we can create a conducive work environment where team members are encouraged to be their best selves. To ensure an inclusive culture in the workplace, we adopted the five principles of Singapore's Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP).

To promote fair employment practices, we abide by the Tripartite Guidelines on Fair Employment Practices and adopt the recommended Fair Consideration Framework (FCF). This means that we hire purely based on merit without soliciting personal information such as age, gender, race or religion in all our application forms. We assess each candidate fairly during the interview by focusing on questions relating towards candidates' competencies to make hiring decisions. This helps to ensure hiring decisions are made in a consistent manner. We search for talent through various channels, including job portals, social media platforms, Institutes of Higher Learning,

career fairs and collaborations with partners such as the Devan Nair Institute for Employment and Employability.

Furthermore, to ensure that we are able to attract and retain the best talents, we offer comprehensive benefits to team members, including medical insurance, health screening, and dental benefits. We also provide variable performance-based incentive for team members. The compensation for team members of various grades include both the fixed salary as well as variable performance-based incentive payments. This variable incentive payment is subject to review by the Remuneration Committee and approval by the Board.


Apart from the variable performance-based incentive award, the Company also has short-term and long-term performance share awards. The use of both types of performance share awards ensures that there is an equal emphasis on both the short and long terms performance horizons. Performance share awards are accorded to team members who contribute towards achieving the strategic goals and profitability of the Group. The grant of performance share awards to eligible persons is subject to the Remuneration Committee's recommendation and the Board's approval.

OUR PERFORMANCE

Key Performance Indicators

 **5,466** team members

 **716** new hires

 Zero reported grievances on labour practices and human rights

 **100%** team members² receive performance and career development reviews



HIGHLIGHTS

A testament to our efforts in championing inclusive hiring and commitment to transparency in gender-data reporting, Genting Singapore was added to the Bloomberg Gender-Equality Index in 2021. Companies included in the index are recognised for their performance in five areas: Female leadership and talent pipeline, equal pay and gender pay parity, inclusive culture, sexual harassment policies and pro-women brand.

There is no incident of discrimination in 2021. The female to male gender basic salary ratio for all employment categories is 0.94: 1.00. Details on our employment can be found in page [64](#).

¹ Image is taken before the implementation of SMMs.

² Includes only permanent team members and those with a contract more than or equal to 12 months.

WELLBEING

We recognise that team member wellbeing is a key priority for us, especially after the COVID-19 pandemic has disrupted our way of life, causing anxiety and stress for employees. We believe that healthy team members make better decisions, maintain better relationships and co-create a more cohesive and collaborative workplace for everyone.

OUR APPROACH

Mental and physical health are equally important components of an individual's overall health. In Genting Singapore, we adopt a two-pronged approach in promoting our team members' wellbeing:

🌿 **Mental wellbeing:** We strive to create a workplace culture where team members can have open and regular conversations about mental wellbeing.

🌿 **Physical wellbeing:** We provide a safe and active work environment to promote team members' health and boost productivity.

Pursuant to the Central Provident Fund (CPF) Act, we contribute to the CPF savings of our team members who are Singapore Citizens and Permanent Residents. For more information on the contribution rates for different age groups, please visit <https://www.cpf.gov.sg/>

OUR PERFORMANCE

With emphasis placed on promoting wellbeing across Genting Singapore, there is no operation and supplier at significant risk for incidents of forced or compulsory labor in 2021.

Mental Wellbeing

In 2021, we organised monthly lunch talk sessions through the Workplace Outreach Wellness programme in partnership with the Health Promotion Board, as well as regular broadcast and sharing of e-resources through our internal communication platform known as the TM Care series. We have also built a TM Wellbeing support network where 100 team members, called TM Care Pals and TM Care Ambassadors, are trained to provide support to colleagues who are experiencing stress and anxiety. Team members who require professional assistance also have access to counselling service through our Employee Assistance Programme.

Physical Wellbeing

Apart from mental wellbeing, we also emphasised the importance of keeping fit and healthy. As a preventive approach to physical wellbeing, we provide comprehensive health insurance for all our team members. This include annual basic health screening programme in partnership with Prudential Assurance Company Singapore.

Team members can sign up for a complimentary basic health screening programme every year

as part of our Health and Wellness Festival, or visit the appointed medical centres to complete the health screening. Our basic health screening includes the following tests:

- 🌿 Physical measurements
- 🌿 Hypertension risk assessment
- 🌿 Diabetes risk assessment
- 🌿 Cholesterol risk assessment
- 🌿 Lifestyle risk assessment

Our performers and entertainers are provided with physiotherapy consultations and access to gyms to ensure that they remain safe and healthy at work.

Key Performance Indicators



100

team members trained in Psychological First Aid and First Aid in Mental Health



Launch of Care Pal and Care Ambassador Support Network



Access to counselling service through the Employee Assistance Programme



Complimentary annual basic health screening

Staying true to our dedication to promote team members' wellbeing, approximately 43.6% of our workforce are members of the Attractions, Resorts and Entertainment Union (AREU). There is no operation and supplier at significant risk for incidents of forced or compulsory labor in 2021. More information in page [65](#).

HIGHLIGHTS

Peer Support Network for Wellbeing

In 2021, we set up the Team Member Wellbeing support network consisting of 100 team members who have been trained in Psychological First Aid and First Aid in Mental Health by the Singapore Counselling Centre. Called 'Care Pals' and 'Care Ambassadors', these team members provide support to their peers who may be experiencing difficulties and need a listening ear.

The programme follows a structured approach comprising three key pillars:



Prevention

Provide resources and organise activities on regular basis to educate and remind team members on the importance of their wellbeing.



Detection

Build a team member wellbeing support network by training 'Care Pals' and 'Care Ambassadors'.

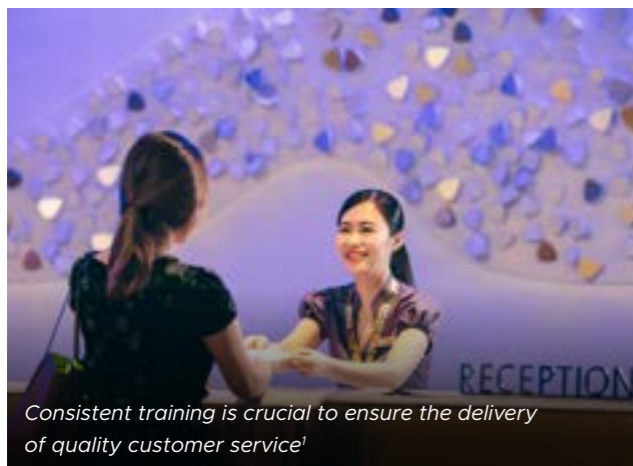


Intervention

Collaborated with the Singapore Counselling Centre to develop assistance plans for team members which includes professional counselling and recovery.

TRAINING AND EDUCATION

With relevant and timely training, team members can keep up to date with the latest developments in the fast-changing hospitality industry, while enabling them to reach their potential and career aspirations. We are committed to create a lifelong learning culture across Genting Singapore, with emphasis on providing opportunities for training and education to our workforce. The COVID-19 pandemic has also brought about significant changes in the way we operate, and we recognise the need to accelerate our efforts in building a future-ready workforce.



Consistent training is crucial to ensure the delivery of quality customer service¹

¹ Image is taken before the implementation of SMMs

HIGHLIGHTS



In recognition to our commitment to develop our workforce while staying agile and resilient amidst the pandemic, we were awarded the SHRI 15th Singapore HR Awards 2021: Silver Award under the Learning and Development category. Through the RWS Academy, we groom our leaders, promote lifelong learning and advance sustainability knowledge.

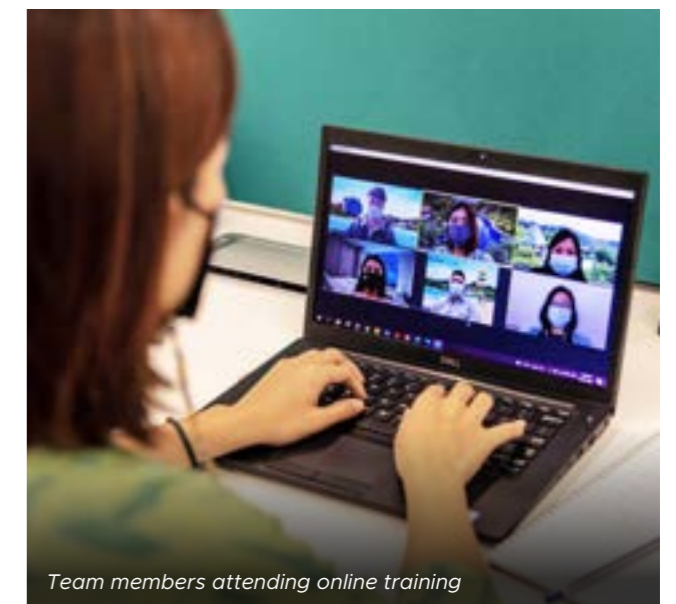
OUR APPROACH

RWS Academy: Preparing for a future-ready workforce

The RWS Academy is our centre of excellence to build the capacity of our team members in integrated resort management. The Academy, in close partnership with our respective business units' training teams, drives our efforts to raise the professionalism of team members and groom our future leaders.

Learning through digital platforms

We offer our team members opportunities for lifelong learning through innovative means despite the restrictions brought about by the pandemic. This includes adopting training approaches such as virtual live classrooms and e-learning platforms. In collaboration with NTUC LearningHub - Singapore's largest subscription-based online learning platform - we offer our team members access to more than 75,000 online courses anytime, anywhere via self-learning RWS-LHUB GO to develop and enhance their critical core skills. For some courses, team members receive certificates of completion to recognise their learning milestones, which could be useful for their career development.



Team members attending online training

Grooming our talents

The Academy aims to equip the Company's talents with leadership competencies and attributes. As part of our structured talent development programme, our talents attend relevant leadership and management courses based on their personalised development plans.

Job redesign

We believe in the endless opportunities that both the Company and team members can benefit from lifelong learning. As the workplace continues to evolve, we provide team members job redesign opportunities to stay competitive. In collaboration with various departments, our HR department maps out the developmental needs and tailors relevant programmes to upskill and cross-train selected team members.

Support for our trainers

Our internal trainers have access to competency maps to track their capability and development. They are also equipped with guidelines and resources to help our business units roll out quality internal training. In addition, we train our internal content developers through the Instructional Design Skills training to design engaging training contents for our team members.

Partnerships

We form meaningful partnerships with government agencies such as Workforce Singapore, SkillsFuture Singapore, NTUC, and industry associations including the Singapore Hotels Association and Singapore National Employer Federation (SNEF) to address skills scarcity needs in the industry, stay relevant to the latest trends and developments in the market and contribute towards developing Worker 4.0.

OUR PERFORMANCE

Key Performance Indicators



5,375

team members completed RWS Academy's training



34

training hours on average per team member



Over

190,000

training hours in total

Milestone Programme

In 2021, about 190 supervisors, managers and directors attended the Milestone Programme – all of which received positive feedback. The programmes cover supervisory skills for first-time supervisors, managerial skills for managers to lead teams effectively, as well as deepening leadership skills for managers leading change in the work environment across diverse teams.



Team members attending on-site training¹

¹ Image is taken before the implementation of SMMs



Team members are one of our greatest assets!

Upskilling Team Members

Our team members can sign up for upskilling training in critical core skills such as Skills Future for Digital Workplace, Adapt to Change and Demonstrate Service Vision under Enhanced Training Support Package for the tourism and hospitality sector by SkillsFuture Singapore. About 1,460 team members have attended the training.

Other Training Programmes

Other training programmes offered by the RWS Academy include:

- Introduction to sustainability: Aligned with our vision to be the global leader in sustainable tourism, we have been ramping up our sustainability education and advocacy to our team members. In addition to specially curated ESG modules, team members can also learn more about sustainability via the RWS-LHUB GO.
- Responding to service challenges: In the ever-evolving climate of the hospitality and tourism industry, especially in light of the pandemic, it is crucial for our team members to be agile in responding to service challenges. Our team

members are consistently upskilled to tap on technologies and resources around them effectively to improve the quality of services provided.

- Working effectively in teams: Effective communication and the ability to work well in a team are the foundations to excel as a large corporation. While the Kampung Spirit is ingrained into our DNA, we never cease refining the way we work together as a big family.

Further details on our training provided can be found in page [65](#).

EMPOWERING AND ENGAGING LOCAL COMMUNITY

The pandemic has brought about unprecedented opportunity for organisations around the world to reflect on business priorities and the roles we play in the society. By striving to elevate the positive community impacts we deliver, we can drive impact beyond our core business.

OUR APPROACH

Genting Singapore remains committed to giving back and making a positive impact in the community in which we operate. We incorporate community engagement across all appropriate operations and regularly review our approach to positively impact the community. We continue to address our commitments to the community by empowering and engaging the underprivileged and disadvantaged through RWS Cares.

The RWS Cares programme organises and supports a number of community initiatives aimed at addressing social needs and strengthening the community. A fundamental part of our approach is the engagement of our team members. We provide the opportunity to bring their skills and experience to engage with communities and

improve lives through our programmes. To encourage and expand volunteering opportunities for our team members, we have set a long-term goal to achieve over 500,000 cumulative volunteering hours by 2030.

Starting from 2022, we will embark on a long-term partnership to engage and empower the community through RWS Cares. We will focus our efforts to support the community through our flagship programmes.

OUR PERFORMANCE

Stepping Up During the Pandemic

In 2021, we extended our support and stood united with the Singapore Government for the second time to contain the community spread of COVID-19. We lend a helping hand to vulnerable groups that battled with the effects of the pandemic.

Through our timely response, RWS was able to install systems infrastructure successfully and efficiently within three days and mobilise volunteers in critical non-medical roles to run operations at the Community Treatment Facility (CTF). By harnessing their skills and experience in

running large scale integrated resort operations, team members manned a 24/7 operations command centre which oversaw surveillance monitoring, incident tracking and a call centre handling resident inquiries. They also provided a suite of one-stop residency services comprising day-to-day duties such as pre-arrival coordination, admission and discharge, patient engagement, cleaning and sanitisation, housekeeping, meal management and supply of daily necessities.

While caring for the elderly residents, our priority was also to safeguard the health, safety and wellbeing of our team members. Every volunteer received thorough and comprehensive training from infection control specialists before commencing their duties. These included the wearing and de-gowning of personal protective equipment including N95 masks, face shields and gloves. Additional safety measures such as team segregation, safe distancing, staggered meal times and installation of screen dividers reinforced discipline and vigilance.

Managing Agent of the Community Treatment Facility

Staying true to our kampung spirit, RWS stepped forward once again as the Managing Agent of the CTF at the NTUC Health Nursing Home in Tampines to oversee a capacity of about 250 beds with more than 120 RWS team members volunteering to care for COVID-19 patients.

We leveraged our experience in managing the community care facilities last year to support the Ministry of Health. Working closely alongside government agencies, healthcare professionals and industry partners, our role as Managing Agent of the first community treatment facility was to manage control and coordination of the facility and residents on-site, as well as provide a comfortable and caring environment for elderly COVID-19 patients to rest and recover.

Key Performance Indicators



worth of community investment in cash and in-kind donations, as well as funds enabled towards charitable causes

“In 2020, during the Circuit Breaker, I volunteered at the Community Care Facility at the Singapore Expo and Big Box. When I received a call to volunteer at the Community Treatment Facility in 2021, I accepted the offer immediately as I’m grateful to be able to assist the elderly residents who are recovering from COVID-19.”

Kellie Lam,
Senior Executive, Attractions (CCF and CTF volunteer)

Nurturing Diversity for an Inclusive Society

In collaboration with the Central Singapore Community Development Council, RWS participated in 2021’s run of Purple Parade in support of diversity and inclusion. RWS celebrated the abilities of Persons with Disabilities with a special purple light up of several facades in its premises, including the Far Far Away Castle in Universal Studios Singapore, S.E.A. Aquarium, Equarius Hotel and Festive Walk, over the last three weekends of October 2021. The social media team further raised awareness of this important cause through social media. In recognition of the abilities of Persons with Disabilities and the value that they bring to our society.

Inspiring our Children

In our ongoing effort to empower and inspire young children, Genting Singapore, through RWS, supported ChildAid in its 17th edition in the 2021. As the official venue partner, we enabled the



RWS lit up in purple to show our support towards diversity and inclusion

raising of more than S\$2 million for The Straits Times School Pocket Money Fund and The Business Times Budding Artists Fund.

31 young performers put up a virtuoso performance at the Resorts World Convention Centre on 9 December 2021. For the first time in its long history, the concert was conducted in a hybrid format, with President Halimah Yacob present in attendance. As one of Singapore’s largest premium venue providers, we leveraged our MICE capabilities and technological advancements to support this hybrid concert for both physical and virtual audiences, while ensuring safety for all at the same time. The funds raised went towards helping financially disadvantaged children with school pocket money and arts training for the artistically gifted. Additionally, we also co-organised the 13th edition of Children

For Children, the annual community outreach event for children from financially disadvantaged backgrounds across 50 primary schools in Singapore. This year, RWS sponsored 1,000 primary school students from low-income homes with a pair of tickets each to our award-winning waterpark, Adventure Cove Waterpark.

“We had great fun at Adventure Cove Waterpark. I hope there will be more chances for us to visit such fun places again. Thank you to our sponsors!”

Remus Tay, 10,
one of the beneficiaries of The Business Times Budding Artists Fund

Empowering our Youth

We recognise the importance of empowering and investing in the future of our youth. Our flagship mentoring programme aRWSome Apprenticeship, aims to empower, inspire and transform the lives of young people. We take at-risk youths under the wings of our experienced RWS team members, as mentors, in partnership with voluntary welfare organisations to impart crucial life skills and support them in being gainfully employed in the workforce. To equip our RWS mentors with the necessary skills and knowledge to educate and empower the at-risk youth, our new mentorship training workshop launched in 2021, provides mentors with soft skills on how to impart crucial life skills such as discipline, accountability, and grooming, as well as to offer socio-emotional support to their mentees. As we move forward, RWS will continue to work with voluntary welfare organisations and social service organisations to reach out and inspire at-risk youths through aRWSome Apprenticeship.

CPF Community Paying it Forward

In 2021, RWS continued to play our part as a responsible corporate citizen – both inside and outside the integrated resort. As a partner with the Central Provident Fund (CPF) Board’s Community Paying it Forward initiative, we engaged the community by sponsoring tickets to participants of the programme, to encourage them to learn more about CPF, make informed decisions on the use of their CPF savings, debunk misinformation and provide feedback to improve CPF services. RWS also provided learning opportunities through an engagement session to expand team members’ CPF knowledge, in order to help them better plan for retirement.

SUSTAINABILITY EDUCATION AND ADVOCACY

Globally, the focus on sustainability has increased dramatically. To effectively create positive outcomes, action needs to be taken on a mass scale. As an integrated resort welcoming millions of global visitors annually, RWS has a key role to play in complementing other societal efforts to further raise awareness and drive action for a more sustainable future.

OUR APPROACH

With conservation and education being the key pillars of our marine-themed attractions at RWS, we focused on inculcating a culture of conservation at our venues through sustainability-focused educational programmes for our community and guests. Our range of educational programmes, experiences, and events at S.E.A. Aquarium have always aimed to transform the way students learn about the world of marine life, increase visitors' knowledge on aquatic ecosystems, and inspire positive change towards protecting marine species in an effective and engaging way.

This year, with growing attention on climate change, we ramped up our efforts in sustainability education and advocacy. In addition to promoting sustainability behaviours among our guests, we have started to place more emphasis in reaching

out to our guests, team members, suppliers, tenants, community, schools and institutions around us.



In 2021, we engaged in a number of initiatives and programmes to promote sustainability education and deepen our stakeholders' understanding of sustainability and conservation. These initiatives and programmes serve to drive awareness on conscious consumption, advance sustainability education and advocacy amongst our stakeholders.



EV event to promote green vehicles

OUR PERFORMANCE

Key Performance Indicators



Partnered with SDC on Tourism Innovation Competition x Sustainable Sentosa Ideathon 2021



Developed sustainability education and advocacy framework



Expanded RWS Academy to include sustainability modules for team members



Participated in WWF Earth Hour and PUB Singapore World Water Day



Conducted supplier webinars to educate and drive paperless procurement



Implemented Recommended Green Lease Guidelines



Hosted Singapore's first and largest EV event



RWS senior management mentoring participants during Ideathon

HIGHLIGHTS

Tourism Innovation Competition x Sustainable Sentosa Ideathon 2021

To nurture future leaders in the field of sustainability, RWS co-sponsored the Tourism Innovation Competition (TIC) x Sustainable Sentosa Ideathon 2021 and mentored young participants from 18 schools during the virtual event. The event was organised in collaboration with SDC and Temasek Polytechnic, ahead of World Environment Day. All participants were posed the challenge statement - "Enhancing plastic and food waste management on Sentosa through active engagement between Sentosa stakeholders and visitors to the island", where they were required to engage in design thinking to innovate and address the topic. The event was a success with the young participants receiving valuable knowledge in sustainability and prompted to think critically about climate issues.



Introducing ESG to Team Members

In addition to facilitating sustainability initiatives with partners, we focussed on building the foundations of our own sustainability educational programmes. To do this, we expanded our own expertise and knowledge on sustainability by introducing our team members to the best practices observed in sustainable tourism. This was done through elearning that touched upon topics such as sustainable management, environmental management, cultural aspects as well as the socio-economic impacts of sustainable tourism.

Participating in WWF Earth Hour

In support of the annual Earth Hour, RWS joined millions worldwide by switching off all non-essential lights in the resort – a symbolic gesture of the Company’s commitment to reduce our carbon footprint. Beyond participating, we also

actively encouraged our tenants and guests to support the global event by promoting it on our social media and email blasts. The event has allowed all to experience lives in the dark, encouraged the appreciation of electricity and raised awareness on the importance on saving electricity among our team members, suppliers, tenants and guests.

Promoting Water Conservation in Partnership with PUB

At Genting Singapore, we are dedicated to advocate the importance of reducing water wastage and cultivating water-conscious behaviour among our guests. This year, in support of PUB’s annual flagship event during the Singapore World Water Day, GoBlue4SG campaign, RWS lit its buildings and attractions in blue light to mark the Company’s commitment towards water sustainability. RWS also sponsored PUB’s newly launched Water Wally and Sally

Club – a PUB’s Kids Club for children 12 years old and below to learn about water sustainability and inspire a new generation of water warriors.

Influencing Suppliers toward a Greener Supply Chain

We continue to review and update our Supplier Code of Conduct, including the Green Procurement Guideline, aimed to encourage purchases of sustainable products and services. Our buyers also actively collaborate with key suppliers in exploring innovative, eco-friendly solutions. For instance, we successfully influenced our suppliers to implement cradle-to-cradle treatment for our metal-related jobs in an attempt to close the waste loop for metals.

As part of our continuous drive for paperless procurement process and e-invoicing, we conducted a series of supplier webinars to educate, onboard suppliers to RWS award winning

digital procurement system and address common challenges faced by them. This serves to increase the efficiency and reduce paper consumption across the entire supply chain. For more details, refer to page [30](#).

Moving forward, we will continue to partner with key suppliers to improve their ESG performances to achieve a more sustainable and inclusive supply chain.

Promoting Eco-Friendly Practices among Our Tenants

Our efforts to introduce sustainability advocacy were extended beyond our team members and guests. Starting this year, we implemented the Recommended Green Lease Guidelines underpinned by our Sustainability Policy to provide our tenants with guidelines on sustainable living. Tenants are encouraged to enhance recycling of materials, minimising energy and water consumption and maximising energy efficiency where possible.

Hosting Singapore’s First and Largest EV Event

In December 2021, we were honoured to host Singapore’s first and largest EV motor show where we gave our guests the opportunity to explore the possibilities of owning an EV in Singapore with live EV test drives available to all. The event featured key speakers from the Tesla Owners Club Singapore and the Electric Vehicle Association of Singapore where panelists engaged the audience in an engaging discussion around the future of EV.

Promoting Biodiversity Conservation and Education

For more examples of how we are delivering conservation and sustainability educational programmes at RWS, refer to page [28](#).

HEALTH AND SAFETY

A safe and healthy workplace and destination for our team members and guests are fundamental to an integrated resort such as RWS. As a leading hospitality business, we also understand the importance of creating a safe and comfortable environment for our customers.

Occupational Health and Safety for Team Members

OUR APPROACH

In Genting Singapore, Occupational Health and Safety (OHS) is led by the Safety Steering Committee that oversees the Safety Working Committee, Safety and Emergency Planning Department, and Safety Working Groups. There is also a dedicated safety committee in each department to promote safety practices relevant to team members' roles and responsibilities on a more granular level as well as conduct monthly safety inspections with the Heads of Department. Beyond ensuring that our Workplace Safety and Health (WSH) policy meets all regulatory requirements, the comprehensive safety and health organisational structure also allows us to identify, mitigate and monitor health and safety risks efficiently.

The Safety Steering Committee sets overall strategy and direction for Workplace Safety and health matters, and is supported by:



We believe that safety and accident prevention is everyone's responsibility, and all team members should be empowered with the skills and knowledge to take ownership of workplace safety. Team members are always welcome to provide feedback on the health and safety policy and practices to their respective supervisors and safety representatives. The feedback consolidated will then be shared by the respective managers during the monthly safety committee meetings.

To build a culture of open communication and mutual learning, work-related incidents investigated and safety messages are communicated to team members in multiple languages during departmental safety committee meetings, pre-shift briefings, safety videos at wardrobe areas, induction training, safety bulletins, safety alerts and monthly safety reports. The same set of health and safety standards

are extended to all external contractors and service providers. Mandatory safety induction and meetings with contractors are held before work commences. Appointed contractors and service providers will be reviewed regularly for their safety robustness and performance at work – these are important factors in our contract renewal process.

Managing risks and incidents

We believe in preventive measures and focus on hazards identification and elimination. Our Safety and Emergency Planning department conducts frequent safety risk assessments through on-site inspections with area owners and using inputs from near-miss and accidents reported. We review these safety risks regularly, including when incidents occur or when there are significant process changes.



Lifeguard on duty¹

¹ Image is taken before the implementation of SMMs

In 2021, we conducted an assessment to identify the top workplace accidents from 2018 to 2020. To identify and eliminate these hazards, we apply a Hierarchy of Controls framework to help us identify the best practices to minimise relevant safety risks:

Top Workplace Incidents from 2018 to 2020 and Measures Implemented

Hazards with Risk of High-Consequence Injury	Examples of Actions Taken to Minimise Risks
Slips, trips and falls while working within RWS premises	<p>Slipping Hazards:</p> <ul style="list-style-type: none"> • Install anti-slip features at strategic locations • Raise perforated platforms • Set up prominent signage surrounding wet floors • Revise floor cleaning schedule to off-peak periods • Deploy cleaning services at semi-outdoor areas on rainy days • Ensure working shoes are in optimal condition <p>Tripping Hazards:</p> <ul style="list-style-type: none"> • Conduct frequent inspections and repairs • Replace worn out floor mats and ensure carpets are taped securely to the ground • Demarcate uneven surfaces clearly
Caught in between objects	<p>FM&E and Technical Services:</p> <ul style="list-style-type: none"> • Provide impact resistant gloves <p>Casino Cashiering:</p> <ul style="list-style-type: none"> • Provide pinch guard to prevent pinch point hazards from the Cash Safe Vault <p>Others:</p> <ul style="list-style-type: none"> • Conduct inspections diligently to ensure adequate machine guards are in place • Replace faulty door closers to ensure slow closing speed of doors
Over-exertion or strenuous movements	<p>Housekeeping:</p> <ul style="list-style-type: none"> • Job rotations with buddy system <p>Park Ambassadors, Ride Operators and Hotel Guest Services:</p> <ul style="list-style-type: none"> • Provide regular short breaks and job rotations such as varying sitting and standing roles <p>For Security:</p> <ul style="list-style-type: none"> • Implement motorised trolleys for chips collection in casinos <p>Performers:</p> <ul style="list-style-type: none"> • Warm up prior to sets • Implement time limits on costume-wearing performances • Provide waist guard and back braces for costumes with heavy headgear and props
Cutting or stabbing by objects	<p>F&B:</p> <ul style="list-style-type: none"> • Provide anti-cut gloves for chopping and shucking activities • Place safe operation advisory posters on slicers <p>Others:</p> <ul style="list-style-type: none"> • Frequent inspection and replacement of tools and operational equipment in poor condition

For details on work-related injuries, please refer to page [65](#).

Reporting Incidents

We have several channels in place for our team members, contractors and service providers to report hazards and risks. These reports are then reviewed by the safety committee to approve the necessary corrective measures.

- ✔ Hazard reporting: To report all hazards encountered
- ✔ Work-related injuries reporting: To report all work-related injuries. All work-related injuries are recorded by the RWS HR Work Injury Compensation Act team and reported to the Ministry of Manpower (MOM) when required.
- ✔ Near-miss reporting: To report all near-miss incidents
- ✔ Whistle-blowing channels (HR touchpoints, WSH common mailbox, security hotline): To report unsafe acts anonymously. Under our whistle-blowing policy, Genting Singapore is committed to ensure that investigations are conducted in confidentiality. The whistle-blowing platforms and channels are overseen by the Audit and Risk Committee (ARC) and administered with the assistance of the Head of Internal Audit.

Responding to Incidents

Corrective and preventive actions are implemented on work-related incidents identified. We also continuously monitor the actions implemented to ensure their relevance and effectiveness. Progress is then reported to the respective Head of Department on a monthly basis.

Within the integrated resort, there is a medical clinic which is able to respond quickly to any medical emergency. For injured team members, we also have a 'Return to Work' programme to assist them with a smooth transition back to work. There will be early intervention services provided to support returning team members regain their work ability and long-term employability. Through this programme, we can minimise operational

disruption by retaining experienced and skilled team members as well as provide reassurance on team members' fitness to return to work.

Occupational Health and Safety Training

We provide comprehensive OHS trainings through the following platforms:

- ✔ Day-to-day pre-shift briefings and toolbox meetings
- ✔ Safety inductions for new hires
- ✔ Formal training courses by external partners on topics such as Responding to Fire Incidents, Occupational First Aid and Operating Scissor Lifts
- ✔ E-learning via internal portal

OUR PERFORMANCE

Key Performance Indicators



Zero fatality and zero high-consequence work-related injury



Zero fatality from work-related illness



102
work-related injuries recorded, a decrease from 235 in 2019



497
hours of man days lost, dropping significantly from 1,824 hours in 2019

Occupational Health and Safety Training

We continue to attain bizSAFE STAR status for our OHSMS, exceeding the minimum local requirement of bizSAFE Level 3. Our FM&E team adheres to the ISO45001 standard, incorporated with SGSecure components.

OHSMS	Internally audited?	Externally audited?	Number of workers covered
Safety Management System (FM&E) - ISO45001	Yes	Yes	242
Safety Management System (Contractors)	Yes	No	Varies



HIGHLIGHTS

We are relentless in our pursuit for innovation, especially when it could improve the wellbeing, health and safety of individuals who work at or visit the Company. In 2021, our effort to mitigate the slip and fall risk by installing DIY fibre-reinforced plastic anti-slip sheets has been recognised as we were accorded the WSH Innovation Awards 2021. Since its pilot installation at a high-traffic staircase between Adventure Cove Waterpark and S.E.A. Aquarium with high risk of slipping, we have been able to eliminate 100% of slip and fall incidents at the staircase. Moving forward, we are considering to mass produce these anti-slip sheets for other high-risk staircases.

Occupational Health and Safety for Customers

OUR APPROACH

Our customer health and safety measures are guided by the Company's Guest Health and Safety (GH&S) Framework. The Framework serves as a guidance to business units on the protocols, procedures and competencies required to comply with regulations and achieve comprehensive and proactive oversight of the customers' health and safety. The three pillars of the Framework are:

- ✔ **Compliance to safety standards** such as BCA Amusement Rides Safety Act, Singapore's Public Entertainment Licensing Unit Requirements, Singapore Environmental Public Health, Fire Safety Act and SG Clean Certification.
- ✔ **Training and development** to ensure that all our team members are prepared to render emergency services to guests. These safety trainings include the 'Provide Safety and Security for Guests' and 'Occupational First Aid' programmes.

✔ internal checks and monitoring

conducted by the operations and technical services team to ensure safety and functionality of all rides at our attractions before the opening hours and undertake necessary measures in the event of adverse weather conditions. Our monitoring measures include live reporting and halting rides when necessary.

Emergency preparedness and response plan

Guided by the GH&S Framework, our Emergency Preparedness and Response Plan outlines the safety best practices in our core operations. The plan is reviewed annually by the Safety and Emergency Planning (S&EP) department together with the response plan owners to ensure continued relevance and communication to all operational staff. Fire safety, terrorism and disruptions caused by the pandemic remain to be areas with the highest potential impacts to our business. To address these impacts and remain prepared, our operations manage and monitor a range of safety measures:

Pandemic Response Protocols

To protect customers' health, we implement a comprehensive pandemic response plan aligned with the Ministry of Health's (MOH) national plan to keep the nation ready and safe. We implement control measures for four Disease Outbreak Response System Condition alert levels and take additional precautions to put in place temperature screening measures and readily available Personal Protective Equipment for all our customer-facing team members.

Tackling Food Safety

We take several steps to maintain food hygiene at our venues. We have established source identification and implemented tracking and

isolation procedures to tackle any food incident. With the robust internal investigation procedures, we are able to quickly trace sources and locations of contamination. Following an incident, we also ensure that equipment and venues are cleaned, disinfected and deodorised in addition to the provision of necessary medical attention to all affected persons.

Fire Safety Compliance

Our fire safety procedures greatly reduce the risks of system malfunctions and potential fire hazards. We conduct fire drills annually and undertake periodic testing and maintenance of our automated fire detection and protection systems. The RWS Company Emergency Response Team (CERT) and Singapore Civil Defence Force (SCDF) conduct a yearly joint fire rescue exercise to familiarise SCDF responders from Sentosa Fire Station with various high-risk installations in RWS. Together with RWS CERT, the team forms an integral part of the RWS emergency management team.

Terrorism Preparedness

Our protocols serve to prepare for and respond to every situation. There are armed security personnel strategically stationed and mandatory security checks across the resort. Our preparation also includes engaging heightened security and carrying out a park-wide evacuation if deemed necessary. Our operations team also implement additional protocols to monitor:

- ✔ Deployment of 92 Automated External Defibrillators (AED) throughout our resort
- ✔ Casino Major Fire and Evacuation
- ✔ Major IT Systems or Network Failure
- ✔ Electrical Supply Disruption
- ✔ District Cooling Plant Failure
- ✔ Life Support System Failure

OUR PERFORMANCE

Key Performance Indicators



Zero non-compliance case with regulations and voluntary codes that resulted in a fine, penalty or warning²



270
sanitising stations deployed



600
sets of Plasmacluster Ionisers deployed

Safe Management Measures at RWS

In 2021, our established Pandemic Response Protocols continue to play a significant role in protecting all our visitors from the COVID-19 pandemic. We deployed over 270 sanitising stations and 600 sets of Plasmacluster Ionisers, which emit positive and negative ions to break down airborne microbes, across our resort. High-touch surfaces such as the gaming tables and touch-screen kiosks were cleaned and disinfected regularly. Our air exchange system remains installed with High Efficiency (HE) filters and Ultraviolet-C (UV-C) rays to further disinfect the air and kill pathogens and airborne particles that pass through.

SafeEntry check-in remain mandatory at entry points while Safe Distancing Ambassadors are deployed across the integrated resort to ensure that all visitors adhere to the SMMS. We also set

up a dedicated contact tracing team, overseen by the S&EP department, to update in-house contact

tracing measures to “ring-fence” the virus and prevent widespread transmission.



Image of a Plasmacluster Ioniser in operation

Due to the nature of our business as an integrated resort, there is a need for distinct sets of SMMS for different business units. The table below shows some of the unique SMMS taken:

Our Venues	Examples of Unique SMMS
Casino	<ul style="list-style-type: none"> • Alternate seating arrangement at electronic gaming machines • Perspex shields installed at Guest Fronting Counters • Anti-microbial treatment for high-touch points (e.g., gaming machines, tables and chips) • Contactless transactions • Controlled capacity with real-time monitoring
Attractions	<ul style="list-style-type: none"> • Anti-microbial treatment to rides, glass panels and queue line railings • Contactless payment • Virtual food menu • Controlled capacity with real-time monitoring
Hotel	<ul style="list-style-type: none"> • Baggage sanitisation during check-ins • Key card sanitisation using ultraviolet cabinets • Staggered check-ins • Controlled capacity with real-time monitoring

Moving forward, we aim to improve our health and safety performances through proactive risk management, robust hazard reporting and compliance maintenance according to the existing certification requirements.

² One warning received from the Singapore Civil Defence Force (SCDF) in 2020 due to fire hazard non-compliance



BUSINESS : GOOD AND ETHICAL BUSINESS

Genting Singapore has been in the forefront of shaping the tourism industry. We strive to be the global leader in sustainable tourism through responsible business practices and conscious consumption.

- ♥ Governance and Ethics
- ♥ Stakeholder Interest
- ♥ Responsible Gaming
- ♥ Sustainable Tourism

GOVERNANCE AND ETHICS

A strong degree of trust with stakeholders will help businesses grow, and is particularly important in the event where recovery is needed, such as from the pandemic. Genting Singapore is committed to maintaining the highest standards of conduct and integrity in every aspect of our business. We have established robust governance practices to safeguard value creation for our team members, investors, and other stakeholders.

OUR APPROACH

Genting Singapore conducts our business with integrity and in accordance with the law. We value our customers and provide them with a memorable and world-class experience while adopting a zero-tolerance compliance culture against any non-compliances to applicable laws.

Our operations are guided by our Corporate Governance Framework shown below:

Corporate Governance Framework

- 1 Core Principles and Code of Conduct
- 2 Enterprise Risk Management (ERM)
- 3 Our Approach towards Anti-Competitive Behaviour
- 4 Prevention of Money Laundering and Terrorism Financing (PMLTF) Framework
- 5 Entertainment and Gifts, and Whistle-blowing Policies
- 6 Anti-Bribery and Corruption Approach
- 7 Customer Privacy

Our Board and Senior Management are committed to complying with applicable legislative requirements and remain steadfast in conducting the business with integrity while providing leadership and guidance on regulatory compliance matters. We have established policies and structures to ensure adherence with all rules and regulations including environmental, anti-corruption and anti-competition matters.

Our commitment is set out in the “Corporate Compliance Policy Statement” introduced to all team members during the corporate induction training and thereafter on an annual basis, we require staff to acknowledge that they have read, fully understood and agree to comply with the requirements.

The Compliance Committee – which is chaired by a RWS Director and comprises Senior Management personnel from the Legal, Gaming, Information Technology, Finance and Compliance Departments – is dedicated to overseeing compliance-related matters. All incidents of non-compliance will be reviewed by our compliance team and reported to the Committee. The Committee meets at least quarterly to assess the compliance risks, evaluate the effectiveness of mitigation controls and ensure progress on any action plans on the agenda.

OUR PERFORMANCE

We conducted our businesses in alignment with the local community’s rules and regulations. There is no significant operation with actual and potential negative impacts on local communities in 2021.

Key Performance Indicators



Zero confirmed incidents of fraud, corruption, money laundering¹, and anti-competitive practices



Zero cases of non-compliance with environment-related rules and regulations



Zero breaches of customer privacy

Core Principles and Code of Conduct

The Board and Senior Management remain steadfast in conducting business with integrity, consistent with the high standards of business ethics, and in compliance with all applicable laws and regulatory requirements.

Our core principles guide us in these areas:

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

Our Code of Conduct guides us in these areas:

- ✦ Professional conduct including anti-bribery and corruption
- ✦ Fraud risk management
- ✦ Representing the Group to external parties
- ✦ Workplace safety and environment
- ✦ Compliance with laws and regulations

Every new team member, which includes full-timers and part-timers, is required to attend induction training and undergo mandatory training on our Code of Conduct. Every team member is required to acknowledge the Code of Conduct on an annual basis.

¹ The Casino Regulatory Authority noted the potential to improve our internal controls to prevent money laundering and terrorism financing, and imposed a fine of S\$275,000. We have since engaged an external subject matter expert trainer to strengthen our internal controls and to facilitate implementation of these internal controls through training of PMLTF Committee members and PMLTF operations leaders.

Enterprise Risk Management

Our robust ERM framework is established to manage our operational risks including but not limited to operational disruptions, fraud, non-compliance to regulatory and legal requirements, financial loss and reputational damage so as to safeguard our assets to create long-term stakeholder value. Our framework is guided by the SGX Securities Trading Limited Listing Rule 1207 (10) and Code of Corporate Governance 2018 Principle 9.

ERM Objectives



Risk management matters, including those relating to material ESG risks, are reported to the Audit and Risk Committee and the Board every quarter.

We continuously evolve and update our ERM Framework and risk register to stay current with the fast-changing landscape. In 2022, we will be updating the Framework to better support enterprise-wide identification and resolution of environment-related risks. The revised Framework will also provide an improved systematic approach toward the identification and management of our risks.

Anti-Competitive Behaviour

We adopt a zero-tolerance stance against anti-competition, and detail our stance in our Code of Conduct and Supplier Code of Conduct. All our team members and suppliers are required to acknowledge, on an annual basis, that they have read, understood and will act in accordance with our Code of Conduct and Supplier Code of Conduct respectively.

Prevention of Money Laundering and Terrorism Financing Framework

Casino operations are considered as inherently high-risk for money laundering and terrorist financing, with high volumes of large cash transactions taking place very quickly. We are committed to manage this risk in compliance with the Casino Control Act PMLTF Regulations 2009, and have robust controls in place to deter patrons and external parties from using Genting Singapore as a conduit for illegal activity.

We have established three lines of defences towards PMLTF. Our defences start from the point a patron enters our casino, where our facial recognition programmes screen for individuals on terrorist lists or barred patrons, so that we can effectively prevent transactions with high risk of money laundering and terrorism financing.

PMLTF Framework



Our casino is a pioneer in the use of Facial Recognition (FR) technology as part of our control measures in the prevention of money laundering and terrorism financing. The use of FR is deployed at various locations, including patron self-help kiosks, to provide increased accuracy of transaction records, and to provide an efficient and seamless experience for our patrons during their visits.

Our PMLTF Committee, which maintains oversight of our [PMLTF framework](#), reports issues related to PMLTF through the Compliance Committee and the Compliance Officer to the Board.

The PMLTF Committee reviews and updates the PMLTF Framework annually to remain relevant and commensurate with RWS' risk profile, including:

- Reducing risk of having products and services used for money laundering and terrorism financing activities
- Compliance with legislative requirements
- Identification and adoption of risk based PMLTF-related industry practices

All casino team members are kept updated on the PMLTF framework through mandatory orientation training and annual refreshers.

Our day-to-day PMLTF operation are guided by four basic principles of:

- Accountability (transactions are conducted by ➤ authorised staff only),
- Segregation of duties (eliminate conflicts ➤ of interest),
- Proper documentation (all transactions are ➤ recorded), and
- Supervision and timely review (supervision ➤ over team members, tasks and processes to ensure compliance).

Entertainment and Gifts and Whistle-blowing Policies

We ensure that concerns can be raised in a safe and accountable manner without fear of reprisal in any form. This [whistle-blowing policy](#) is applicable for all team members and for anyone who has a business relationship with Genting Singapore.

Our whistle-blowing policy aims to provide a responsible and secure means for external parties and team members to raise complaints or concerns regarding:

- Any abuse of power or authority – the use of legislated or otherwise authorised powers by team members in their official capacity for personal gain;
- Non-compliance of internal controls, rules and regulations – failure to act in accordance with the policies, procedures and processes established by the Authority, the Board of Directors and Senior Management;
- Non-compliance of Code of Conduct – failure to act in accordance with the Company's predefined principles and best practices; and Fraud, corruption, misconduct or unsafe work practices – unacceptable, dishonest, unethical conduct or improper behaviour by team members entrusted with a position of authority to resulting in personal gain.

The whistle-blowing policy is disseminated in the following modes:

- Our website
- Team member induction programme
- Yearly acknowledgement

The whistle-blowing platforms are overseen by the Audit and Risk Committee, and administered with the assistance of the Head of Internal Audit. We have established a dedicated team within Internal Audit to handle whistle-blowing cases in confidence, under the purview of the Audit and Risk Committee. Internal Audit reports to the Audit and Risk Committee on all whistle-blowing cases on a quarterly basis.

Anti-Bribery and Corruption: A Zero Tolerance Approach

Genting Singapore is committed to acting lawfully and with integrity in every aspect of our business, and in line with this commitment, adopts a zero tolerance approach against bribery and corruption of any form and upholds all applicable laws in relation to anti-bribery and corruption. This includes but is not limited to bribes, kickbacks, corrupt payments made for the purpose of inducing acts or omissions, and the solicitation or extortion of any of the above.

Team members must not, whether directly or indirectly and whether for the benefit of themselves or of other persons, corruptly or improperly offer, promise, give, agree to pay, authorise payment of, pay, accept, or solicit "anything of value".

Every supplier is required to adhere to our Supplier Code of Conduct which details our zero tolerance stance against bribery and corruption.

Customer Privacy

We treat the personal data of every customer with respect and privacy. As data security threats increase in significance, we continuously strengthen our organizational controls to protect our customers' personal data.

We make every effort to respect our customers' choices on the collection, use and disclosure of their personal information by practising responsible handling of customer data. Our dedicated Data Protection Office ensures compliance with the Personal Data Protection Act (PDPA).

Our personal data commitments to our customers are set out in our Personal Data Protection Statement. Our internal policies and procedures are routinely updated for team members to treat customer personal data responsibly and

securely. Our team members undergo regular training on internal data handling policies and procedures so that they are aware of their responsibilities to customers' personal data. We ensure organisational, physical and information security controls over access and sharing of customers' personal data through regular testing and monitoring.

We will continue to enhance our governance and accountability processes to safeguard our customers' personal data. More information on our Personal Data Protection Statement can be found on our [website](#).

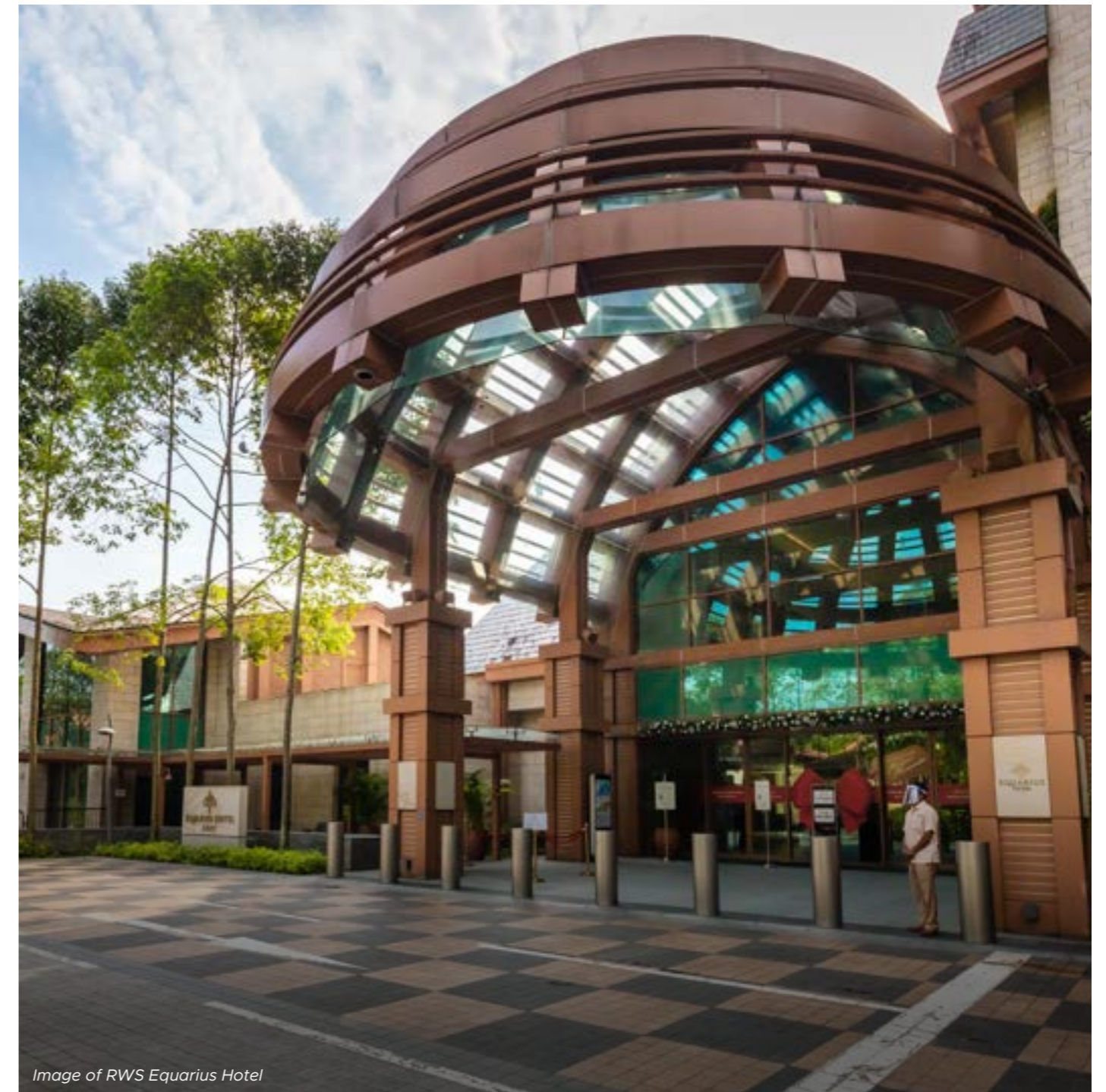


Image of RWS Equarius Hotel

STAKEHOLDER INTEREST

The interests of our stakeholders are at the core of our decision-making. Our stakeholders – comprising guests, team members, regulators, investors, suppliers and more – and their views are critical to ensuring Genting Singapore continues to address key concerns. Our stakeholders are important to the functioning of our business and play a role in making sure we are maintaining our social licence to operate.

This section will cover the interests of our shareholders and investors. For an overview on engagement and details on other stakeholder interests, please refer to sections on [Stakeholder Engagement](#), [Biodiversity and Education](#), [Research, Conservation, Positive Socio-Economic Impact](#), as well as [Governance and Ethics](#).

OUR APPROACH

We understand that ESG issues can have increasing and potentially significant impacts on our business and operations, and the importance of communicating how we manage these risks and opportunities to maintain stakeholder trust and

confidence. We do this by being transparent in our disclosures, utilising appropriate channels to provide shareholders and investors with relevant and meaningful ESG information aligned with our top material issues.

In particular, business resilience against climate change is a priority for Genting Singapore. Therefore we remain committed to disclosing in accordance with the recommendations of the TCFD.

We do this in a phased approach:

TCFD Phased Approach



The first two phases of our approach to TCFD are focused on establishing the sustainability governance structure and analysing Genting Singapore's climate risks and opportunities,

voluntarily disclosing in the four key thematic areas - governance, strategy, risk management, and metric and targets, ahead of the SGX requirements via the CDP (formerly known as the Carbon Disclosure Project) reporting platform.

In the second half of 2021, we established a multi-functional task force to embark on the phases three and four of our disclosure journey, which are to develop different plausible climate change scenarios, including one adhering to the Paris Agreement, to test the resilience of our Company in different climate change futures and to integrate climate resilience and adaptation into our business, operations, strategic and financial planning.

OUR PERFORMANCE

In 2021, we attained Medium Risk in Sustainalytics ESG Risk Rating. We continued to actively engage ratings agencies and relevant authorities such as SGX to close identified gaps in our performance and disclosures. In response to the feedback received, we have integrated more data and taken into consideration industry best practices in disclosures for this Sustainability Report. In addition, we have commenced our journey on TCFD, with the first disclosures in this section and are presently assessing the scope and next step of carrying out scenario analyses in the coming years.



We actively engage our stakeholders through meetings and dialogues!

¹ Image is taken before the implementation of SMMs

Taskforce on Climate-related Financial Disclosures

TCFD aims to encourage consistent and comparable reporting on climate-related risks and opportunities by companies to their stakeholders. In the table below, we align our climate-related disclosures with the TCFD recommendations, structured around the four TCFD pillars.

TCFD Pillars	Genting Singapore's Approach
Governance	<p>The Board maintains oversight over the Company's sustainability strategy and programmes, including climate-related programmes, and the relevant progress against goals. The Board is updated quarterly by the CEO on matters relating to sustainability strategies and developments, including climate-related risks and opportunities.</p> <p>Climate-related risks are monitored and managed by the Sustainability Department and Risk Department, with support from the other business units. The Sustainability Steering Committee, chaired by GENS Chief Corporate Officer and co-chaired by the VP, Sustainability, and comprises of management representatives from various business units, is responsible for assessing and monitoring climate-related issues, providing recommendations as well as developing and implementing sustainability initiatives to address climate-related risks and opportunities.</p> <p>Details on our sustainability governance structure can be found on page 10 of our Sustainability Report.</p>
Strategy	<p>Genting Singapore aims to be a leader in sustainable tourism and to create a harmonious relationship between planet, people and business. Aligned with the Singapore Green Plan 2030 and UN Sustainable Development Goals, we launched:</p> <ul style="list-style-type: none"> • RWS Full Circle, a framework to drive sustainable tourism and promote conscious consumption amongst our stakeholders; • 2030 Sustainability Master Plan that outlines our ambitious goals including actions to drive decarbonisation towards a low carbon and circular economy. <p>Actions taken to manage climate-related risks and opportunities include:</p> <ul style="list-style-type: none"> • Decarbonisation: Achieved 35% carbon emission reduction to date through energy efficiency projects, electrification, renewable energy installation and innovative technology adoption¹ • Greening infrastructure and transport: Developed buildings and renovations projects that meet the BCA Green Mark standards; • Nature preservation: Preserved the 2.9 hectares forest within RWS and implemented various biodiversity education, research and conservation programmes. <p>In addition, we have started engaging an independent subject matter expert to identify climate-related risks and opportunities that bring material financial impacts to our business and strategy. We plan to incorporate the identified climate-related risks and opportunities as well as explore Science-Based Target initiatives (SBTi) to align with the Paris Agreement in our decision making on capital allocation and expansion plan.</p> <p>We will update our strategy based on the outcomes from our risk assessment process.</p>
Risk Management	<p>Genting Singapore has developed a comprehensive risk management framework that aligns with our business strategy and guides our assessment of all material risks including climate-related risks. The framework was approved by the Audit and Risk Committee and its implementation is managed by the Risk Department.</p> <p>Genting Singapore addresses risks and opportunities through a multi-prong approach to assess transitional and physical risks and opportunities. Our sustainability initiatives are presented to the President and COO for review and approval. We track progress annually to evaluate emission reduction targets and assess the resilience of our business strategies.</p> <p>We define substantive financial or strategic impact as threshold of more than S\$80 million annual impact and is classified as Major, Severe and Catastrophic risks impact rating scale for assessment of climate-related risks. The climate-related risks we have identified are disclosed via the CDP platform.</p>

¹ 2015 as the baseline year. This figure is attributed to scaled down business operations during the pandemic, and may not be an accurate representation of emission intensity reduction during normal operations.

Risk Management

Examples of identified climate-related risks facing our business:

1. Emerging Regulations

As climate change issues become more pertinent globally, governments may apply climate-related legislation or taxes that will necessitate businesses to re-evaluate and manage climate change risks. Emerging regulations on climate-related matters must be reviewed regularly. An example is the Singapore Green Plan 2030 (SGP30), where the Government developed a comprehensive EV Roadmap to ramp up their efforts for EV adoption. Singapore aims to phase out internal combustion engine (ICE) vehicles and have all vehicles run on cleaner energy by 2040. Prior to the announcement of Singapore Green Plan 2030, Genting Singapore has identified this emerging risk and installed EV charging points at our premises to cater for increasing numbers of EVs cars, and has plans to increase the number of EV charging points.

2. Acute Physical

As extreme weather events and natural disasters (i.e. floods, droughts etc) increase in frequency and intensity, there is a need to take into account the acute physical risks that may present. These adverse weather conditions can cause disruption to Genting Singapore's business operations, particularly the theme parks and certain resort areas, which are exposed to weather elements. Significant weather events such as floods can result in cancelled itineraries and raise safety concerns for our guests and team members. As RWS is built on Sentosa island and surrounded by sea, extreme precipitation could impact RWS business leading to costly repairs and potential reconstruction. To mitigate this risk, RWS has implemented several risk control measures to minimise the risks.

Examples of identified climate-related opportunities facing our business:

1. Products and Services

As awareness of climate change issues grows, recent studies show business clients and guests are becoming more interested in sustainable venues and hotels. It is crucial to build sustainability into both our branding and differentiation, as well as the products and services we offer guests. We anticipate that preference for environmentally friendly destinations will continue to increase over the next few years. These trends have a direct impact on Genting Singapore Group's business. Engaging in a global environmental strategy will improve the Company's corporate branding and in turn maintains our attractiveness to customers and investors. Other than new offerings of environmentally friendly services such as the Eco-MICE package and RWS EcoTrail, Genting Singapore has also achieved several sustainable certifications including the GSTC certification for hotels and as a destination to boost our position as Asia's leading tourism destination.

2. Access to Finance

Shareholders and investors are increasingly demanding stronger ESG performance before and during their investment in a company, with climate change being a major focus for many. As such, there has been growth in the number of ESG ratings assessing the ESG performance of a companies. To ensure that we can continue to attract the right investors and lenders, Genting Singapore is committed to not only improving our ESG performance, but also ensuring we do so in a transparent manner. This is aligned with our strategy to be a leader in sustainable tourism.

Our economic performances from 2019 to 2021 can be found in page [65](#).

Metrics and Targets

In 2021, we committed to becoming carbon-neutral by 2030 with an emissions reduction target of 30% against a 2015 baseline and to invest in credible carbon credits to neutralise the remaining carbon profile. This builds on the emission reduction efforts we have embarked on since 2013. To boost our overall resilience, we have a set of goals to green our infrastructure and transport:

- Green 75% of buildings²
- Integrate sustainability principles and innovation into the RWS 2.0 expansion build
- 100% electric transportation
- Quadruple number of EV charging stations

We have also set other aspirations such as to reduce waste to landfill, and to increase renewable energy capacity including:

- 30% higher energy efficiency for new buildings
- 30% reduction in water consumption
- 50% reduction in waste to landfill³

Genting Singapore's GHG emissions data and status and progress of above goals can be found on page [62](#).

² By GFA

³ 2015 as the baseline year and exclude construction waste

RESPONSIBLE GAMING

Responsible gaming is a cornerstone of our casino operations. We aim to continue being a leader in responsible gaming marketing, policy, management and programmes. We provide patrons with enjoyable gaming experiences and encourage responsible gaming. We are committed to ensuring compliance with all applicable legislation and collaborating with the Government, Responsible Gambling (RG) bodies, and the community to prevent problem and underage gambling.

OUR APPROACH

We aim to maintain our status as the top accredited gaming venue in the world by RG Check, and will continuously review our RG Framework against other jurisdictions, casino operators and RG bodies for best practices. In addition, we will scale up our outreach efforts by actively identifying more casino team members with the aptitude and skills to interact positively and effectively with patrons. Our RG Framework underpins how we deliver on this commitment.

Our RG Framework

Our RG Framework is focused on three key goals. Firstly, to implement a plan to identify patrons with

observable problem gambling behaviours and provide information and referral to help services. Secondly, to deliver an ongoing responsible gaming education programme that promotes safer attitudes and gambling practices to enable patrons to make an informed choice. Thirdly, collaborate with the Government and stakeholders to build a responsible gaming culture based on continuous improvement and the adoption of best practices.

Our RG Framework, which incorporates RG Check standards, covers the following core areas:

- ✔ **RG Policies** - integrated corporate policies and strategies to actively address problem gambling
- ✔ **Staff Training** - strong focus on training to ensure team members are well-equipped when carrying out their role
- ✔ **Casino Exclusions** - robust and comprehensive self-exclusion framework which facilitates access to help and support
- ✔ **Assisting Patrons** - readily available help for patrons, with clear policies and procedures
- ✔ **Informed Decision Making** - easily accessible information to help patrons make objective decisions including access to setting voluntary spend and time limits, and tracking gameplay
- ✔ **Advertising and Promotions** - socially responsible advertising and promotions that do not mislead or target potentially vulnerable patrons
- ✔ **Access to Money** - controls for access to money that do not encourage excessive spending
- ✔ **Venue and Game Features** - safe environment including promoting awareness of passage of time and responsible use of alcohol

Accreditation by RG Check

RG Check is the world's most comprehensive and rigorous responsible gaming accreditation programme that has been developed by the Responsible Gambling Council (RGC) Centre for the Advancement of Best Practices.

As part of RG Check's accreditation, our RG programme assessment is based on eight core standards that include 47 criteria.

At RWS, we are committed to providing a safe gaming environment for our patrons. For our third round of accreditation, RWS is proud that our RG programme has achieved and maintained the highest worldwide RG Check accreditation score for six consecutive years.

“We commend RWS for achieving the best RG Check accreditation score worldwide for six years running. RWS commitment to continuous improvement demonstrates their RG leadership.”

Mrs. Shelley White,
CEO of Responsible Gambling Council



Responsible Advertising

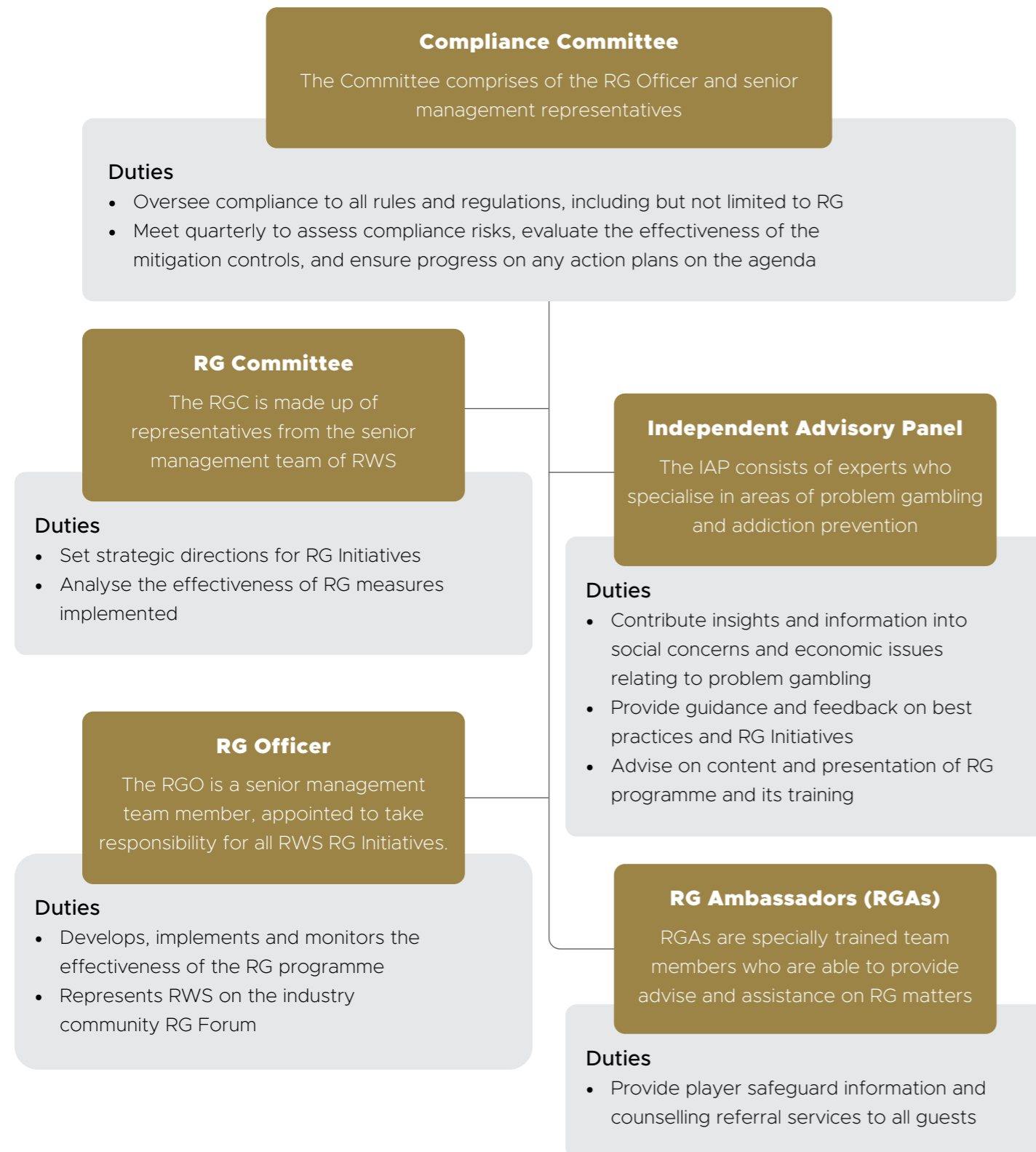
RWS is committed to socially responsible advertising and promotions. We have a stringent regime and processes in place to ensure that our advertisements and promotions do not mislead, contain any express or implied inducement or encouragement to play casino games, and do not target our domestic market, which includes Singapore Citizens and Permanent Residents, as well as individuals with gambling problems, under casino exclusion orders or minors. Our responsible advertising policy can be found on the [Genting Rewards webpage](#).

Casino advertisements by RWS are in full compliance with the Government advertising regulations. RWS achieved a score of 98% in the area of “Marketing Communications” by RG Check. The assessment criteria comprised the following:

- ✔ Having a marketing policy in place that commits to marketing that does not mislead players, misrepresent products, or target potentially vulnerable players.
- ✔ A screening process is in place for all advertising to ensure adherence to the policy.
- ✔ Marketing communications do not reinforce misconceptions about gambling.
- ✔ Marketing communications do not target at-risk groups or promote risky behaviours.
- ✔ Precautions are in place to limit marketing communications to high-risk players.

We also provide each patron with an RG kit that contains information on RG programmes, education materials on signs of problem gambling and help services available. The RG kit is provided upon enrolment into any of our casino membership programmes.

RG Governance and Management Structure



Player Education and Safeguards

RWS provides high-quality resources with wide coverage throughout the venue to maximise player reach. The RG Ambassador programme is a key resource for player education, as well as for access to help.

Our casino entrances are designed to ensure that gambling activities cannot be viewed by anyone outside of the casino, including families and minors (under 21 years) who may be visiting the Resort.

Our RG Awareness training curriculum is reviewed regularly and approved by our RG Independent Advisory Panel to ensure relevance. All Casino Special Employees licensed by CRA (CSEL) must attend and pass the RG Awareness training before performing their casino-related work and thereafter required to attend annual refresher training which is tracked and reported to the senior management.

Before any employee is appointed as an RG Ambassador, they must undergo additional special training conducted by RG specialists from National Addictions Management Service. The RG Ambassadors have to undergo RG Ambassador refresher training annually. In addition, they must undergo further enhanced training organised by the Ministry of Social and Family Development. The training programme is designed to equip RG Ambassadors with skills and knowledge to identify, respond to and provide assistance to patrons with observable signs of distress which may be related to problem gambling.



OUR PERFORMANCE

Key Performance Indicators

TOP 10

worldwide venues accredited by Responsible Gambling Council



100%

RG Awareness training for casino team members¹



25%

customer-facing casino team members trained and certified as RG Ambassadors



100%

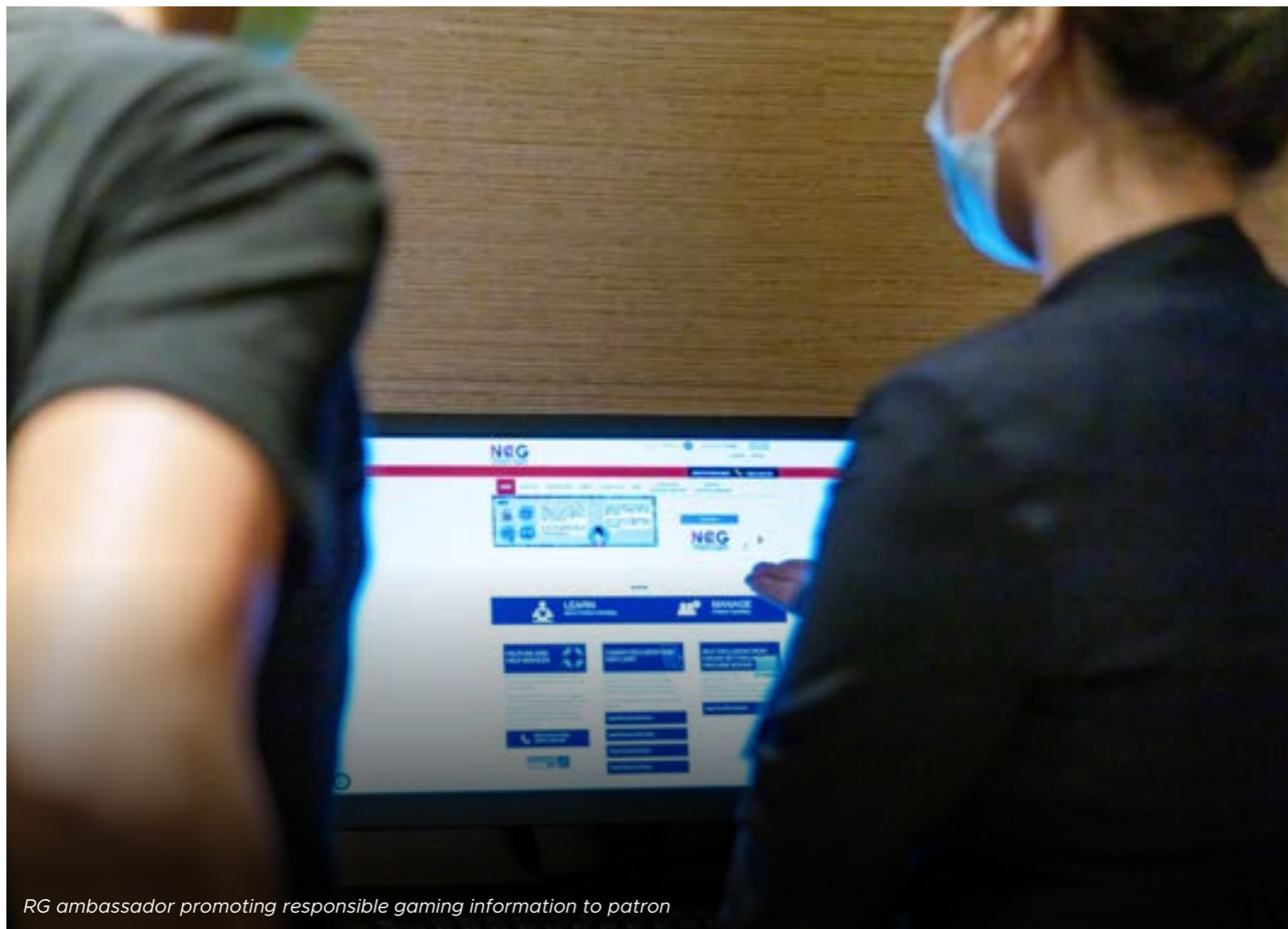
casino entry checks using facial recognition system

Manage Game Play (MGP) programme

To help patrons make informed gambling decisions at Electronic Gaming Machines (EGMs), RWS introduced our 'Manage Game Play' (MGP) programme in February 2020.

The MGP programme facilitates informed gaming decisions by providing information on real-time play. Patrons enrolled in the programme can pre-

¹ Excluding team members on maternity and hospitalization leave



RG ambassador promoting responsible gaming information to patron

determine the length of time that they wish to play, and the amount that they intend to spend. They then receive personalised SMS notifications at selected milestones.

In 2021, we conducted a patron survey to review effectiveness of the MGP, and received positive feedback:

- More than 90% of patrons were satisfied with the MGP. They found it easy to use and effective in helping them monitor and manage their time and amount spent on gambling activities.
- Additionally, the majority of respondents praised the effectiveness of RWS RG outreach efforts through both the RGA roadshows as well as the brochures and electronic displays across the casino floor.

- Notably, more than 90% of enrolled patrons have continued to use MGP as a tool to monitor their gambling at Electronic Gaming Machines.

We provide self-service Membership Kiosks to enable patrons to check their gaming activity records such as visit frequency, duration of stay, and win/loss, as well as other useful RG resources like information on how gambling works, tips on safe gambling, and a problem gambling self-check test.

Enhanced our Self-exclusion Programme

We were the first casino in Singapore to introduce variable ban length options for patrons who make

a request for self-exclusion. This is in line with international RG best practices. The enhancement considers that a non-permanent exclusion period lowers the psychological barrier for patrons who may wish to make a self-exclusion request. It also empowers patrons with decision-making options for them to initiate the application and revocation of self-exclusion.

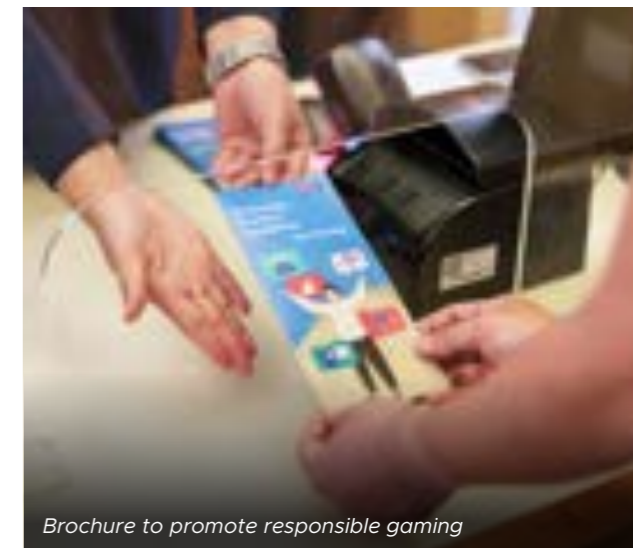
RG Roadshows

In conjunction with the national annual RG Awareness Week, RWS partnered with the Ministry of Social and Family Development (MSF) to run two roadshows on 30 November and 1 December 2021 in our casino. The theme of this year's RG Awareness week was "Play safe, Play smart".

Besides the RG Awareness Week, we conducted four other roadshows across the year to raise awareness of the various areas of our RG framework. Despite the lower visitorship resulting from the COVID-19 situation, during the roadshows our RG Ambassadors engaged 208 patrons and enrolled 98 patrons into the Manage Game Play programme.

Casino Entry Checks using Facial Recognition System

Our casino entry system is designed to ensure that all patrons entering the casino are screened to prevent entry by minors, excluded persons, and persons subject to visit limits. Patrons are required to produce their Government issued photo identification to enter the casino. The use of Optical Character Recognition and Facial Recognition technology deployed to complete identification and impersonation checks is a strong deterrent in preventing and identifying attempts to enter the casino using another person's identification documents.



Brochure to promote responsible gaming

HIGHLIGHTS

We continue to hold the highest RG Check accreditation score worldwide, a notable achievement as RG Council is the leading independent accreditation body for the global gaming industry. We are committed to maintaining the highest standards through our longstanding commitment to responsible advertising, player education and providing player safeguard options.



SUSTAINABLE TOURISM

The COVID-19 pandemic has disrupted global travel and consumption patterns, while climate change is driving a global transition towards a low carbon future and awareness of social and environmental concerns. Such changes pose not just challenges, they are also opportunities to emerge stronger. As an early mover in sustainable tourism practices, we are well-positioned to meet changes in demand and lead the industry.



OUR APPROACH

RWS is committed to being a pioneer in sustainable tourism and building a more relevant and resilient business. RWS' vision is to be a global leader in sustainable tourism. That belief has led us to launch RWS Full Circle, a framework to drive sustainable tourism and create a harmonious relationship between People, Planet and Business.

To achieve the vision, we will

- ✔ Adopt global standards and best practices for sustainable tourism
- ✔ Expand our range of sustainable programmes and experiences
- ✔ Engage our stakeholders for their feedback

Adopt global standards and best practices for sustainable tourism

RWS will continue to adopt global best practices in sustainable tourism by keeping abreast of industry developments, benchmarking and aligning our practices against global certifications.

The momentum to be more mindful in how we live and travel has been steadily increasing in recent years. Based on the Booking.com's 2021 Sustainable Travel Report, 72% of travelers believe they have to act now to save the planet for future generations with 76% of travelers pledging to seek accommodation with reputable third-party sustainability accreditation.

OUR PERFORMANCE

“Resorts World Sentosa is the first destination in the world to be certified in the following two ways, certified as a destination to the GSTC Destination Criteria and achieving certification of hotels within its jurisdiction to the GSTC Industry Criteria for Hotels. These accomplishments serve as credible evidence that RWS takes a holistic and systematic approach to sustainability and is making a true commitment to continuous improvement in their operations,”

Randy Durband,
CEO of the GSTC

Key Performance Indicators



Achieved two Global Sustainable Tourism Council certifications

- Destination Criteria
- Industry Criteria for Hotels



Launched Eco-MICE package



Achieved one national green MICE certification (Intermediate tier)



Launched RWS EcoTrail

HIGHLIGHTS



Certified by Vireo Srl

In July 2021, RWS became the first destination in the world to be certified to the GSTC Destination Criteria and achieving certification of hotels within our jurisdiction to the GSTC Industry Criteria for Hotels. The GSTC was founded by United Nations agencies such as the United Nations Environment Programme (UNEP) and the United Nations World Tourism Organisation (UNWTO) and is an international body created to establish and manage global standards for sustainable travel and tourism.



As one of Singapore's largest and premium venue providers, RWS is privileged to be awarded the SACEOS MSC Intermediate Tier for Venue certification in June 2021. This is a testament to the Company's successful implementation of an organised approach to adopting sustainability guidelines, as well as achieving advanced sustainability performance in its MICE operations. SACEOS MSC was developed based on sustainability guidelines launched by the Singapore Tourism Board, aimed to align businesses in the MICE industry with the national sustainability agenda.

Sustainable Programmes and Experiences

We are committed to encouraging and empowering conscious consumption through various sustainability themed experiences.

This is in line with our vision to be a global leader in sustainable tourism.

RWS EcoTrail

Sustainability has been at the heart of RWS' business since our inception. With the new EcoTrail, guests can now go behind the scenes to witness these elements that make us sustainable. With over 15 highlights across the resort, such as our 2.9-hectares forest, solar photovoltaic system and herb garden, we aim to inspire our guests to similarly take action in their daily lives.

Eco-MICE Package

To ramp up our sustainability drive amongst corporate customers, we launched MICE packages. Our aim is to help accelerate the growing shift to sustainable events and shape the growth of eco-tourism in Singapore. RWS' Eco-MICE package provides clients with options to hold events designed with sustainability at the heart.

Waste reduction: Guests enjoy meals served in sustainable packaging, and will be provided with reusable pens and recycled paper. Unserved food will be donated to the Food Bank to reduce food waste. In addition, food grinders and a biodigester have been installed in our kitchens to significantly reduce the amount of food waste to landfill. With this more efficient waste management, RWS has avoided the use of 72,000 plastic trash bags every year.

- Low carbon transportation: RWS will also encourage the use of public transportation by providing all delegates with a complimentary EZ-Link card with S\$5 stored value.
- Energy reduction: All MICE venues at RWS have been retrofitted with energy efficient LED lighting and motion-activated lighting in washrooms, with plans to upgrade air conditioning chillers to improve efficiency.

T.G.I.G Weekend Bazaar



Guests at T.G.I.G Weekend Bazaar

In collaboration with The Green Collective SG and in support of NEA's Say Yes to Waste Less campaign, we presented the T.G.I.G. Weekend Bazaar, a pop-up event that showcased a selection of sustainable local brands.

The event was held over five weekends from 30 October to 28 November, and welcomed visitors to head down to the S.E.A. Aquarium for eco-friendly shopping.

A total of 12 environmentally-friendly brands were featured, providing an array of products, from fashion and lifestyle to daily necessities. Brands included The Eco-Statement (Singapore's first eco board game and card game), Petale Tea (artisan flowering tea), and Indosole (fashionable footwear made from recycled tires).

This initiative is an effort to promote awareness about sustainability, and to provide local small and medium-sized enterprises a platform to showcase their products and grow their customer base.

Electric Vehicle Event

We constantly seek out meaningful collaborations with industry partners to advocate sustainability. We are honoured to be the official venue partner of Singapore's first and largest EV Event by UCARS. This is the first event to bring together top EV leaders and industry giants. It is a go-to event for consumers who are looking to embark on their EV journey. Through this, we aim to promote adoption of EVs and provide consumers with a platform to learn more about the sustainability and benefits of EVs.



Electric vehicle showcase during the EV Event

Advocating Sustainability through Initiatives and Fan Engagement at the Attractions

S.E.A. Aquarium presented Aqua Gastronomy, an immersive and multisensory dining experience combining a sustainable seafood menu with storytelling, atmospheric ambience and ocean-themed décor. We also curated content and designed experiences to communicate our sustainability efforts through family-friendly thematic experiences, such as S.E.A. Aquarium x Pinkfong Baby Shark. Interactive stations and play zones were designed both to engage guests and to showcase important messages about ocean preservation, protection and more. A music and light interactive game at the Musical Walkway highlighted examples of how children can practice more sustainable behaviours, and contribute to ocean conservation. Our interactive multiplayer recreation station, which gamified concepts on pollution, allowed young children and parents to learn through play activities such as ‘cleaning up’ the ocean.

Our attractions also implement a range of other sustainability measures within our core activities. To increase the percentage of sustainable fish feed, the attractions have been maintaining and exploring new vendors as well as fish feed options. We also aimed to identify suitable kitchen discards and leftover feeds from some small habitats to be used for feeding in the Ship Wreck, Open Ocean Habitat and Sea Jellies. In 2021, the team worked to identify alternate fish feed types to increase the percentage to 72% from previous years and repurposed food discards. From the daily animal care operations, single use plastics were

also reduced by changing the way we repack vegetables, using reusable plastic buckets instead of single use plastic bags.

Guest Satisfaction and Feedback

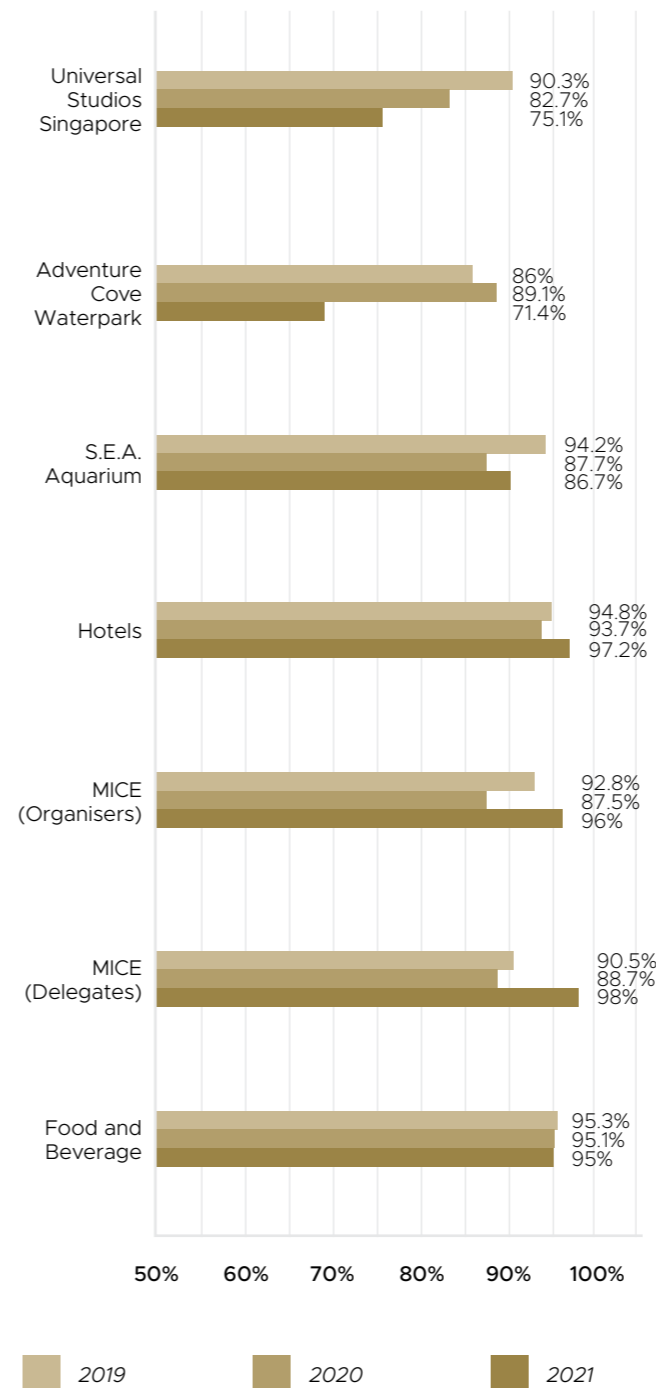
We believe that good business can go hand in hand with sustainability. With well-trained team members and SMMs, we take every step to employ sustainable and safe practices whilst incorporating stakeholders’ suggestions and feedback into our sustainability initiatives and plans.

Guest Satisfaction Survey

Our efforts on guest satisfaction are focused around creating positive experiences and leaving our guests with memorable experiences. Through guest satisfaction surveys, we gather feedback on guest experiences and areas of improvement across hotels and attractions, monitor our performance and benchmark against industry standards. The data collected through the surveys are analysed and shared with relevant departments monthly to address gaps in our performance and develop improvement plans.

Our performance data highlights the progress in our Guest Satisfaction Scores (GSS) across our attractions and hotels over the last three years. While the GSS results are largely influenced by strict implementation of SMMs resulting in limitations to product offerings and in some cases, possibly “less-than-expected” guest experiences, we are still able to achieve above 80% in most areas of guest satisfaction (refer to Guest Satisfaction Score chart on right).

Guest Satisfaction Scores 2019-2021



Sustainability Feedback

Since 2021, we started collecting guest satisfaction data on our educational, conservational and sustainability efforts. We received positive feedback across all hotels and attractions including at the S.E.A. Aquarium where we have expanded on our sustainability offerings. The areas covered include waste, energy and water efficiency, sustainable dining, as well as education and outreach. We will continue to track the data year on year and use the data as a basis to continuously improve the relevance of our efforts.



Guest purchasing sustainable product at S.E.A.A.

APPENDIX

- Main Abbreviations
- Performance Tables
- GRI Content Index



MAIN ABBREVIATIONS

- ✦ BCA GM: Building and Construction Authority Green Mark
- ✦ BV: Beach Villas
- ✦ CIPS: Chartered Institute of Procurement and Supply
- ✦ CT: Crockfords Tower
- ✦ DCP: District Cooling Plant
- ✦ EH: Equarius Hotel
- ✦ ERM: Enterprise Risk Management
- ✦ ESG: Environment, Social and Governance
- ✦ EV: Electric vehicles
- ✦ FH: Festive Hotel
- ✦ GENS: Genting Singapore Limited
- ✦ GFA: Gross Floor Area
- ✦ GHJ: Genting Hotel Jurong
- ✦ GRI: Global Reporting Initiatives
- ✦ GSTC: Global Sustainable Tourism Council
- ✦ HM: Hotel Michael
- ✦ HR: Human resources
- ✦ HRH: Hard Rock Hotel
- ✦ LHUB: LearningHub
- ✦ MICE: Meetings, Incentives, Conferences and Exhibitions
- ✦ MLP: Marine Life Parks
- ✦ MSC: MICE Sustainability Certification
- ✦ NEA: National Environment Agency
- ✦ NTUC: National Trades Union Congress
- ✦ NUS: National University of Singapore
- ✦ PMLTF: Prevention of Money Laundering and Terrorism Financing
- ✦ RG: Responsible Gambling
- ✦ RWCC: Resorts World Convention Centre
- ✦ RWS: Resorts World Sentosa
- ✦ SACEOS: Singapore Association of Convention and Exhibition Organisers and Suppliers
- ✦ SDC: Sentosa Development Corporation
- ✦ SCNN: Sentosa Carbon Neutral Network
- ✦ S.E.A.A.: S.E.A. Aquarium
- ✦ SGX: Singapore Exchange
- ✦ TCFD: Task Force on Climate-related Financial Disclosures



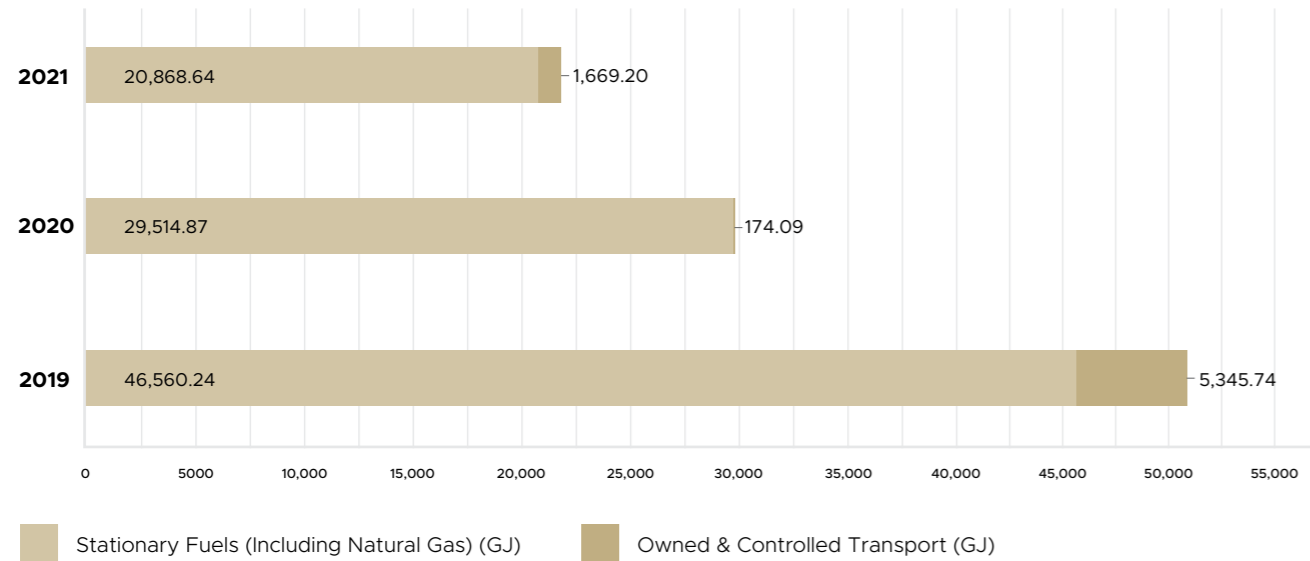
PERFORMANCE TABLES

Energy Consumption¹

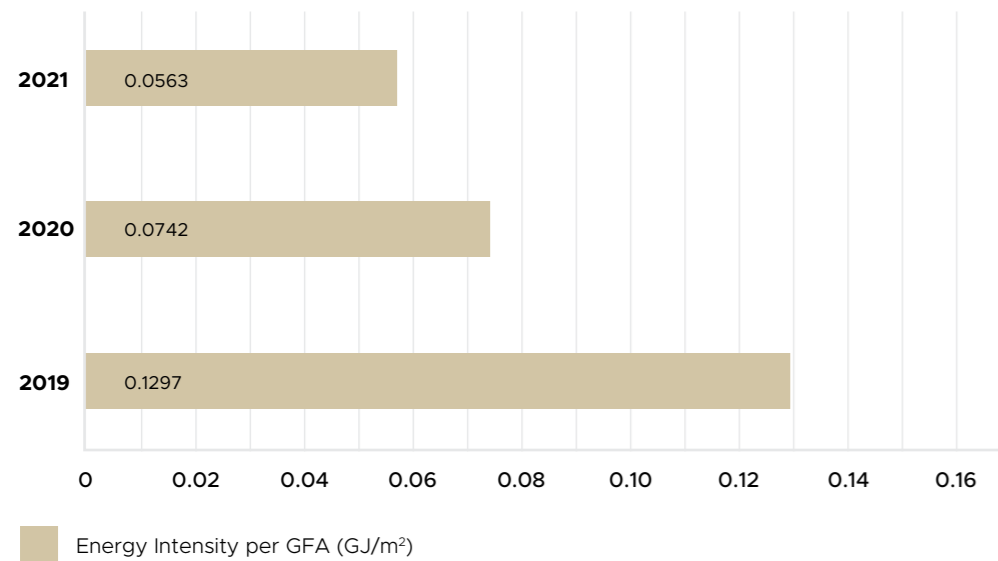
As an environmentally conscious organisation, we monitor our energy consumption closely. We are on a continuous lookout for methods to conserve energy and maximise our energy efficiency.

Direct Energy Use and Intensity from Non-Renewable Fuel Consumption

Energy Consumption

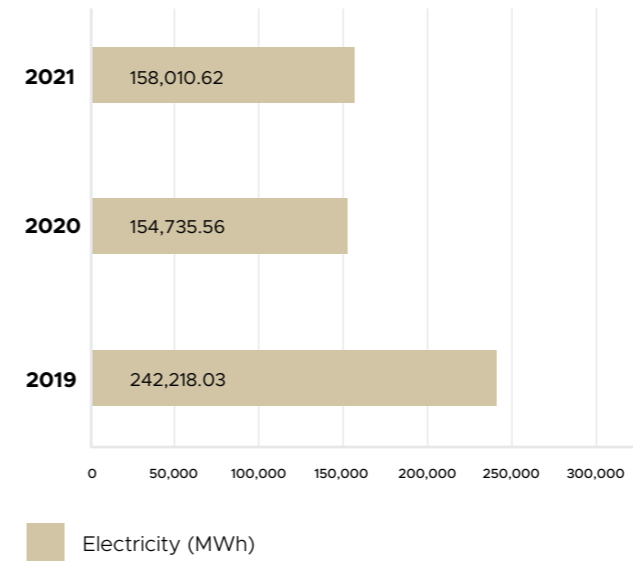


Energy Intensity

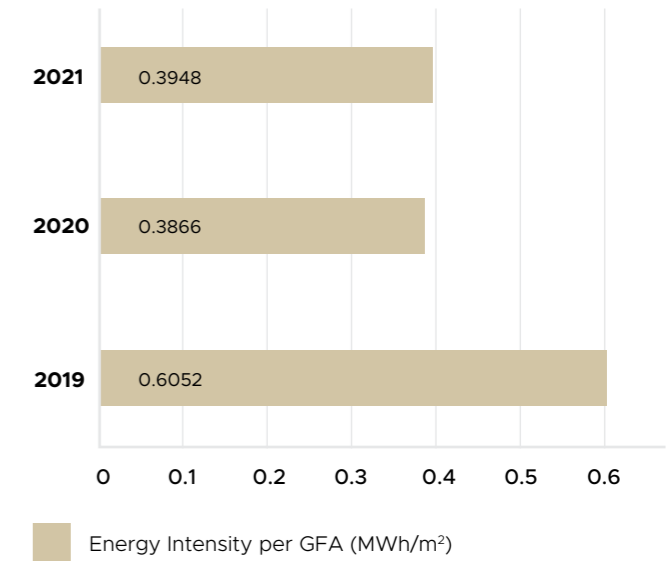


Indirect Energy Use and Intensity from Electricity Used

Energy Consumption

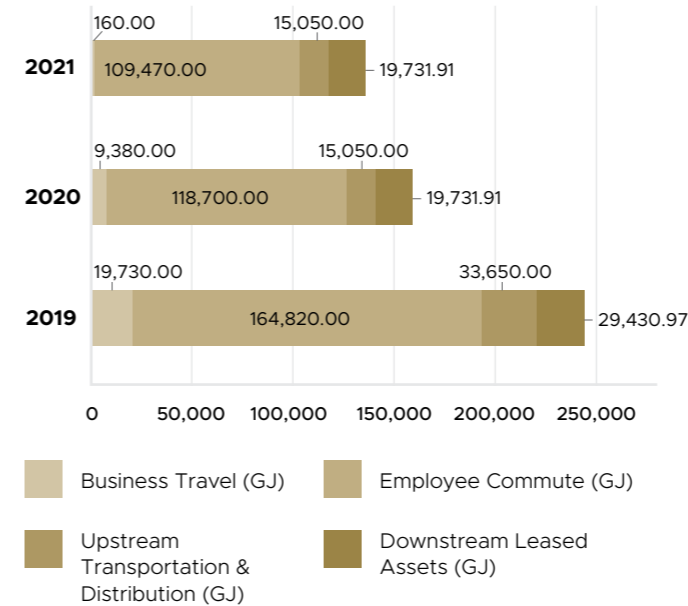


Energy Intensity

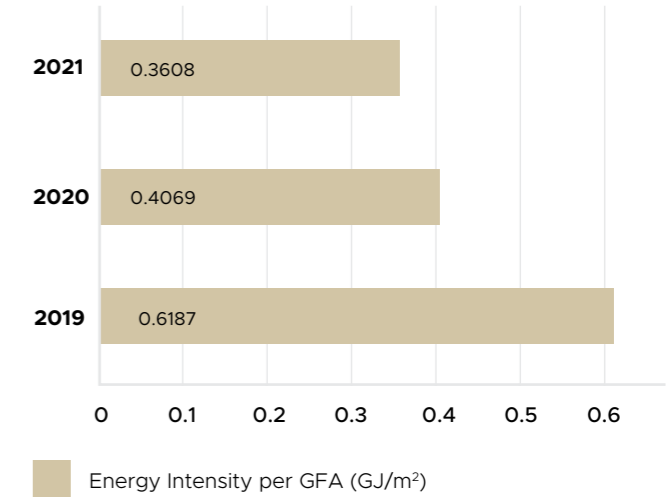


Energy Consumption Arising from Upstream and Downstream Activities

Energy Consumption



Energy Intensity



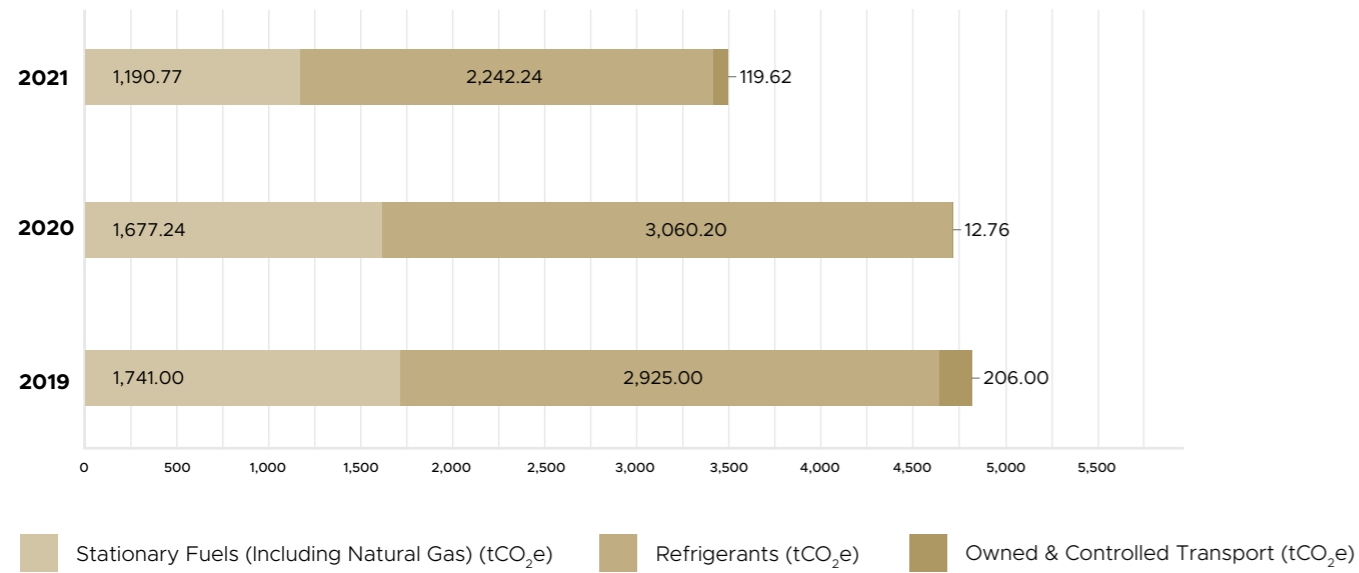
¹ Energy and emissions data has been restated in 2021 due to carbon profiling exercise and revision of emission factors

Emissions¹

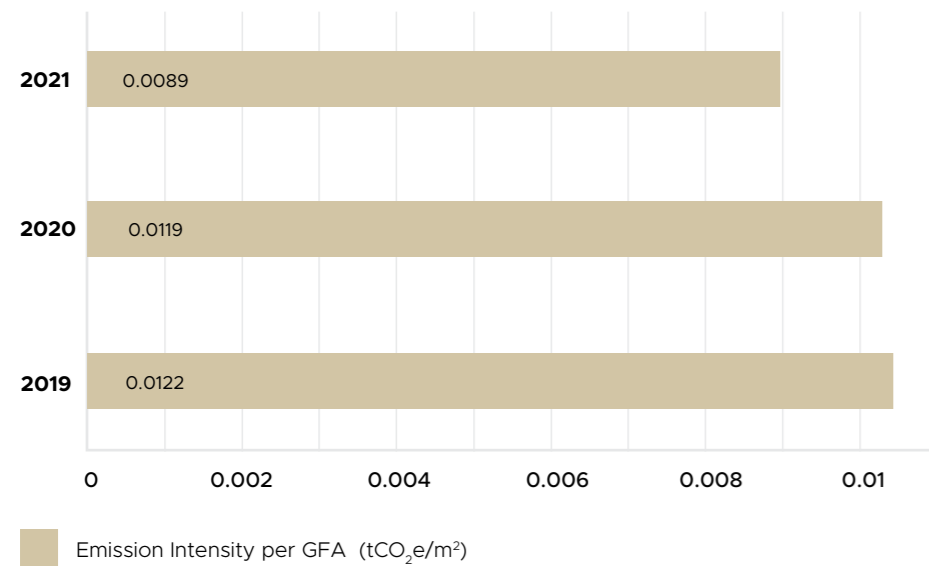
We track and monitor all three scopes of GHG emissions in Genting Singapore, including the direct (Scope 1), energy indirect (Scope 2) and other indirect (Scope 3) GHG emissions.

Scope 1 GHG Emissions

Emission

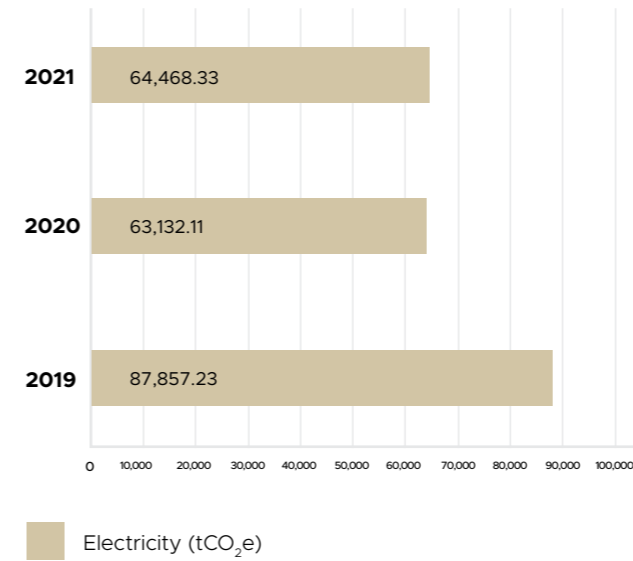


Emission Intensity

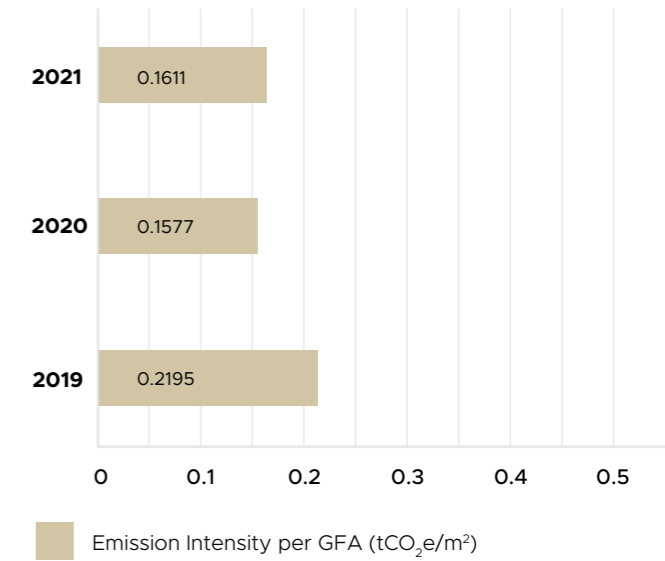


Scope 2 GHG Emissions

Emission

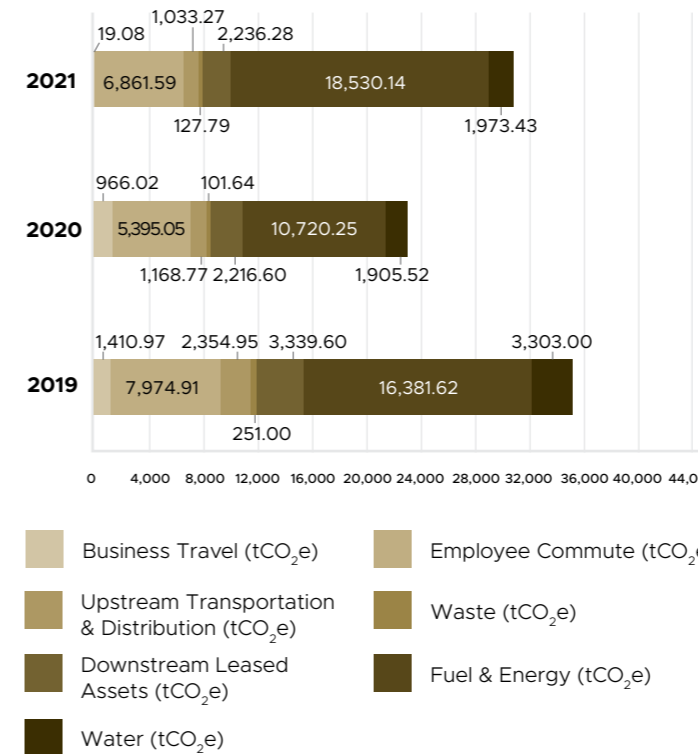


Emission Intensity

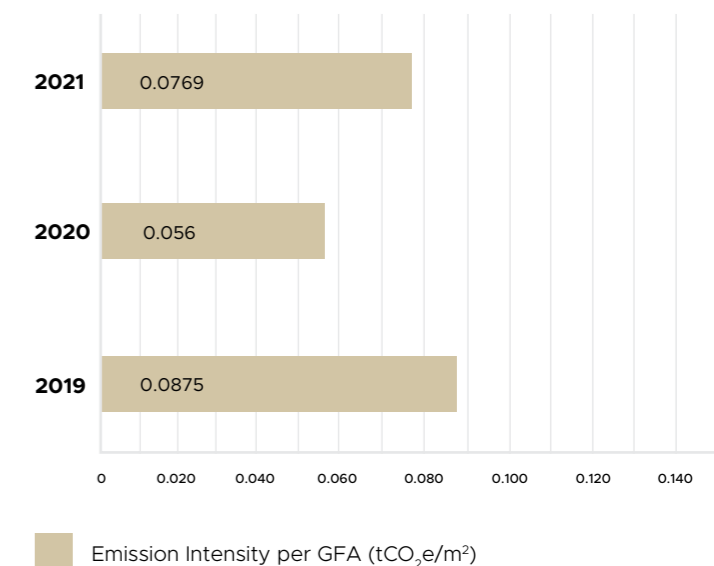


Scope 3 GHG Emissions

Emission



Emission Intensity



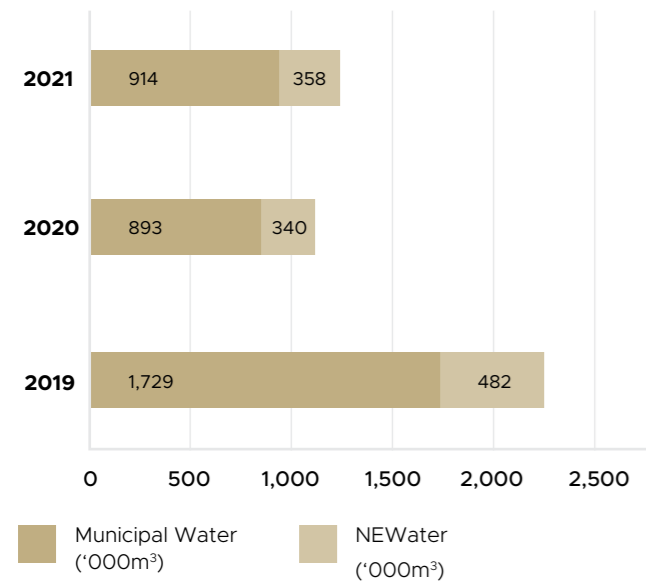
¹ Energy and emissions data has been restated in 2021 due to carbon profiling exercise and revision of emission factors

Water and Effluents

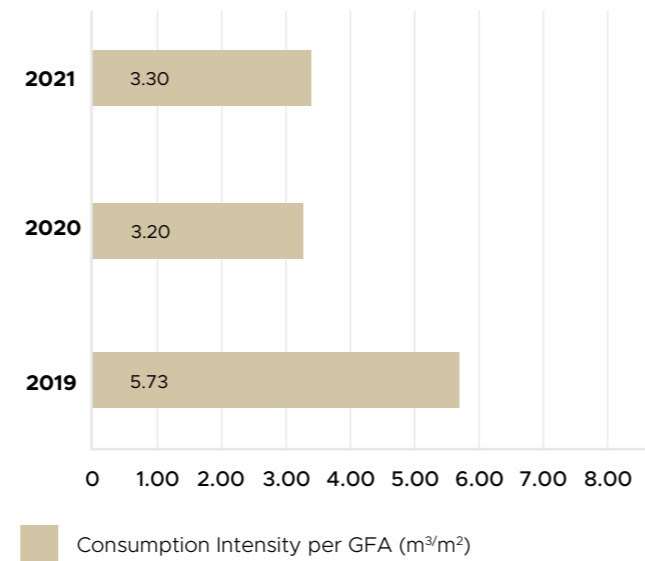
Understanding our water consumption patterns is crucial in identifying the most effective way to reduce and conserve water. The bar charts below show our water consumption and ocean water supply from 2019 to 2021.

Water Consumption

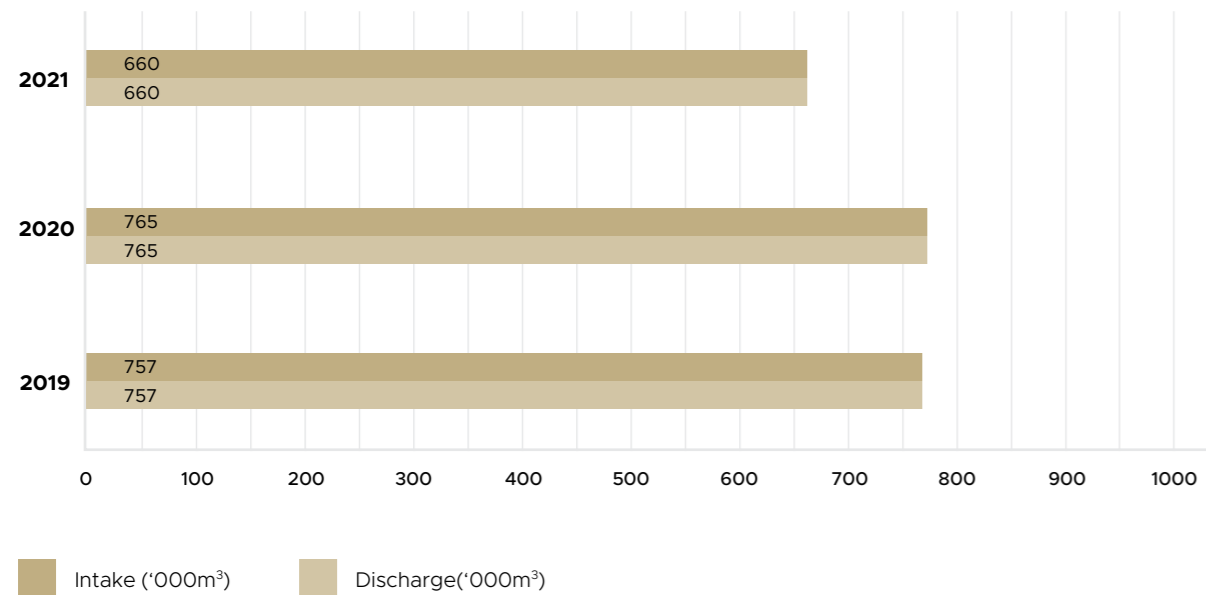
Water Consumption



Water Consumption Intensity Per GFA



Ocean Water Supply



Waste Management

We champion good waste management practices. In 2021, we recycled 10 waste streams and achieved 21.44% waste diversion rate.

Waste Generation and Diversion²

Description	2015 TONNES	2016 TONNES	2017 TONNES	2018 TONNES	2019 TONNES	2020 TONNES	2021 TONNES
Waste Generated							
General Waste	10,803.00	9,996.39	8,801.77	8,147.57	7,399.46	4,025.20	4,156.66
Reduce							
Waste Reduced	-	-	9.50	21.50	162.09	186.62	201.21
Reuse							
Furniture	0.00	10.05	0.00	0.00	110.65	0.18	1.43
Recycle							
Spent Coffee/ Horticulture	0.00	3.96	150.56	1,164.91	871.72	370.01	467.70
Paper/ Carton	549.00	624.15	799.36	815.54	739.71	218.67	227.30
Food	27.49	207.26	89.98	201.67	248.13	68.05	78.87
Metal	12.22	22.09	68.90	115.41	102.99	50.05	61.39
Plastic	37.41	34.51	33.83	72.52	57.73	25.54	31.20
Wood	0.00	0.00	5.88	81.77	97.01	32.76	28.20
Cooking Oil	48.10	46.21	44.90	59.17	59.48	25.53	17.49
E-Waste	0.52	0.58	0.80	2.94	5.73	27.99	11.56
Glass	21.29	31.80	33.27	20.79	17.82	6.36	6.10
Linen	9.49	2.94	8.76	12.21	12.85	5.58	2.17
Total	11,508.52	10,979.93	10,047.49	10,715.99	9,885.36	5,042.55	5,291.28
Total Waste Diverted from Landfill	705.52 (6.13%)	983.54 (8.96%)	1,245.73 (12.40%)	2,568.42 (23.97%)	2,485.90 (25.15%)	1,017.35 (20.18%)	1,134.62 (21.44%)

Local Sourcing

We strive to source our products and services locally to support local businesses and minimise our carbon footprint.

Percentage of Local Suppliers³

	2019	2020	2021
By Spend	80%	82%	87%

² Exclude construction waste

³ The definition of 'local' includes local agents with local registered office addresses who may procure from overseas sources

Team Members

We are committed to ensure an inclusive and non-discriminatory work environment in GENS, providing equal opportunities for all. We also strive to promote team members' health, safety and wellbeing as a healthy workforce is crucial to the success of a company.

Team Members by Employment Contract

	2019		2020		2021	
	Male	Female	Male	Female	Male	Female
Permanent	3,685	2,882	2,398	1,997	2,142	1,765
Contract ≥ 12 months	494	214	176	106	320	202
Contract < 12 months	15	4	9	16	45	43
Others	992	1,087	751	800	451	498
Total	5,186	4,187	3,334	2,919	2,958	2,508

Team Members by Gender and Employment Category

	2019		2020		2021	
	Male	Female	Male	Female	Male	Female
Senior Management	43	19	35	15	32	22
Management	725	543	577	431	575	407
Executives and Supervisors	1,187	1,093	748	722	732	747
Rank and File	3,231	2,532	1,974	1,701	1,619	1,332
Total	5,186	4,187	3,334	2,919	2,958	2,508

Team Members by Age Group and Employment Category

	Under 30 years old			30-50 years old			Above 50 years old		
	2019	2020	2021	2019	2020	2021	2019	2020	2021
Senior Management	0 (0%)	0 (0%)	0 (0%)	33 (1%)	28 (1%)	31 (1%)	29 (3%)	22 (3%)	23 (3%)
Management	48 (1%)	29 (1%)	22 (2%)	1,071 (23%)	862 (25%)	816 (25%)	149 (15%)	117 (16%)	144 (19%)
Executives and Supervisors	535 (15%)	330 (16%)	290 (21%)	1,530 (31%)	1,046 (30%)	1,027 (31%)	215 (22%)	144 (20%)	162 (21%)
Rank and File	3,023 (84%)	1,705 (83%)	1,088 (77%)	2,151 (45%)	1,526 (44%)	1,437 (43%)	589 (60%)	444 (61%)	426 (57%)
Total	3,606	2,064	1,400	4,785	3,462	3,311	982	727	755

⁴ Includes only permanent team members and those with a contract more than or equal to 12 months

⁵ In 2021, our resignation rate was 20%, lower than the industry average of 22% in the services sector

Team Members by Nationality

	2019	2020	2021
Singapore Citizens and Permanent Residents (SCPR)	6,793 (73%)	5,126 (82%)	4,313 (79%)
Other ASEAN countries	2,015 (21%)	875 (14%)	828 (15%)
Non-ASEAN countries	565 (6%)	252 (4%)	325 (6%)
Total	9,373	6,253	5,466

Localisation Split at Senior Management Level

	2019	2020	2021
Singapore Citizens and Permanent Residents (SCPR)	84%	82%	85%
Other ASEAN countries	16%	18%	15%

New Team Member Hires, by Gender and Age Group⁴

	2019	2020	2021	
Gender	Male	604 (60%)	175 (58%)	408 (57%)
	Female	407 (40%)	128 (42%)	308 (43%)
Total	1,011	303	716	
Age Group	Below 30	634 (63%)	182 (60%)	351 (49%)
	30 - 50	344 (34%)	109 (36%)	332 (46%)
	Above 50	33 (3%)	12 (4%)	33 (5%)
Total	1,011	303	716	

Team Member Turnover, by Gender and Age Group⁴

	2019	2020	2021 ⁵	
Gender	Male	636 (52%)	406 (53%)	472 (52%)
	Female	587 (48%)	358 (47%)	433 (48%)
Total	1,223	764	905	
Age Group	Below 30	562 (46%)	301 (39%)	313 (35%)
	30 - 50	577 (47%)	416 (54%)	542 (60%)
	Above 50	84 (7%)	47 (6%)	50 (5%)
Total	1,223	764	905	

Parental Leave in 2021

	Male	Female
Total number of team members that were entitled to parental leave	975	641
Team members who took parental leave	846 (87%)	588 (91%)
Team members who returned to work after parental leave ended	839 (86%)	578 (90%)
Team members who returned to work after parental leave ended and were still employed 12 months after their return to work	814 (83%)	526 (82%)

Work-related Injuries

	2019	2020	2021
Number of fatalities as a result of work-related injury	0	0	0
Number of high-consequence work-related injuries (excluding fatalities)	0	1	0
Number of recordable work-related injuries	236	157	102
Man days lost as a result of recordable work-related injuries	1,824	1,331	497
Number of hours worked	15,764,605	9,360,102	7,741,768

Average Training Hours by Employment Category and Gender

	2019		2020		2021	
	Male	Female	Male	Female	Male	Female
Senior Management	16	16	12	48	38	49
Management	23	21	32	50	39	44
Executives and Supervisors	64	46	47	43	42	49
Rank and File	15	16	23	27	29	24

Economic Performance

It is important for us to create sustained, inclusive and long-term economic value in order to realise our ambition of driving sustainable tourism. As a leader in the tourism industry, we aim to be transparent about the value we create and how this is distributed to our stakeholders.

	2019	2020	2021
Revenue ('000)	S\$2,480,340	S\$1,063,749	S\$1,067,296
Operating Costs ('000)	S\$1,708,382	S\$1,004,766	S\$886,899
Team Member Wages and Benefits ('000)	S\$497,674	S\$300,113	S\$264,457
Payments to Providers of Capital ('000)	S\$434,532	S\$304,676	S\$123,083
Payments to Government ('000)	S\$490,054	S\$272,855	S\$272,442
Financial Assistance from the Government ('000)	S\$4,034	S\$76,669	S\$47,493

GRI CONTENT INDEX

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	102-4	Location of operations	Page 2
	102-5	Ownership and legal form	Page 2
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	102-17	Mechanisms for advice and concerns about ethics	Page 49
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	102-19	Delegating authority	Page 10
	102-20	Executive-level responsibility for economic, environmental, and social topics	Page 10
	102-21	Consulting stakeholders on economic, environmental, and social topics	Page 11
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	102-25	Conflicts of interest	Annual Report 2021 - Page 26
102-26	Role of highest governance body in setting purpose, values, and strategy	Annual Report 2021 - Page 26	

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	102-28	Evaluating the highest governance body's performance	Annual Report 2021 - Page 26
	102-29	Identifying and managing economic, environmental, and social impacts	Page 10
	102-30	Effectiveness of risk management processes	Page 10
	102-31	Review of economic, environmental, and social topics	Page 10
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	102-33	Communicating critical concerns	Page 48
	102-34	Nature and total number of critical concerns	Annual Report 2021 - Page 26
	102-35	Remuneration policies	Annual Report 2021 - Page 26
	102-36	Process for determining remuneration	Annual Report 2021 - Page 26
	102-37	Stakeholders' involvement in remuneration	Annual Report 2021 - Page 26
	102-38	Annual total compensation ratio	Not reported due to confidentiality and sensitivity of the information.
	102-39	Percentage increase in annual total compensation ratio	Not reported due to confidentiality and sensitivity of the information.
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	102-41	Collective bargaining agreements	Page 35
	102-42	Identifying and selecting stakeholders	Page 11
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	302-3	Energy intensity	Page 61
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Emissions	305-1	Direct (Scope 1) GHG emissions	Page 62
	305-2	Energy indirect (Scope 2) GHG emissions	Page 62
	305-3	Other indirect (Scope 3) GHG emissions	Page 62
	305-4	GHG emissions intensity	Page 62
	305-5	Reduction of GHG emissions	Page 62
	305-6	Emissions of ozone-depleting substances (ODS)	Not applicable
	305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	Not applicable
Water and Effluents			
Management Approach	103-1	Explanation of the material topic and its Boundary	Page 21 - 22
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	103-3	Evaluation of the management approach	Page 21 - 22
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	306-2	Management of significant waste-related impacts	Page 23 - 25
	306-3	Waste generated	Page 63
	306-4	Waste diverted from disposal	Page 63
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Market Presence	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Not applicable
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	405-2	Ratio of basic salary and remuneration of women to men	Page 34
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Wellbeing			
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Training and Education			
Management Approach	103-1	Explanation of the material topic and its Boundary	Page 36 -37
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Occupational Health and Safety	403-8	Workers covered by an occupational health and safety management system	Page 42
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	417-2	Incidents of non-compliance concerning product and service information and labeling	Page 45
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Socio-economic Compliance	419-1	Non-compliance with laws and regulations in the social and economic area	Page 47

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