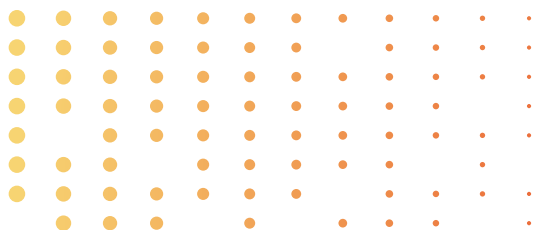




GENTING
SINGAPORE

GENTING SINGAPORE LIMITED



SUSTAINABILITY REPORT 2018

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BUSINESS IN BRIEF



ABOUT GENTING SINGAPORE

Genting Singapore is a renowned worldwide brand leader in sustainable integrated resort development, widely recognised for its award-winning flagship project Resorts World Sentosa. Genting Singapore is one of the largest companies in Singapore listed on the Mainboard of Singapore Exchange Securities Trading Limited, and a constituent stock of the Straits Times Index, MSCI Singapore Free Index, Nikkei Asia300 Investable Index, as well as the iEdge Singapore ESG Leaders Index. Through its commitment to sustainable development, Genting Singapore aims to develop world-class integrated resorts that transform destinations, create jobs and re-invest in local economies.

WHO WE ARE

Brand leader in sustainable integrated resort developments worldwide

OUR MISSION

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

OUR CORE VALUES

- Trustworthiness, Integrity and Mutual Respect
- “Kampung Spirit” (“Village Spirit”): Warm and caring, always looking out for one another, sharing resources

ABOUT RESORTS WORLD SENTOSA



WORLD CLASS ATTRACTIONS

RWS is home to Universal Studios Singapore (USS), S.E.A. Aquarium (S.E.A.A.), Adventure Cove Waterpark (ACW), Dolphin Island and The Maritime Experiential Museum.



ENTERTAINMENT

Wide variety of non-stop entertainment featuring our very own original productions to visiting concerts and street performances and more.



RETAIL

From Longchamp to Lego, the retail experience at RWS features a diverse mix of outlets that offer a wide range of products and services.



BEST INTEGRATED RESORT

With seven hotels and more than 2,000 rooms, RWS has been named the “Best Integrated Resort” since 2011, for eight consecutive years, at the TTG Travel Awards which recognises the best of Asia-Pacific’s travel industry.



MEETINGS AND EVENTS

Equipped with world-class venue, hotels, dining choices and exceptional event specialists, RWS’ sprawling facilities are sure to provide phenomenal experiences for groups of up to 35,000.



15,000M² OF GAMING SPACE


RWS provides guests with a holistic, yet responsible, entertainment experience of gaming through a variety of treats.



RELAXATION


ESPA’s award-winning flagship spa, featuring a wide range of luxurious treatment pavilions, private beach villas and garden spa suites catered to rejuvenate the tired soul.

FINANCIAL PERFORMANCE

	REVENUE		OPERATING COSTS		EMPLOYEE WAGES AND BENEFITS	
	2017	2018	2017	2018	2017	2018
	\$2,392,559	\$2,539,235	\$1,563,600	\$1,637,198	\$489,654	\$508,735
	PAYMENTS TO PROVIDERS OF CAPITAL		PAYMENTS TO GOVERNMENT		FINANCIAL ASSISTANCE FROM THE GOVERNMENT	
	2017	2018	2017	2018	2017	2018
	\$503,585	\$448,437	\$362,718	\$479,165	\$13,051	\$5,697

*in S\$ thousands

PERFORMANCE OVERVIEW



>8,500 VOLUNTEER
hours clocked &
>40,000 PEOPLE
impacted this year through
RWS Cares



OVER
\$8.4
MILLION

worth of community investment in cash and in-kind donations¹ to various charity organisations in Singapore

By 2018, cumulatively received **MORE THAN**



15
sustainability-related certifications or awards


NO MORE
single-use plastic straws across RWS' five themed attractions and RWS dining establishments





7.3%
REDUCTION
of rate of recordable work-related injury




0
CASES
of recordable work-related ill health



MORE THAN 50%
cumulative reduction in energy consumption (since 2013)



MORE THAN 30%
cumulative reduction in water consumption (since 2015)



MORE THAN 20%
reduction in waste-to-landfill (since 2012)



>73%
TEAM SATISFACTION SURVEY RESULT



ATTAINED
Singapore Packaging Agreement Awards 2018




> 86%
CUSTOMER SATISFACTION RESULTS ACROSS RWS



¹ The CSR contributions for 2018 included cash and in-kind donations from RWS and cash donations raised from RWS sponsored events such as ChildAid and Community Chest Charity in the Park.

MESSAGE FROM OUR PRESIDENT

Dear Stakeholders,

As 2018 drew to a close, I would like to take the opportunity to thank our stakeholders who, in one way or another, have helped Genting Singapore grow strongly throughout the year.

2018 was an exciting year for sustainability development. Singapore marked 2018 as the Year of Climate Action, where the country aims to raise the level of national awareness on the importance of collective effort towards fighting climate change.

In aligning ourselves with the national commitment to combat climate change, Genting Singapore has performed well in our conservation initiatives and is on track to meet its targets of cumulative energy and water savings of 63% and 15% respectively. This year, grid electricity consumption has fallen by about 3%, while fresh water consumption has dropped by 20%. New waste management initiatives also contributed to more than 20% reduction in waste production and an increase in the use of recycled materials. This year, RWS also received the Singapore Packaging Agreement (SPA) Award 2018 as a testament of our significant environmental efforts in reducing packaging waste.

Rolling out a series of environmental conservation initiatives, our Guardians of the S.E.A.A. (GOTS)

have been shoring up community support towards protecting the marine environment, as well as reaching out to more than 24,000 students in Singapore to encourage them to join in the national effort to become a Zero Waste Nation.

In reaching out and making a difference to the underprivileged community, our corporate social responsibility platform, also known as RWS Cares, has contributed to and enabled more than \$8.4 million in cash and in-kind donations to various charities and organisations that are aligned with our corporate philosophies of community empowerment, engagement and environmental conservation.

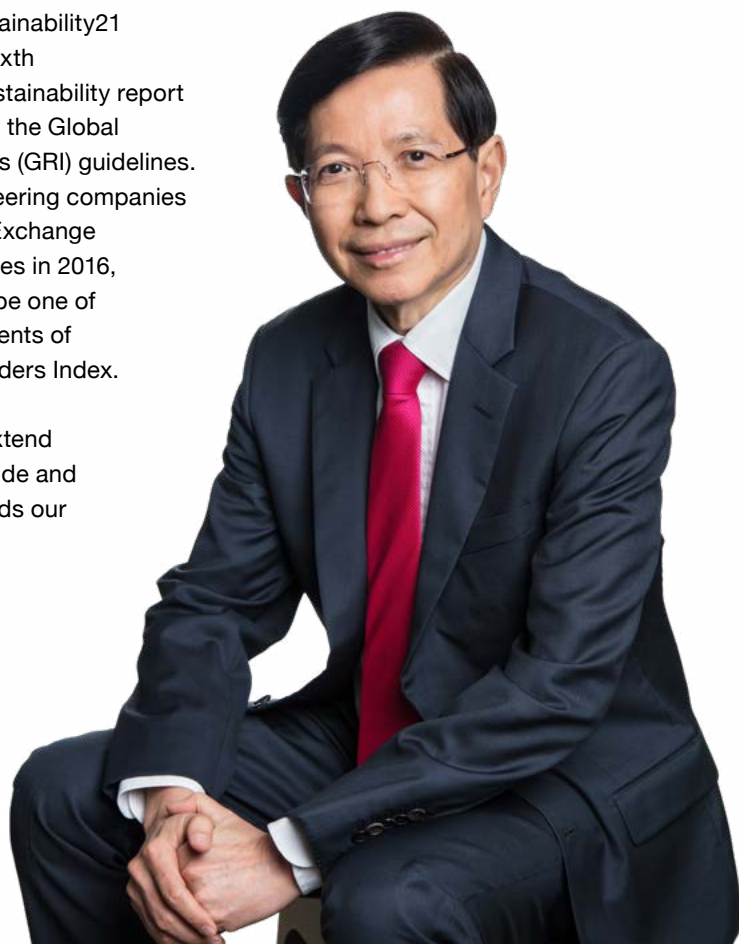
This is the third year we are executing our Sustainability21 Strategy and our sixth comprehensive sustainability report in accordance with the Global Reporting Initiatives (GRI) guidelines. As one of the pioneering companies on the Singapore Exchange Sustainability Indices in 2016, we are pleased to be one of the top 10 constituents of iEdge SG ESG Leaders Index.

We would like to extend our deepest gratitude and appreciation towards our

partners, stakeholders and team members who have participated and worked hard in our sustainability journey. We look forward to your continued support and partnership in Genting Singapore's journey towards building a sustainable destination for all.



Tan Hee Teck,
President and Chief Operating Officer



BOARD STATEMENT



Genting Singapore Board of Directors at table65 – our fine-casual celebrity chef restaurant

2018 marks the third year of our Sustainability21 Strategy. As we arrived at the halfway mark of our journey, we are seeing satisfying progress in achieving our national and international sustainability goals. This year, Genting Singapore has taken a stand in aligning ourselves with the United Nations Sustainable Development Goals (SDGs). In support of the nation's efforts to designate 2018 as the Year of Climate Action, we are also aligning ourselves with SDG 13: Climate Action. We are committed to ensure that we stay relevant and continue to improve our sustainability efforts with regards to protecting the environment.

Our Sustainability21 Strategy, built on 4 key pillars of Marketplace, People, Community and Environment, ensures that all Environment, Social and Governance (ESG) matters are factored in our strategic formulation. It allows the Board and senior management to concentrate on developing policies and practices, setting performance targets and action plans in line

with these pillars, to create a sustainable value for all stakeholders. In addition, our initial alignment with the United Nations SDGs also means there will be more policies and practices inclined towards these areas, further contributing to our role as a responsible corporate in the nation-wide effort to become a sustainable city.

During the year, the Board maintained oversight over the Sustainability Working Committee and Sustainability Steering Committee, managing sustainability risks and opportunities, while ensuring all ESG matters significant to us are well-managed and monitored. The Board placed significant emphasis on enhancing the sustainability performance of our business practices as well as the transparency of our disclosures. We will continue to strive for better sustainability performance and remain vigilant in managing our commitments to sustainability efforts to ensure sustainable growth and development of the communities around Genting Singapore.



Managing **SUSTAINABILITY**



**SUSTAINABILITY
GOVERNANCE**



**SUSTAINABILITY STRATEGY &
SUSTAINABLE DEVELOPMENT**



**MATERIALITY
ASSESSMENT**



**STAKEHOLDER
ENGAGEMENT**



**HOW WE
REPORT**



**KEY HIGHLIGHTS OF
SUSTAINABILITY IN 2018**



SUSTAINABILITY GOVERNANCE

We have a company-wide Sustainability Steering Committee to oversee and drive Environmental, Social and Governance (ESG) practices across all departments within Genting Singapore. The Committee initiates, drives and monitors various aspects of our sustainability strategy, practices and initiatives, ensuring effective integration of ESG initiatives into our business operations and corporate objectives. The Sustainability Steering Committee meets quarterly to review our sustainability progress and performance.

SUSTAINABILITY STRATEGY & SUSTAINABLE DEVELOPMENT

In response to the key ESG risks identified, we developed our Sustainability21 Strategy in 2016. Sustainability21 Strategy is a sustainability framework that supports the strategic commitment of Genting Singapore to be the brand leader in sustainable integrated resort developments. The framework is built on four key pillars – Marketplace, Environment, People and Community which underpin the management approach in developing policies and practices, setting performance targets and action plans on key Environmental, Social and Governance factors to create sustainable value for all stakeholders. It also aligns our sustainability goals with national and international interests and tracks our sustainability targets towards 2021.

AGENDA 2030 SUSTAINABLE DEVELOPMENT








With 2018 as Singapore’s Year of Climate Action, the government has underscored the need for enhanced efforts and partnership across all sectors to meet the nation’s climate goals. At Genting Singapore, we are committed to do our part as a responsible corporate citizen.

Building on our firm foundation in ESG management, we strategically aligned our sustainability efforts with the 2030 Agenda for Sustainable Development, an ambitious plan of action set out by the world’s leaders to end poverty, fight inequality and injustice and protect the planet. It forms an integral part of our Sustainability21 strategy.

OUR SUSTAINABILITY21 STRATEGY

Table 1: Aligning our Sustainability21 Strategy with UN SDGs

SUSTAINABILITY21 STRATEGY	MATERIAL TOPICS	SUB TOPICS	ALIGNMENT WITH UN SUSTAINABLE DEVELOPMENT GOALS
 MARKETPLACE	Governance	<ul style="list-style-type: none"> • Anti-Corruption • Anti-Competitive Behaviour • Grievance Mechanisms for Impacts on Society • Environmental Grievance Mechanisms • Labour Practice Grievance Mechanisms • Human Rights Grievance Mechanisms • Compliance • Product and Service Labelling • Marketing and Communications • Customer Privacy 	
	Guest Health and Safety	<ul style="list-style-type: none"> • Customer Health and Safety • Product and Service Labelling 	
	Responsible Procurement	<ul style="list-style-type: none"> • Procurement Practices 	
 ENVIRONMENT	Environment	<ul style="list-style-type: none"> • Energy • Emissions • Water • Effluents and Waste • Biodiversity 	    

SUSTAINABILITY21 STRATEGY	MATERIAL TOPICS	SUB TOPICS	ALIGNMENT WITH UN SUSTAINABLE DEVELOPMENT GOALS
 <p>PEOPLE</p>	Fair Employment Practices	<ul style="list-style-type: none"> • Employment • Non-Discrimination • Forced or Compulsory Labour • Human Rights • Grievance Mechanisms 	
	Talent Development	<ul style="list-style-type: none"> • Training and Education 	
	Workplace Health & Safety	<ul style="list-style-type: none"> • Occupational Health and Safety 	
 <p>COMMUNITY</p>	Community Involvement	<ul style="list-style-type: none"> • Local Communities 	
	Advocacy	<ul style="list-style-type: none"> • Public Policy 	

Locally, our sustainable initiatives are also aligned with and support the Sustainable Singapore Blueprint (“SSB”).

ALIGNING WITH THE SUSTAINABLE SINGAPORE BLUEPRINT

Table 2: Genting Singapore's alignment with SSB

SUSTAINABLE SINGAPORE BLUEPRINT	GENTING SINGAPORE'S CONTRIBUTION	REFERENCE
AN ACTIVE AND GRACIOUS COMMUNITY	We care for our environment, take a long-term perspective in conserving precious resources, and support a sustainable community through community involvement activities and advocacy/ educational events.	<ul style="list-style-type: none"> Responsible Procurement, page 36
TOWARDS A ZERO WASTE NATION	We actively implement 3R (Reduce, Reuse, Recycle) initiatives and projects across our resort.	<ul style="list-style-type: none"> Waste management, page 47
“ECO SMART” ENDEARING TOWNS	We advocate for smart technology and eco-friendly features to be embedded into our infrastructure such as facial recognition and rainwater harvesting.	<ul style="list-style-type: none"> Energy, page 43
A LEADING GREEN ECONOMY	We continuously explore and adopt more green solutions and products, for example, converting used coffee grounds and tea leaves to fertiliser or using more environmentally friendly refrigerants.	<ul style="list-style-type: none"> Waste management, page 47

MATERIALITY ASSESSMENT

Nine material topics were identified under four pillars of Sustainability21 Strategy through formal Materiality Assessment exercise conducted in 2013 by the Senior Management team. A long list of ESG issues were reviewed and prioritised according to their potential impacts on operations. We also took into account external stakeholders' concerns or interests collected during the year from existing engagement channels embedded in our daily operations.

The material matters were then reviewed annually by Sustainability Working Committee and Sustainability Steering Committee for their continued relevance and against current global and local trends and emerging regulatory development. There was no change in our material matters in 2018.

Our stakeholders' concerns or interests about our business vary and therefore require different actions or responses. The main topics that arose in 2018, as well as the actions we undertook to address them, are summarised under the How We Report section.

Table 3: List of material ESG topics and its corresponding GRI aspects

SUSTAINABILITY21 STRATEGY	MATERIAL TOPICS	SUB TOPICS
 <p>MARKETPLACE</p>	 <p>Governance</p>	<ul style="list-style-type: none"> • Anti-Corruption • Anti-Competitive Behaviour • Product and Service Labelling • Marketing and Communications • Customer Privacy
	 <p>Guest Health and Safety</p>	<ul style="list-style-type: none"> • Customer Health and Safety • Product and Service Labelling
	 <p>Responsible Procurement</p>	<ul style="list-style-type: none"> • Procurement Practices
 <p>ENVIRONMENT</p>	 <p>Environment</p>	<ul style="list-style-type: none"> • Energy • Emissions • Water • Effluents and Waste • Biodiversity
 <p>PEOPLE</p>	 <p>Fair Employment Practices</p>	<ul style="list-style-type: none"> • Employment • Non-Discrimination • Forced or Compulsory Labour • Human Rights Grievance Mechanisms
	 <p>Talent Development</p>	<ul style="list-style-type: none"> • Training and Education
	 <p>Workplace Health & Safety</p>	<ul style="list-style-type: none"> • Occupational Health and Safety
 <p>COMMUNITY</p>	 <p>Community Involvement</p>	<ul style="list-style-type: none"> • Local Communities
	 <p>Advocacy</p>	<ul style="list-style-type: none"> • Public Policy

HOW WE REPORT

Genting Singapore has been releasing an annual sustainability report since 2013. In our 6th edition, we continue to pursue the ESG matters that are of significance to our business, and will continue to update the progress of our sustainability journey to our valued stakeholders.

This report has been prepared in accordance to the Global Reporting Initiative (GRI) standards – ‘Comprehensive’ option, compliant with the Singapore Exchange Securities Trading Limited “Comply or Explain” requirements for sustainability reporting. The GRI standards was chosen as it is an internationally recognised reporting framework that provides robust guidance suited for Genting Singapore’s business model and complex operations.

The reporting period covers 1 January 2018 to 31 December 2018 (‘FY2018’), and the reporting scope covers:



RESORTS WORLD SENTOSA (RWS)

Truely integrated resort destination located on Sentosa island



GENTING HOTEL JURONG (GHJ)

“Hotel in a garden”, in the Jurong Lake District



GENTING CENTRE (GC)

HQ office of Genting Singapore

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



We welcome any feedback or suggestions,
and they can be directed to csr@RWSentosa.com.

STAKEHOLDER ENGAGEMENT

Table 4: Stakeholder engagement

OUR KEY STAKEHOLDERS	THEIR MAIN INTERESTS AND CONCERNS	HOW WE ENGAGE THEM
<p>GUESTS <i>Create memorable experiences for our guests.</i></p>	<ul style="list-style-type: none"> • Privilege, recognition, quality and value-for-money are our guest’s primary concerns 	<ul style="list-style-type: none"> • Guest satisfaction surveys • Personalised services • Loyalty programmes: RWS Invites and Genting Rewards
<p>TEAM MEMBERS <i>Provide training and career progression opportunities to team members based on merit and create an open communication in the workplace to engage our team members.</i></p>	<ul style="list-style-type: none"> • More career development and training opportunities • Teambuilding activities • Internal department transfer opportunities 	<ul style="list-style-type: none"> • Annual performance appraisal • Training programmes • Career development programmes • Bite-size learning initiatives • Network sessions • Focus group discussions • Internal communications • CEO and Business Unit townhalls • Monthly magazines: aRWSome and Backstage Pass
<p>GOVERNMENT AND REGULATORS <i>Comply with all regulations and laws that impact our businesses.</i></p>	<ul style="list-style-type: none"> • Performance indicators in compliance with relevant laws and regulations • Achieving common goals through synergies 	<ul style="list-style-type: none"> • Partnerships • Regular meetings and dialogues • On-site visits
<p>INVESTORS <i>Provide timely and regular updates on financial performance, business strategy and other shareholder issues for investors to make informed decisions.</i></p>	<ul style="list-style-type: none"> • Growth prospects of the business • Operational efficiency • Sustainable shareholder value • Return on investment 	<ul style="list-style-type: none"> • Dedicated Investor Relations team available to address concerns • More than 300 investor briefings per year through individual and group meetings and major investor conferences • Quarterly financial results announcements • Regular updates on company website, with dedicated Investor Relations section • Annual General Meeting for shareholders

OUR KEY STAKEHOLDERS	THEIR MAIN INTERESTS AND CONCERNS	HOW WE ENGAGE THEM
<p>LOCAL COMMUNITIES <i>Improve lives and bring hope to the communities we operate in, through engagement, empowerment and environmental conservation.</i></p>	<ul style="list-style-type: none"> • Family bonding opportunities • Daily necessities support • Living condition improvement • Financial assistance • Employment opportunities • Needs of our environment: • Plastic waste reduction • Food waste reduction • Marine protection 	<ul style="list-style-type: none"> • RWS Cares Programme • Ongoing dialogue • Charity and donations • Responsible Gambling (“RG”) Programme • Volunteer days
<p>MEDIA <i>Increase awareness of our offerings to strengthen the positioning of our integrated resort by providing timely and accurate information about our products, services and company performance.</i></p>	<ul style="list-style-type: none"> • Media transparency • Early engagement • Speed of dissemination of information • More interview opportunities 	<ul style="list-style-type: none"> • Press releases • Media interviews • Media hospitality • Respond to media queries and requests in a timely manner
<p>NON-GOVERNMENTAL ORGANISATIONS (NGOs) <i>Foster collaborative partnerships and hold ongoing dialogues to improve lives.</i></p>	<ul style="list-style-type: none"> • Public education and awareness • Updates on latest trends and developments 	<ul style="list-style-type: none"> • Regular meetings • Ongoing dialogues • Forum and event participation as speakers
<p>SUPPLIERS <i>Selection of suppliers based on a fair and competitive value policy.</i></p>	<ul style="list-style-type: none"> • Tender shortlisting process and award criteria 	<ul style="list-style-type: none"> • Tender evaluation procedure and panel • Ongoing and collaborative dialogues
<p>TRADE UNION <i>Foster collaborative partnerships and hold ongoing dialogues to ensure we mete out fair and equal treatment to our team members.</i></p>	<ul style="list-style-type: none"> • Fair and progressive employment practices • Team Members’ well-being 	<ul style="list-style-type: none"> • Membership in trade union • Industry forums and dialogues

KEY HIGHLIGHTS OF SUSTAINABILITY IN 2018

Figure 1: Key highlights of sustainability in 2018





MARKETPLACE



GOVERNANCE



GUEST HEALTH & SAFETY



GUEST SATISFACTION



RESPONSIBLE
PROCUREMENT

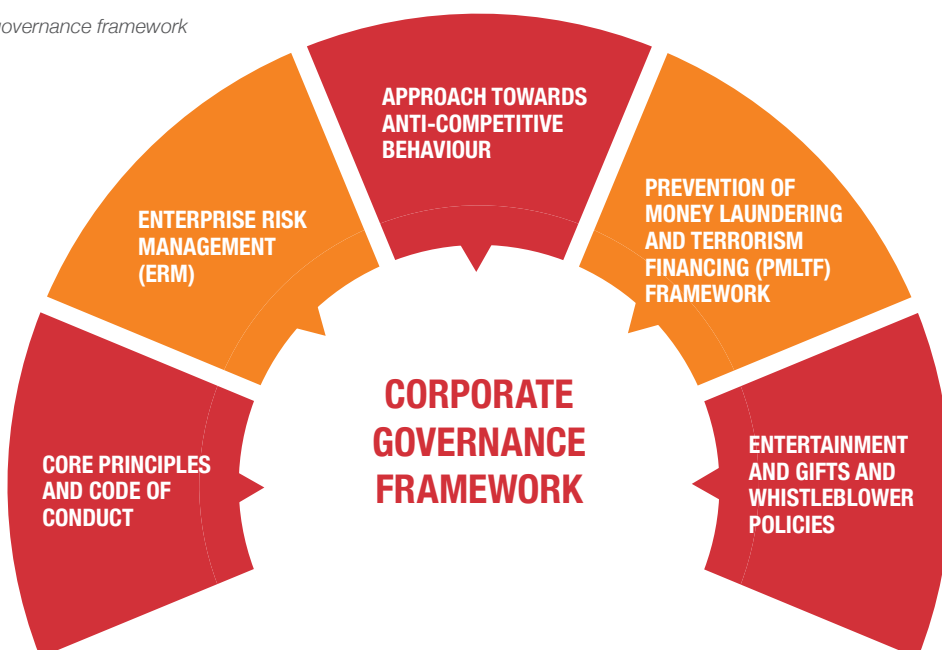


GOVERNANCE

We are committed to uphold the highest standards of corporate governance as they are essential for the long-term sustainability successes of the company. Our corporate governance practices are set out in our Annual Report 2018 with specific reference to the principles and guidelines of the Code of Corporate Governance 2012. Please refer to our Annual Report 2018 for our full Corporate Governance report.

CORPORATE GOVERNANCE FRAMEWORK

Figure 2: Corporate governance framework



1. CORE PRINCIPLES AND CODE OF CONDUCT

Figure 3: Core Principles and Code of Conduct



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.

2. ENTERPRISE RISK MANAGEMENT

A robust ERM framework is established to manage our operational risks and safeguard our assets in order to create long-term value for our stakeholders. Our ERM framework is based on the Singapore Exchange Securities Trading Limited Listing Rule 1207(10) and Code of Corporate Governance 2012 Principle 11. Its objective is set out in Figure 4.

Figure 4: ERM objectives



The ERM framework is reviewed and endorsed by the Risk Management Committee (RMC) to ensure that the business objectives and strategies are aligned with the risk profile of Genting Singapore. Our RMC, which comprises of our Senior Management, reports to the Audit and Risk Committee and Board of Directors every quarter on all risk management matters, playing a pivotal role in providing management action and direction on risk matters.

3. APPROACH TOWARDS ANTI-COMPETITIVE BEHAVIOUR

We comply with Competition Act and are strictly against and do not take part in any anti-competitive behaviour. This includes activities that prevent, restrict, or distort competition within Singapore. Our commitment for zero tolerance for such behaviour is demonstrated in our performance in Figure 5.

Figure 5: Performance on anti-competitive behaviour

NO LEGAL ACTIONS OR OUTCOMES REGARDING ANTI-COMPETITIVE, ANTI-TRUST OR MONOPOLY PRACTICES

NO DEALINGS OR CO-OPERATION WITH OTHER COMPANIES INVOLVING ANTI-COMPETITIVE, ANTI-TRUST OR MONOPOLY PRACTICES

4. PREVENTION OF MONEY LAUNDERING AND TERRORISM FINANCING FRAMEWORK (PMLTF)

The Group is committed to complying with all applicable laws and regulations related to the prevention of money laundering and terrorism financing, and to deter patrons and external parties from using Genting Singapore as a conduit for illegal activity.

Our PMLTF committee is established to prevent money laundering and terrorism financing and to comply with the Casino Control Act PMLTF Regulation 2010. Overseen by the Senior Management, the PMLTF framework is also reviewed and updated annually by the Board to ensure that the framework stays relevant in this changing world.

To guide the team members on the PMLTF framework, internal policies and standard operating procedures have been established which are communicated during orientation and annual refresher trainings conducted by appointed PMLTF officers.

PMLTF FRAMEWORK

Figure 6: PMLTF framework



5. ENTERTAINMENT AND GIFTS POLICY AND WHISTLE-BLOWING POLICY

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

In 2018, we have received 9 reports through our whistle-blowing channel. After verifications, four cases were substantiated and appropriate actions were taken. There were no serious irregularities such as fraud or breaches of corporate governance.

ANTI-CORRUPTION/BRIBERY

We adopt a zero-tolerance stance against bribery and corruption. All employees should comply with the Genting Singapore Prevention Corruption Policy and any applicable prevention of corruption laws, including the Singapore Prevention of Corruption Act. Our Whistle-Blowing procedure enables employees and other persons who have a business relationship with the Company to raise in confidence, whether anonymously or otherwise,

concerns on possible improprieties or non-compliance, without fear of reprisal in any form. The Audit and Risk Committee has the responsibility of overseeing the procedure, which is administered with the assistance of the Head of Internal Audit. Our whistle-blowing platforms include whistle-blower hotline and email channel which are accessible throughout the year by all team members and external parties.

TARGETS AND PERFORMANCES

Table 5: Targets and performances of anti-corruption/bribery

PERPETUAL TARGET	PERFORMANCE FOR 2018
<p>Zero cases of:</p> <ul style="list-style-type: none"> • Legal actions or outcomes regarding anti-competitive, anti-trust or monopoly practices • Dealings or co-operation with other companies involving anti-competitive, anti-trust or monopoly practices • Confirmed incidents related to corruption 	 <p>ACHIEVED</p>

COMPLIANCE

The Compliance Committee which comprises RWS’s Directors and Senior Management personnel from the Legal, Gaming, Innovation and Compliance functions are dedicated to overseeing compliance-related matters. All incidents of non-compliance will be reviewed by our compliance and/or legal team and reported to the Committee. The Committee meets quarterly to assess the compliance risks, evaluate the effectiveness of mitigation controls and ensure progress on any action plans on agenda.

Despite our best efforts, we incurred five fines by the Casino Regulatory Authority (CRA) in 2018. Corrective actions were put in place to prevent the recurrences as described in the table below. We will continue to strive towards achieving zero non-compliance cases next year.



Table 6: List of non-compliance incidents and corrective actions

DESCRIPTION OF NON-COMPLIANCE INCIDENT	AMOUNT FINED	CORRECTIVE ACTIONS
Disciplinary action letter from CRA received in February 2018 for permitting a minor to enter or remain on the casino premises of RWS without reasonable excuse.	\$15,000	We had fully implemented the Dual-sided scanner with Optical Character Recognition (OCR) at all our guest entrances (Non-resident) to prevent minor from entering the casino.
Disciplinary action letter from CRA received in February 2018 for allowing a Singapore Permanent Resident to enter or remain on the casino premises of RWS without a valid entry levy; and permitting an excluded person to enter or remain on the casino premises of RWS.	\$15,000	<p>In 2018, RWS detected and prevented 3,122 minors and 77 impersonators from entering the casino.</p> <p>In November 2018, we also implemented the Facial Recognition technology at our guest entrance and back-of-house area which leads into the casino. This mitigates the risk of unauthorised entry into the casino.</p>
Disciplinary action letter from CRA received in June 2018 for permitting three minors to enter or remain on the casino premises of RWS without reasonable excuse.	\$55,000	
Disciplinary action letter from CRA received in November 2018 for permitting two minors to enter or remain on the casino premises of RWS without reasonable excuse.	\$25,000	
<p>Disciplinary Letter from CRA with financial penalty of \$650,000 received in April 2018 for failure to:</p> <ol style="list-style-type: none"> Implement a system of internal controls approved by the Authority relating to the PMLTF (S\$400,000); Comply with CRA Direction relating to identity checks on non-members (S\$250,000). 	\$650,000	<p>The system of internal controls has been updated to comply with the regulatory requirements.</p> <p>Systems have been enhanced to ensure that all the necessary information is recorded. Where the information is not completed, the transaction cannot be processed.</p>

GUEST INFORMATION PRIVACY

At Genting Singapore, we treat the personal data and information of every guest as strictly confidential. As threats to data security have become more prominent over the years, we put effective controls in place using Information Technology, to protect our guests' data and ensure that our approaches taken prevent cyber threats. Our data protection officers ensure full compliance with the Personal Data Protection Act 2012 (PDPA) in executing their duties below.

Figure 7: Compliance with Personal Data Protection Act 2012

01

Established the Personal Data Processing Statement, which sets out how we protect personal data

(<http://www.gentingsingapore.com/#!/en/privacy-policy>).

This includes the use of various hardware and software technologies to ensure secure data transmissions over our various websites.

02

Communicating our Internal policies and practices to all our team members, so that they are aware of their responsibilities toward guest privacy.

03

Providing an opt-in choice to guests, and respecting their decision on receiving marketing updates from us on their preferred platforms.



In 2018, we had no reported case of PDPA breach and we continue to improve on our process in place to ensure greater data privacy and confidentiality to our guests.

GUEST HEALTH & SAFETY

Ensuring the health and safety of all our guests is integral to providing them with an enjoyable experience at Genting Singapore. Detailed risk assessments and management plans are developed for each business division such as Attractions, F&B and Convention Centre to actively identify the significant hazards and relevant Guest Safety standard operating procedures (SOPs) are in place to manage the risks in all activities. These SOPs are maintained and enforced by respective business divisions. The Safety and Emergency Planning (S&EP) department coordinates health and safety management and reporting activities at resort level. RWS's Risk Committee reviews guest health and safety incidents on a regular basis as well as any corrective actions taken to prevent future recurrences.



ATTRACTIONS

Figure 8: Details on how Attractions manage guest health and safety

INTERNAL CHECKS AND MONITORING

Daily checks by operations team and technical services team for safety functionality of all rides at USS before opening hours.

Regular internal audits conducted by attractions operations team.

Safety of new rides are ensured by the projects and technical services team.

In event of adverse weather, rides are stopped and live reporting is carried out.



COMPLIANCE TO SAFETY STANDARDS

Compliance with all applicable laws and regulations, including:

- BCA's Amusement Rides Safety Act
- Singapore's Public Entertainment Licensing Unit Requirements
- Singapore Environment Public Health Regulation 10



TRAINING AND DEVELOPMENT

All USS attendants have to undergo the 'Provide Safety & Security for Guests' program and be recertified annually.

Attendants are also trained to provide appropriate reiterations to guests (e.g. the elderly) on the risks of taking certain rides. Best practices are shared with the entire division during Universal Parks & Resorts' yearly technical and operations summit.



SAFETY LABELLING

All safety information about rides are stated on corporate website, rider's guides and signboards outside attractions.

For rides such as Sea Trek Adventure, Shark Dive and Open Ocean Dive, guests are required to be in good physical conditions to undertake the experiential attractions.

There are traffic lights on ACW slides to signal when it is safe to enter the ride.



HOTELS

Figure 9: Details on how Hotels manage guest health and safety

INTERNAL CHECKS AND MONITORING


Property walk-about conducted daily by hotel team to ensure safety and security of hotels.

Hotel Manager to conduct checks on daily operations of hotel property.

Housekeeping team conducts checks and reports faults identified during housekeeping duties in hotel rooms.

Quality Assurance (QA) team ensures that food is not left out for more than 4 hours.


Access to guest floors are controlled.



TRAINING AND DEVELOPMENT


Every new hotel team member is required to attend WSQ trainings covering food safety, workplace safety and security.

First Aid certification and refresher trainings are mandatory for all hotel team members.



COMPLIANCE TO SAFETY STANDARDS

Swimming pool chlorine and pH levels in compliance with NEA requirements.




USE OF SAFE PRODUCTS AND SERVICES

Laminated floors instead of carpeting in guest rooms which are more durable and less prone to dust.

Cleaning chemicals are non-toxic, non-irritating to skin and eyes and readily biodegradable.

Fire sprinklers, extinguishers and smoke detectors are available in all hotel rooms.



F&B OUTLETS

Figure 10: Details on how F&B outlets manage guest health and safety

INTERNAL CHECKS AND MONITORING


Daily inspection by internal Quality Assurance (QA) team for all F&B outlets.

Monthly audits on food hygiene.

Formalised food incident investigation checklist for food contamination cases.


Standardised microbiological and toxicological hazards for ready-to-eat and cooked food, ice and equipment.

SOPs to investigate and implement corrective measures are immediately put in place in the event of non-compliance.



TRAINING AND DEVELOPMENT


All chefs and food handlers undergo mandatory food safety management training before commencing work. Mandatory NEA-approved F&B hygiene course prior to employment and WSQ courses throughout the year.



COMPLIANCE TO SAFETY STANDARDS

HACCP-based food safety management system which details vendor selection, temperature control, stock control, food preparation hygiene and sanitation at all F&B outlets.

NEA "A" grade at all F&B outlets in RWS and GHJ.



EMERGENCY PREPAREDNESS AND RESPONSE

On average, we receive over 20 million visitors each year from around the world and accounting for one-third of all international arrivals in Singapore. It is our utmost responsibility to ensure health and safety of our visitors in all circumstances. Emergency preparedness and response plan is critical for our operation. The plan is reviewed annually by S&EP department together with the response plan owners for continued relevance and communicated to all operational staff. In 2018, the Security and Hotel departments, in a joint effort, conducted an armed attack simulation exercise last year at Hotel Michael. Across the company, there are exercises conducted for high and medium risks response plans.



Table 7: Details of Genting Singapore's emergency preparedness and response

EMERGENCY PREPAREDNESS AND RESPONSE

FIRE SAFETY

- Compliance to Fire Safety Act
- Automated fire detection and protection system is maintained and tested periodically to ensure malfunctions do not occur
- Fire drills are conducted especially at areas with higher human traffic
- Fire extinguishers and fire alarms placed at strategic locations throughout RWS, GHJ and GC

TERRORISM

- Walk-through metal detectors are placed at strategic locations to ensure that weapons are not brought into resort premises
- Security checks and bag checks are mandatory for entry into attractions
- Armed security personnel stationed throughout resort to ensure safety of our guests
- Routine checks conducted on the integrity of the waterproofing, silicone seals and the bond between acrylic waterproofing and silicone of the massive glass at SEAA, to minimise damage in the event of bomb blasts or earthquakes

HAZE

Guests:

- Hotel guests to close all windows and balcony doors
- Operating hours of outdoor facilities to be limited
- USS outdoor shows to be replaced with indoor shows

Air Quality Management:

- Install indoor air purifiers and ionisers, and where necessary, extra air filters
- Reduce the use of sliding doors
- Refrain from opening external doors at lobbies and Resorts World Convention Centre

FOOD INCIDENTS




- Establish the source of food contamination and isolate it
- Clean, disinfect and deodorise all areas where affected persons have food poisoning symptoms
- Provide necessary medical attention to affected persons
- Trace suspected contaminated food
- Conduct an internal investigation into the matter and support NEA or MOH in their investigations

FLU PANDEMICS

- Response plan in case of flu pandemics aligned with Ministry of Health's (MOH) national response plan
- Control measures adopted for four Disease Outbreak Response System Condition (DORSCON) alert levels as defined by MOH's DORSCON framework
- Temperature screenings conducted in the event of flu outbreak
- Ready stock of Personal Protective Equipment distributed to employees on front line duty in the event of flu pandemic

TARGETS AND PERFORMANCES

Table 8: Targets and performances for guest health and safety

PERPETUAL TARGET	PERFORMANCE FOR 2018
Full compliance to safety laws and regulations	 ACHIEVED
Maintain 'A' grading at all F&B outlets	 ACHIEVED
Zero significant ² fines and cases of non-compliance across attractions, hotels and F&B business units	 ON TRACK
	<ol style="list-style-type: none"> 1. No significant fines 2. A Notice of Composition under the Amusement Ride Safety Regulation 2011 for an offence at Whirlpool Washout, Adventure Cove Waterpark on 9 Feb 2018

CASE STUDY



Figure 11: Yuba onsen eggs

We aim to go beyond regulatory compliance by striving to adhere to the leading health and safety standards in the industry. In response to the Health Promotion Board's (HPB) call to provide healthier food, Genting Singapore has reviewed our menus and tailored them to meet HPB's requirements for government events. Since 2017, Genting Singapore has been offering the healthier option to our corporate customers. To date, approximately 300 events have opted for the healthier choice.

² Genting Singapore defines significant fines as \$5,000 and above.

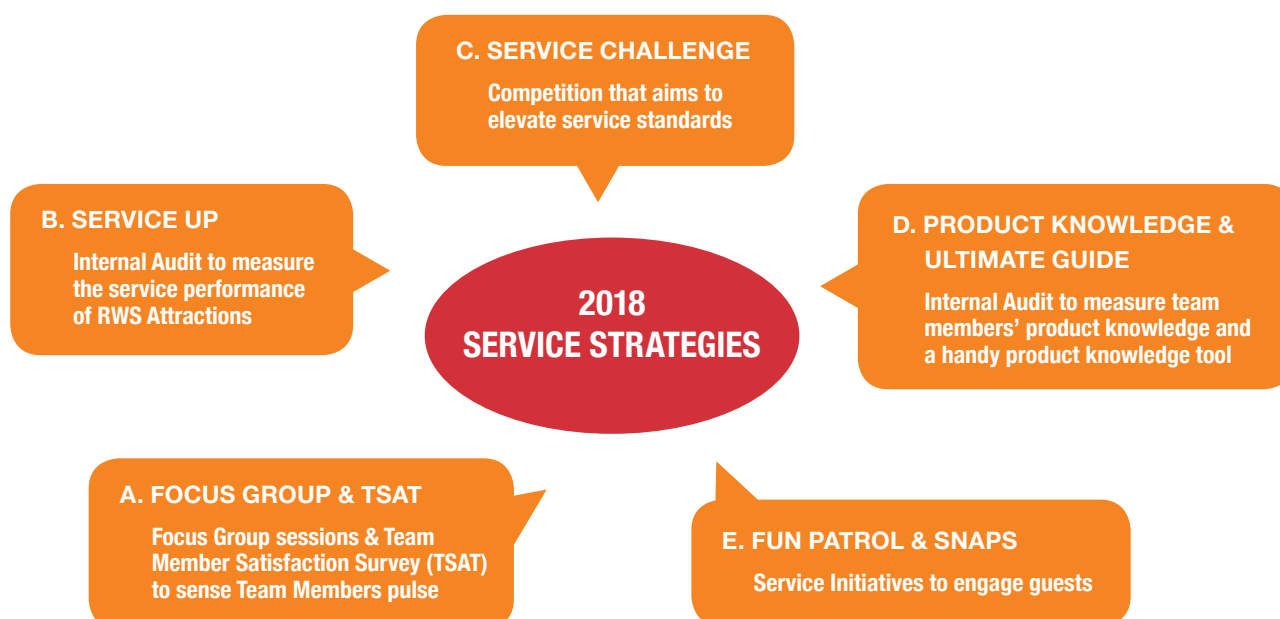
GUEST SATISFACTION

We strive to create a positive experience for all our guests. In RWS Attractions, our service excellence framework is built upon a distinctive service DNA which defines the shared values we hold when engaging guests and supported by tailored competency training programmes and robust monitoring activities for continuous improvements. The service excellence framework covers a suite of training in the areas of service image, service language, service knowledge, and service attentiveness. It also includes a service feedback system to encourage and monitor service levels at key touchpoints and finally, an administrative function overseeing external service recognition awards.

SERVICE DNA

Our Service DNA covers elements of warmth, caring and creating memorable and fun experiences.

Figure 12: Service DNA Strategies



To achieve service excellence, it is important that our staff are equipped with the necessary skills. As the service roles at Genting Singapore are diverse and unique, we developed competency matrix for each role such as the attractions operations crew and star guides to determine the different types of skills training required. The training also aims to promote the right attitudes for service providers such as energetic, friendly and engaging. In 2018, we provided 170,692 training hours related to service delivery.

Table 9: Key training programmes for employees to serve our guests better

<p>THE RWS ATTRACTIONS WAY – ATTRACTIONS ORIENTATION PROGRAM</p>	<p>BASIC CONVERSATIONAL ENGLISH AND MANDARIN</p>	<p>PROVIDE SAFETY & SECURITY FOR GUESTS</p>	<p>DELIVER AND LEAD THE WOW</p>
<p>RWS Attractions Orientation Program will cover overview of RWS Attractions Way, Fire Safety & Maintaining Professionalism on Day 1 and Day 2 will focus on the product knowledge of RWS Attractions as well as the essential information (Do's and Don'ts) of being RWS Attractions Team Member. The new hires will also get to learn through experiential activity – FUN Snaps and FUN Patrol where they can apply and practice the RWS Attractions Way.</p>	<p>Some of our Team Members might have endless opportunities to interact with our Guests, however, due to their limitation of the English Language, there is a possibility our Team Members are intimidated to approach Guests. This 12-hour lesson spanning over 6 days will equip our Team Members with the basic knowledge of English and to be able to answer Guest queries aligned to our RWS Attractions culture.</p>	<p>This workshop will equip the Team Members with the knowledge and skills in providing safety and security for Guests and be able to apply them to the workplace.</p>	<p>Deliver and Lead the WOW is based on the Service Excellence program Implement Operations for Service Excellence. It has been selected and contextualised based on our needs to build and communicate our service culture. Real life examples and case studies are used throughout the course. The course was designed particularly for front line Team Members of the various departments and their supervisors. This program will also equip Team Members with the skills and knowledge to apply RWS Service DNAs at work to create WOW moments for our Guests. It guides Team Members to work effectively in a team and explains the importance to utilise and update Guest database to build loyalty and create new WOW experiences.</p>





FUN SNAPS & FUN PATROL



We conduct guest satisfaction surveys daily to gather feedback about their experiences at the resort. The data is analysed and shared with respective business units monthly for their improvement action plans, if required, as shown in Figure 13. The guest satisfaction scores are benchmarked against the Customer Satisfaction Index of Singapore (CSISG), a landmark measure of customer satisfaction cutting across sectors and sub-sectors in the services industry of Singapore. It is jointly developed by the Institute of Service Excellence at SMU (ISE) and the Singapore Workforce Development Agency (WDA), shown in Figure 14. The data also provides inputs for our competency training program to address any gaps in performances.

TARGETS AND PERFORMANCES

Table 10: Targets and performances for guest satisfaction

TARGET FOR 2018	PERFORMANCE FOR 2018	GOING FORWARD
Achieve Guest Satisfaction Score (GSS) rating of 90% for attractions ³	 ON TRACK USS – 90%, S.E.A.A. – 94% ACW – 86%	Aim to target GSS rating of 90% and above across all attractions
Achieve Guest Satisfaction Score (GSS) rating of 88% for F&B	 ACHIEVED Score of 91% across F&B outlets under RWS	Aim to target GSS rating of 90% and above for F&B (Hotels & SPR)
Achieve Guest Satisfaction Score (GSS) rating of 80% for MICE delegates and 85% for MICE organisers	 ACHIEVED MICE delegates – 86.1% MICE organisers – 87.5%	Aim to target GSS rating of 85% for both MICE delegates and organisers
Achieve Guest Satisfaction Score (GSS) rating of 93% for Hotels	 ACHIEVED Score of 96% across the 6 hotels	Aim to maintain GSS rating of 93% and above across all hotels

³ Percentage of respondents who rate “Excellent” and “Very Good”. The options given are “Poor”, “Just Ok”, “Good”, “Very Good”, “Excellent”.

GUEST SATISFACTION PERFORMANCE

Figure 13: Guest satisfaction levels of surveyed guests

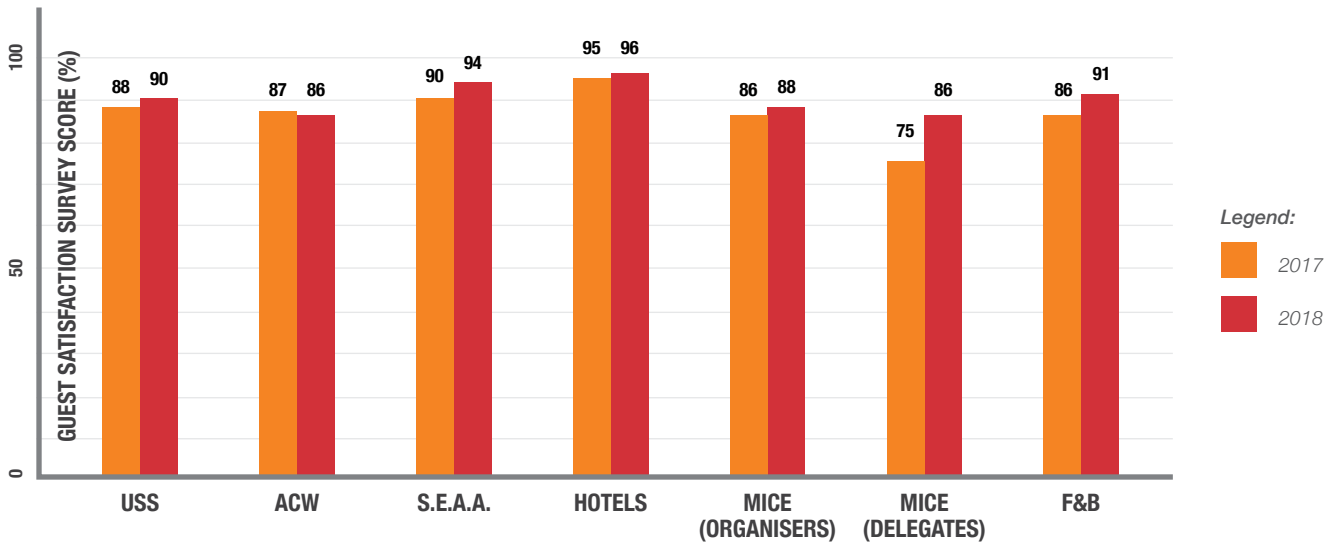


Figure 14: Customer satisfaction index of Singapore (CSISG) 2018 Results^{4 5 6}



⁴ CSISG is a landmark measure of customer satisfaction in the service industry of Singapore that is jointly developed by the Institute of Service Excellence at SMU and the Singapore Workforce Development Agency. The CSISG scores used in this chart are Q3 results.

⁵ The CSISG for 2018 for RWS hotels includes Hotel Michael only.

⁶ The CSISG scores for MICE and F&B are not featured as there are no scores that represent RWS solely.

USS



ACW



S.E.A.A.



Hard Rock Hotel



Equarius Hotel



F&B



RESPONSIBLE PROCUREMENT

Genting Singapore works closely with our suppliers to constantly create new and innovative products and services while minimising our negative environmental and social impact. RWS responsible sourcing strategy remains anchored on 3 key pillars.

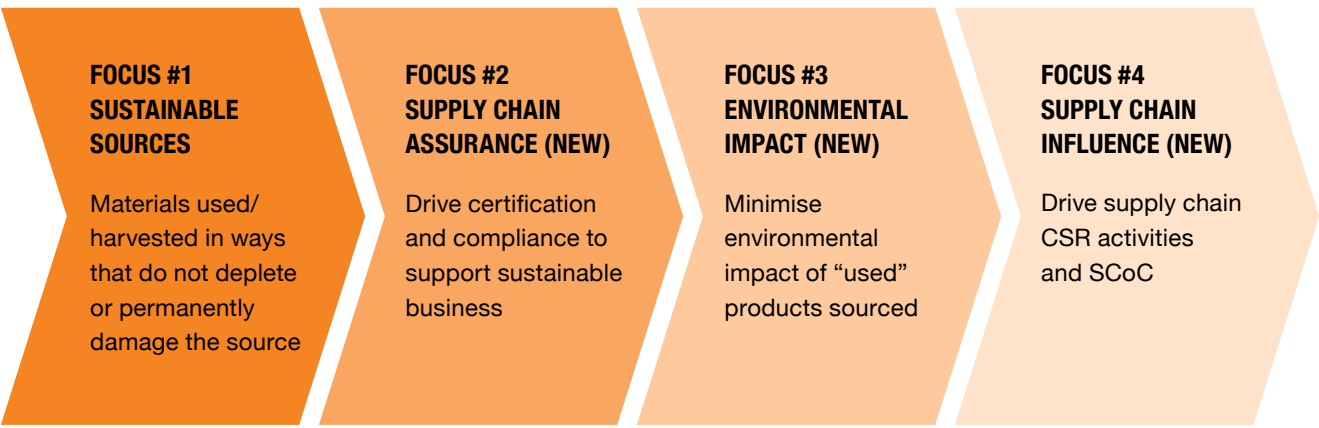


Figure 15: Responsible sourcing strategy



In 2018, as part of strategic review, the sustainable procurement pillar (Pillar 01 in Figure 15) was further expanded to include three other new focus areas to drive material impact along the supply chain, as shown in Figure 16.



Figure 16: Focus areas for sustainable procurement



FOCUS AREA #1: SUSTAINABLE SOURCES

At the start of the supply chain, we are committed to identify sustainable sources for our key material categories; including food and beverages, hotel amenities, live animal feed and pulp based materials. Those materials in aggregation comprise approximately 40% of the total value of our procurement. The sustainable sources however will not comprise our commitment for quality. For example, sustainable food items should pass a blind taste test by our chefs to ensure they deliver the same quality. The same standard applies for all other material categories.

Table 11: Targets and performances for sustainable sources

TARGET FOR 2018	PERFORMANCE FOR 2018	GOING FORWARD
<ul style="list-style-type: none"> Achieve 50% of sustainable sourcing of fish feeds in S.E.A.A. by 2018 	 ACHIEVED <ul style="list-style-type: none"> 58% sustainable fish feed 80% sustainable fish at Ocean Restaurant 	<ul style="list-style-type: none"> 63% sustainable fish feed 85% sustainable seafood at Ocean Restaurant
<ul style="list-style-type: none"> Explore alternative eco-friendly materials for prints and packaging material 	 ACHIEVED <ul style="list-style-type: none"> 65% linen used in our hotels is eco-friendly 100% FSC certified copier paper 100% removal of plastic straw⁷/replacement of alternative environmentally friendly material 100% replacement of hotel slippers sleeves with recycled materials 100% replacement of USS disposable cups with reusable cups 	<ul style="list-style-type: none"> Explore sources to reduce single use disposables

FOCUS AREA #2: SUPPLY CHAIN ASSURANCE

In 2018, we conducted a comprehensive supply chain assessment exercise to holistically assess ESG risks exposure in our supply chain. For suppliers who are identified as high risk or fail to meet minimum ESG standards, we seek to find alternative suppliers or not assign any high-risk activities.

⁷ Only for RWS' five themed attractions and RWS dining establishments.

Table 12: Supplier assessment in 2018

CATEGORY	NO. OF SUPPLIERS ASSESSED	ASSESSMENT CRITERIA
Food & Beverage	222 vendors for processed food	All High Risk processed food (especially Ready To Eat (RTE) items) must have HACCP or equivalent
High risk on site works	740 service vendors	All high risk on site work are defined in Permit To Work (PTW) with BizSAFE 3 & above or equivalent
High Risk Tenderers/Vendors	557 new vendors 59 new bidders	44 out of 557 new vendors and 4 out of 59 new bidders flagged for verifications due to litigation suits and adverse news
High Impact Waste & Pulp Based Materials	15 vendors	Vendors whom we can work with to drive our sustainability initiatives




Table 13: Targets and performances for supply chain assurance

TARGET FOR 2018	PERFORMANCE FOR 2018	GOING FORWARD
<ul style="list-style-type: none"> >70% of HACCP certified processed food suppliers 	 ACHIEVED <ul style="list-style-type: none"> ~80% processed food suppliers are HACCP certified ~60% on-site service vendors are certified BizSAFE 3 & above safety standard NBC Audit on retail merchandise Fulfilled Progressive Wage Model (PWM) compliance for cleaner and security 	<ul style="list-style-type: none"> 85% HACCP certified for high risk processed food suppliers 70% high risk and on site services suppliers to be minimum BizSAFE 3 certified

FOCUS AREA #3: ENVIRONMENTAL IMPACT

Besides material and vendor selection, we are also looking to limit our environment footprint in across all waste categories. In 2018, we achieved 21 tonnes of packaging waste reduction and was awarded Singapore Packaging Agreement Top Achievement award. Above was achieved by replacement of packaging materials with reusable or recyclable materials. We will continue to champion packaging waste reduction efforts to drive material impact along our supply chain.

Table 14: Targets and performances for environmental impact

TARGET FOR 2018	PERFORMANCE FOR 2018	GOING FORWARD
 ACHIEVED <ul style="list-style-type: none"> • Reduce, Reuse and Recycle initiatives • Explore packaging waste reduction or alternative eco-friendly materials 	<ul style="list-style-type: none"> • Singapore Packaging Award (SPA) – Reduction in 21 tonnes of packaging waste <ul style="list-style-type: none"> - Reduction in hotel amenities packaging by 12 tonnes - Reduction in logistics pallet recycling by 5.8 tonnes - Replacing 3.7 tonnes existing paper trays with reusable plastic egg trays • 60 kg packaging waste reduction by reducing polyethylene bags used in wrapping towels and small plush 	<ul style="list-style-type: none"> • No purchase of single use RWS plastic drinking bottles • More than 100 tonnes reduction in packaging waste
 ACHIEVED <ul style="list-style-type: none"> • Explore management system to reduce bus shuttle fleet and increase utilisation 	<ul style="list-style-type: none"> • Explore management system to reduce bus shuttle fleet and increase utilisation • Reduction of 1 trip for night staff transport 	<ul style="list-style-type: none"> • Reduction of up to 30% of night staff transport trips
 ACHIEVED <ul style="list-style-type: none"> • Target 15K CO₂e/tonne emission (i.e. to ship at least 60% of contracted shipment via sea) 	<ul style="list-style-type: none"> • Achieved 61% of contracted shipments via sea 	





FOCUS AREA #4: SUPPLY CHAIN INFLUENCE

We want to partner with suppliers who share the same values as us. All our suppliers have to comply with our Supplier Code of Conduct (Figure 15) as part of our Purchase Orders Standard Terms and Conditions. The Code of Conduct sets out our expectations across the following dimensions:

1. Ethical Business Practice
2. Labour and Human Rights
3. Health and Safety
4. Environmental Responsibility

80% of our spending are locally sourced which puts us in a good position to drive and influence our supply chain towards sustainable business practices.

Table 15: Targets and performances for supply chain influence

TARGET FOR 2018	PERFORMANCE FOR 2018	GOING FORWARD
<ul style="list-style-type: none"> Enhance food wastage monitoring system and scope Organise health talks and deploy healthy diet programs 	 ACHIEVED <ul style="list-style-type: none"> Implemented bio-digester for food waste reduction Rolled out healthy menu 	<ul style="list-style-type: none"> 50% reduction in manual invoices through implementation of e-invoicing Implement 3 new supply chain influence initiatives
<ul style="list-style-type: none"> Quality Management System upgrade to prompt work schedule, track completion 	 ACHIEVED <ul style="list-style-type: none"> Implemented Job Management System (JMS) to track casual labour requirement, job confirmation by vendors as well as electronic attendance after job confirmation Replaced Punch cards with Digital Tpass for casual workers 	
<ul style="list-style-type: none"> Explore robotic scrubbers across the resort's common areas 	 ACHIEVED <ul style="list-style-type: none"> Deployed robotic sweeper, ride on scrubber for cleaners' productivity and uptasking 	
<ul style="list-style-type: none"> To implement automated job management system 	 ACHIEVED <ul style="list-style-type: none"> Implemented Quality Management System (QMS) for job completion tracking 	
	<ul style="list-style-type: none"> Participated in Yellow Ribbon Project (e.g. Laundry contract) 	
	<ul style="list-style-type: none"> Deployed Euro5 standard vehicles (shuttle bus and food distribution vehicle) 	



ENVIRONMENT

 PRESERVING OUR
RESOURCES

 BIODIVERSITY



ENVIRONMENT

As the owner of one of the largest integrated resorts in the world, we are dedicated to identifying and understanding the impact that our facilities, operations and products have on the environment. Our environmental sustainability strategy focuses on two main areas; (1) preserving scarce resources via maximising our energy and water efficiency, and reducing waste throughout our operations and (2) protecting natural capital that is trusted in our care.

We have set up a Sustainability Steering Committee comprising of our Senior Management from the various Business Units. A Sustainability Working Committee comprising of members from middle management reports to this Working Committee. Under the Working Committee, there are various sub-committees to look into various aspects of Sustainability. Two of the bigger sub-committees focusing on the environment aspects are the Blue and the Green Committee. Various Business Units further have their task force groups to look at various programs like energy and water reduction, publicity, awareness and education, sustainable procurement etc.

The Blue Committee consists of team members from various business units within the Attractions. The Blue

Committee assists in driving various sustainability initiatives and campaigns, largely related to marine conservation and causes. Blue Committee members may also utilise the committee for information and educational materials, and in turn, serve as voices for these conservation initiatives such as outreach efforts for the reduction of single-use plastics campaign.

Our Green Committee consists of team members from various Business Units, including Estate Management, Facilities Management & Engineering, and Communications, and focuses on areas like waste management initiatives including 3R (reduce, reuse and recycle), energy savings, water conservation, land biodiversity and forest management.

At the CleanEnviro Summit Singapore 2018 organised by the National Environment Agency (NEA), Genting Singapore joined the INCUBATE partnership, which serves to demonstrate our strong commitment to leveraging technologies and innovation to transform environmental services such as cleaning, waste management and recycling. The partnership will help Genting Singapore develop more effective and eco-friendly solutions to serve guests better and make a positive impact on the environment.

PRESERVING OUR RESOURCES

ENERGY AND WATER SAVING

Genting Singapore invested significantly in a Building Energy Management System (BEMS) which monitors, records and trends utilities consumptions of electricity, water, gas and chilled water of each key entity within our resort. The utilities usage pattern and data are monitored closely by our Facilities Management & Engineering team to look out for abnormal usage patterns and explore opportunities for improvements.

We continually implement new initiatives to further improve our energy and water use efficiencies. In 2015, we started our 5-year phased project to convert resort-wide lightings to energy efficient LEDs and as of end 2018 (phase 4), we have upgraded more than 90% of our lightings to LEDs. The chilled water system is one of the largest single user of electricity and water in our resort. We pride ourselves with operating one the most efficient district cooling systems in Singapore. Our award-winning district cooling plant is fitted with sophisticated controllers with algorithms to continuously tune and operate the plant at the lowest possible Coefficient of Performance (COP). This is achieved through automatically controlling and varying the multiple operational parameters of the chillers, pumps, cooling towers and heat exchangers for optimum overall efficiency.

Other measures like replacing water heaters with heat pumps in our Beach Villas and kitchens results in lower energy consumption for hot water production and also provides additional cooling energy to reduce cooling loads in the respective areas. We have further used environment-monitoring sensors to optimise the operating patterns of our carpark ventilation fans serving the largest underground carpark in Singapore, to achieve energy savings.

In 2018, we harvested a combined energy savings of 3,130,000 kWh, sufficient to power more than 5,500 units of 4-room HDB flats for a month. As of 2018, RWS has already achieved cumulative energy savings of 172,000,000 kWh and is on track to exceed our 2020 cumulative energy savings target.

We also seek to use renewable energy to reduce our carbon footprint. RWS has installed solar photovoltaic panels which generate about 640,000 kWh of renewable

energy every year, sufficient to power about 140 HDB 4-room flats for a year. The solar array built on the roof of the Revenge of the Mummy building in Universal Studios Singapore (USS) theme park, covering more than 4,500 m² area, was the largest single solar installations in Singapore when it was installed. Furthermore, in collaboration with BlueSG, we implemented initiatives to promote the use of electric cars. Carparks at RWS now provide parking spaces and charging stations for BlueSG users.

To promote the environmental message, we participate yearly in the the global Earth Hour movement in March, switching off all non-essential lightings across the resort for an hour on 24th March and encouraging our team members to play a part by switching off printers, computers, air-conditioning and other electrical equipment where possible.

We strongly recognise water as a scarce resource. We use three sources of freshwater; namely, city water, NEWater and harvested rainwater. For our marine animals, we draw and filter sea water from Keppel Harbour through the Ocean Water Supply system. A water reclamation system was installed in 2018 for the District Cooling Plant to recycle cooling tower blowdown water, thereby reducing fresh water intake to the cooling towers by almost 7%. Furthermore, we have planned to set up systems to reduce water make-up for our swimming pools during raining days, increase and explore more uses of our harvested rainwater and explore lower water consumption shower heads for our hotel rooms.

Since the inauguration of PUB, Singapore's water agency, our blue light-up program serves to highlight the importance of water in conjunction with the Singapore World Water Day on 22nd March, an initiative which we have been supporting every year without fail.

Similar to our energy savings, RWS has also been proudly achieving total freshwater consumption reduction targets year on year since 2015. As of 2018, we have achieved 850,000 m³ of cumulative water savings and have already exceeded our cumulative 2020 water savings target.

TARGETS AND PERFORMANCES

Table 16: Targets and performances for energy and water saving



TARGET BY 2018	PERFORMANCE FOR 2018	TARGET FOR 2020
Cumulative energy savings of 43.5% (from baseline year 2013)	 ACHIEVED Achieved cumulative energy savings of 50.7% as at 2018	Cumulative energy savings of 63% (from baseline year 2013) Note: In view of the good performance for energy savings, we plan to set a higher 2020 target.
Cumulative water savings of 8.9% (from baseline year 2015)	 ACHIEVED Achieved cumulative water savings of 30.2% as at 2018	Cumulative water savings of 15% (from baseline year 2015) Note: In view of the good performance for water savings, we plan to set a higher 2020 target.

Figure 17: Accumulated energy savings from energy efficiency initiatives⁸

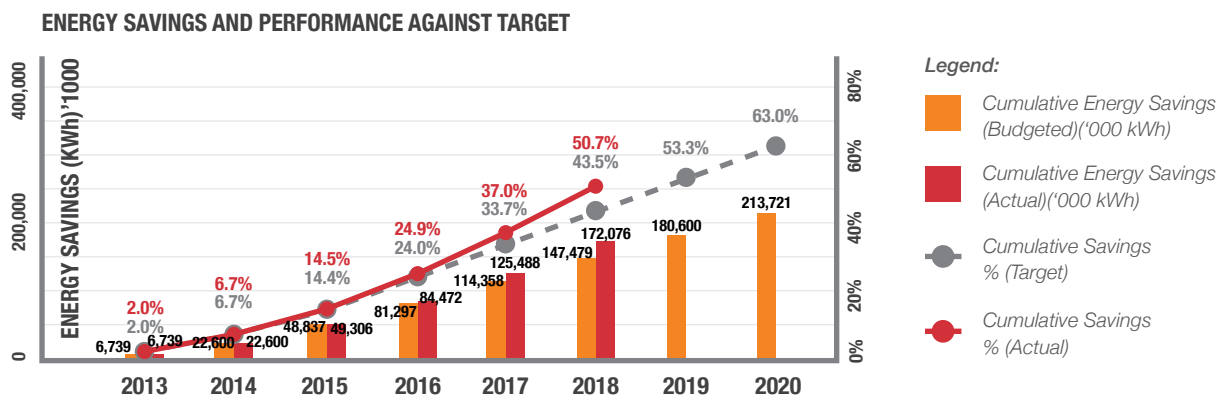
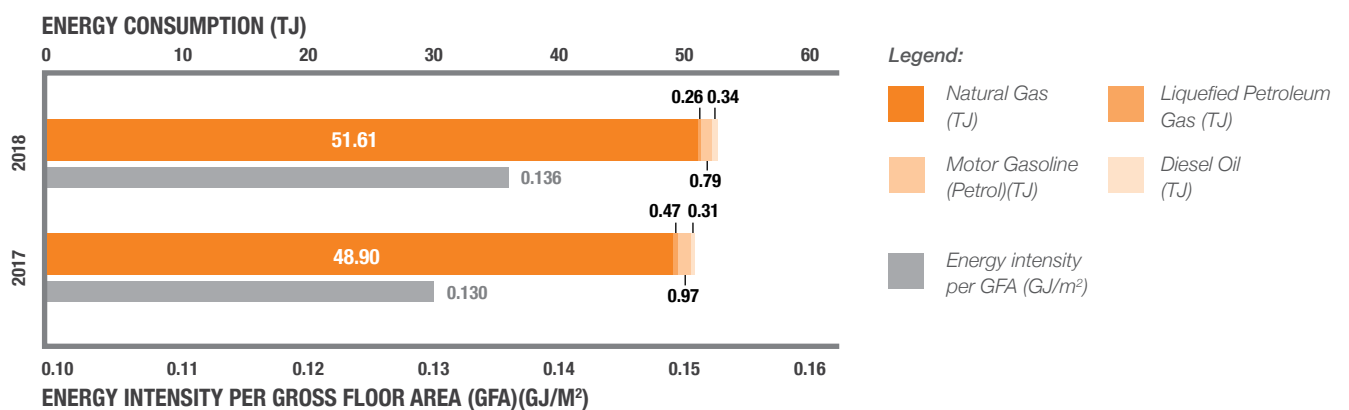


Figure 18: Direct energy use and intensity from non-renewable fuel consumption⁹



⁸ We are in review of setting a higher 2020 target for cumulative energy savings.

⁹ Lower 2017 total direct energy use from non-renewable fuel consumption due to maintenance/upgrade shutdown period of ROM (Revenge of the Mummy) ride in USS, resulting in lower gas usage.

Figure 19: Indirect energy use and intensity from electricity used¹⁰

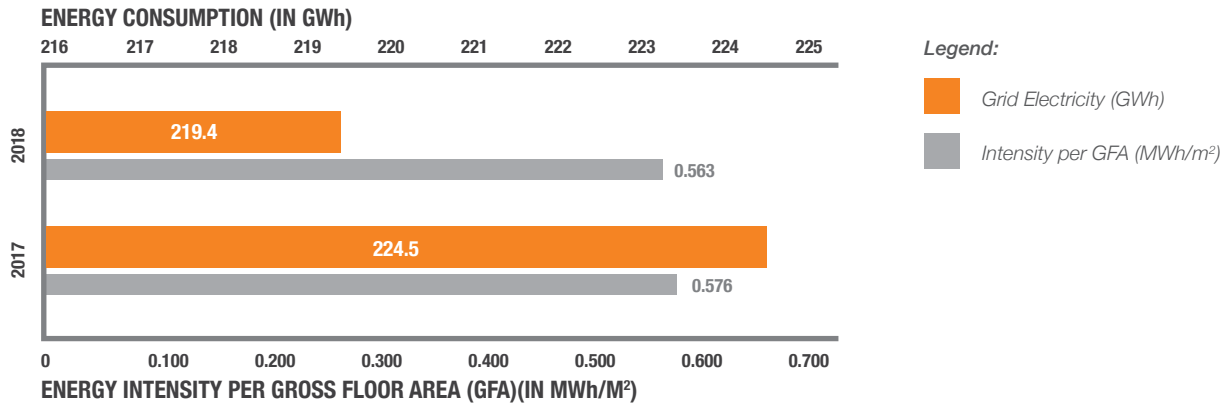


Figure 20: Energy consumption and intensity arising from upstream and downstream activities

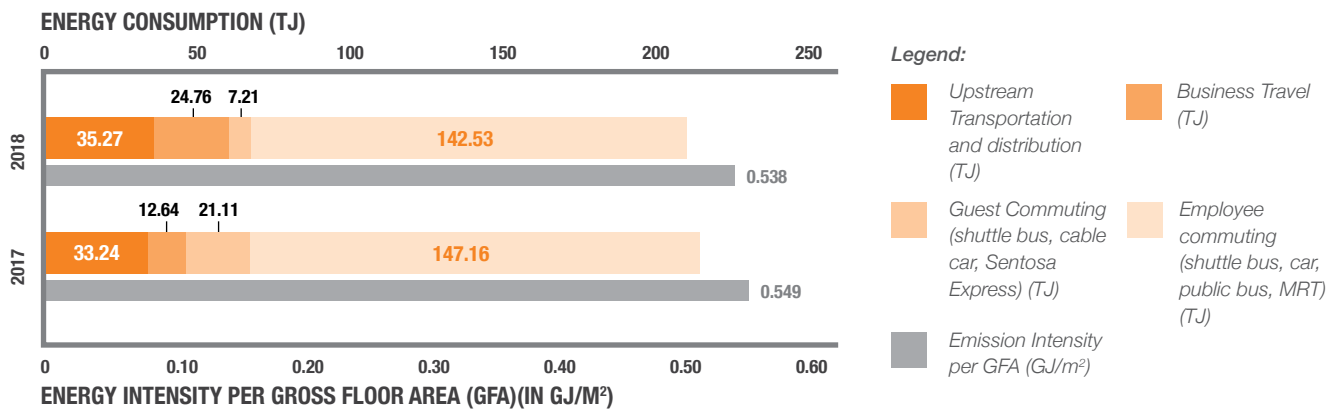
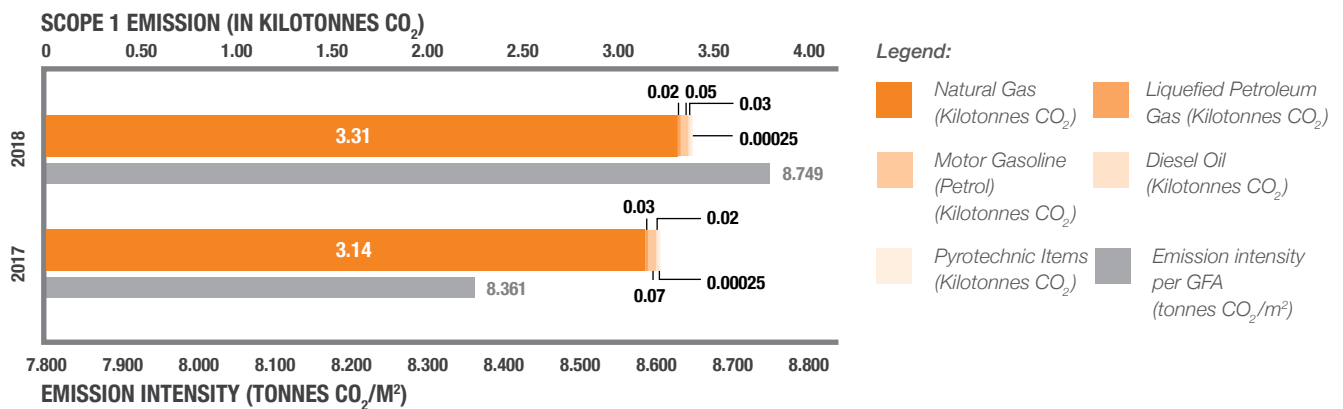


Figure 21: Direct (Scope 1) Green House Gas (GHG) emissions and intensity¹¹



¹⁰ Electricity consumption for MARC II (under RWS) has been prorated from 9 months data.

¹¹ Lower 2017 direct Scope 1 GHG emissions due to maintenance/upgrade shutdown period of ROM (Revenge of the Mummy) ride in USS, resulting in lower gas usage.

Figure 22: GHG emissions and intensity arising from electrical consumption (Scope 2)¹²

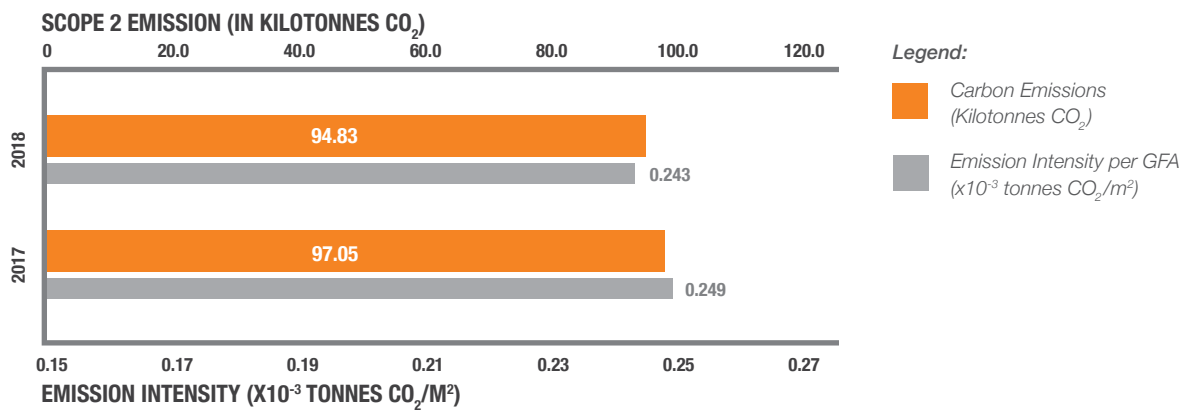
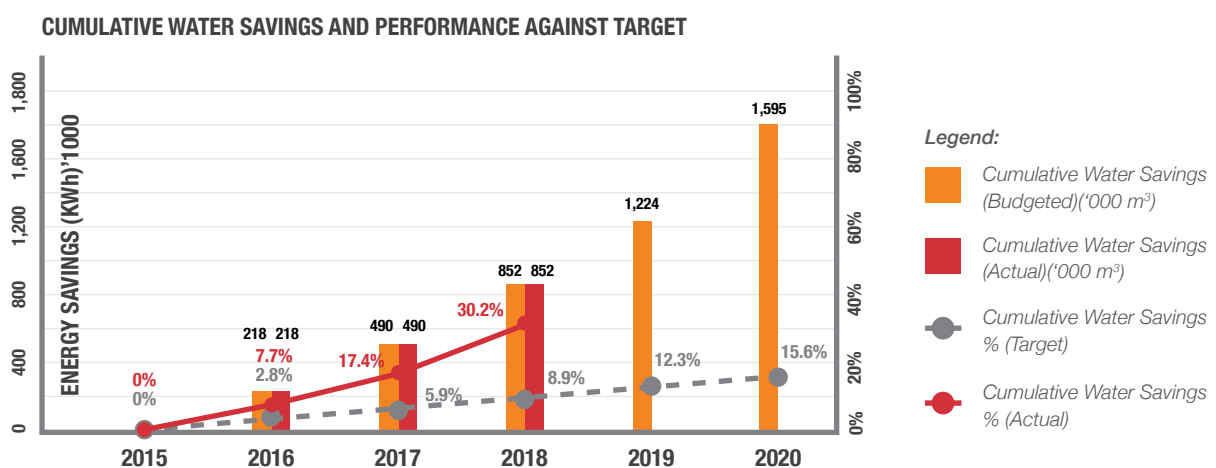


Figure 23: Carbon emissions and intensity arising from upstream and downstream activities (Scope 3)



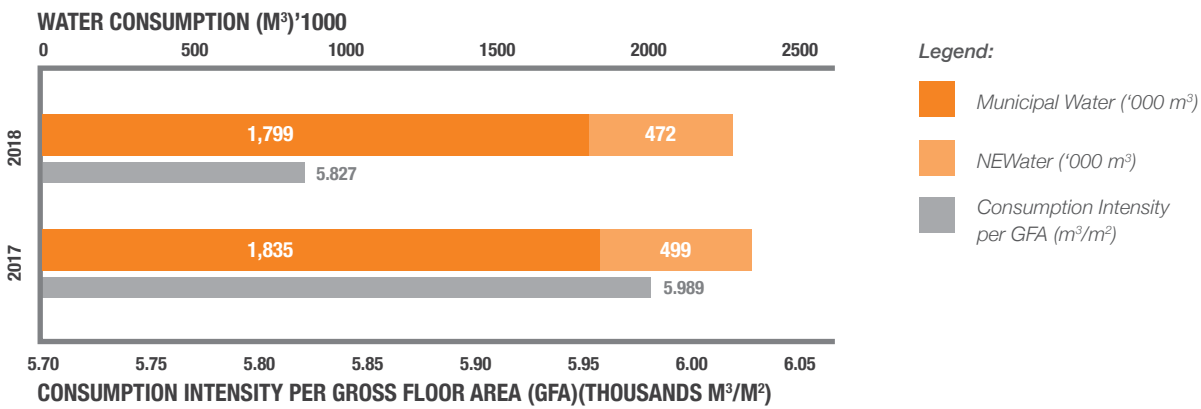
Figure 24: Accumulated water savings from initiatives¹³



¹² Emissions from for MARC II (under RWS) electricity consumption has been prorated from 9 months data. 2017's Scope 2 emissions has been restated to include DCP's electricity consumption.

¹³ We are in review of setting a higher 2020 target for cumulative water savings.

Figure 25: Water use and intensity



WASTE REDUCTION

Our waste management system monitors and categorises waste produced by type and disposal methods. General waste and carton box waste comprise 85% and 5% of total waste. Compared to 2017, in 2018 we saw a 105% increment in recycled waste, 5% overall decrease in waste produced, 8% decrease in waste sent for incineration. Of the waste produced this year, 13% were recycled.

We introduced several initiatives to reduce our plastic waste:

- The integrated resort has stopped providing plastic straws across its five themed attractions, including Universal Studios Singapore and S.E.A.A., as well as dining establishments such as celebrity chef restaurants and Malaysian Food Street. The move to go strawless across RWS will eliminate more than three million straws a year (approximately 1.2 tonnes), helping to save our oceans and reduce marine plastic pollution.
- In December 2018, Festive Hotel¹⁴ had entirely phased out the use of single-use plastics in rooms with water and soap dispensers by replacing these single-use plastic bottles.
- Other hospitality establishments will work towards zero-plastic rooms in phases (e.g. bedroom slippers without plastic wrapping, toothpaste tubes and toothbrush lengths to be reduced).

We also recycled our horticulture waste by composting and using the compost for our landscape maintenance.

We have also strengthened our e-waste recycling management. E-wastes such as electronic gadgets, computers or mobile accessories are collected by licensed waste collection vendor and transported to their sorting facility where they go through a segregation process to salvage recyclables such as plastic and metal, which are then sent to a plastic recycling plant and a scrap metal facility for recycling respectively. Non-recyclable waste are sent to NEA’s incineration plant.

Further to our waste reduction, we are also looking to improve the efficiency of our wastes management system. For example, we implemented a new waste bin system to reduce the haulage trips from 9 to 4 trips per day and installation of high-loading capacity, automatic cleaning function and fire safety protection system at our bin centre to reduce manpower required to manage those facilities.



¹⁴ Hotel within RWS premises managed by RWS.



CASE STUDY 1



REDUCING FOOD WASTE

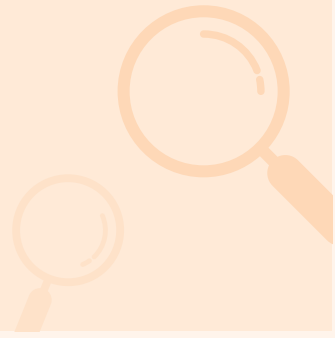
In 1 June 2018, we installed a grinder to break down the waste before sending them to the biodigester. The new grinder can achieve 85% to 90% reduction in waste volume through grinding and compressing, which in turn increases the efficiency of the biodigester during digestion as the food has already been broken down into smaller pieces. A cost diversion was carried out, where the purchase of the food grinder can increase the overall efficiency without having to buy 2 more biodigesters to achieve the same efficiency. In fact, we can reduce the use of trash bags by 19,000 pieces, which is equivalent to 2 tonnes of plastic. Moreover, the introduction of the grinder means that we can afford to reduce 3 trucks per year, which translates to 1,713 tonnes less carbon dioxide emitted into the atmosphere.



Food grinder



Biodigester





CASE STUDY 2



ATTAINING THE TOP ACHIEVEMENT AWARD (MNC) FOR SINGAPORE PACKAGING AGREEMENT AWARD (SPA) 2018

The following initiatives led Genting Singapore to clinch the Top Achievement Award (MNC) for SPA Award 2018.

GENTING HOTEL JURONG INITIATIVES

At Genting Hotel Jurong, the wall-mounted dispensers for liquid amenities including shower gel, shampoo and hand soap for hotel rooms used to contain disposable cartridges of 325 ml and 525 ml. Since February 2018, the dispenser systems were replaced with recyclable 2-litre refill packs. By this change, it is estimated that about 0.9 tonnes of plastic packaging waste and 0.5 tonnes of transport packaging could be avoided annually as the refill packs come with less packaging and occupy less space.

OTHER INITIATIVES

RWS also worked with its egg supplier to reduce packaging waste from egg deliveries, and sent wooden pallets used for delivery of goods to its warehouse for recycling.

Since November 2017, RWS required its suppliers to optimise their packaging in accordance with guidelines under the SPA's Singapore Environmental Code of Practice for the Packaging of Consumer Goods (ECOPP).

RWS has also established a conservation group at the S.E.A.A., known as Guardians of the S.E.A.A. (GOTS), which conducts various public engagement programmes to rally community support efforts in protecting the marine environment. To support the national effort towards becoming a Zero Waste Nation, GOTS collaborated with Zero Waste SG to support a year-long nationwide BYO (Bring Your Own) Schools programme beginning in September 2017. The programme involved 20 schools and more than 24,000 students, saving more than 32,600 plastic disposables from ending up as waste. As students understand about plastic disposables and marine litter through assembly talks and interactive booths, they became motivated to bring their own reusables and reduce the use of plastic disposables.



CASE STUDY 3

3R AWARDS FOR RWS FESTIVE HOTEL

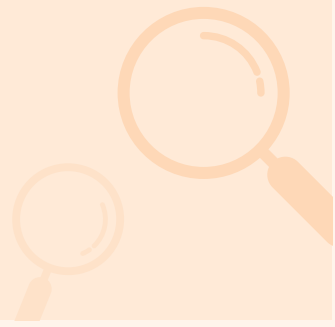
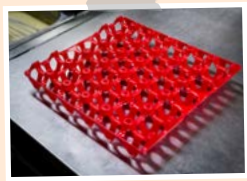
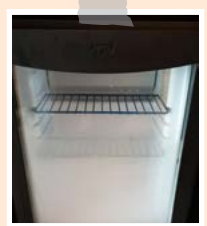


In 2018, RWS also attained the 3R (Reduce, Reuse and Recycle) Awards for Festive Hotel.

For instance, individual sachets of sugar and plastic containers for sauces were replaced with refillable containers. Festive Hotel also collected returned room key cards and the cards were reprogrammed for new guests.

Festive Hotel also sought to reduce the amount of potential waste generated by emptying the minibar in each room so that they can make use of the space for personal items instead. An online system was also implemented for procurement – related orders so that the amount of papers used will be reduced. We also required suppliers to deliver goods with less or no packaging, if not by reusable crates.

Lastly, leftover amenities or unwanted items in working condition were either reused at staff toilets or donated to charities.



TARGETS AND PERFORMANCES

Table 17: Targets and performances for waste reduction

TARGET FOR 2018	PERFORMANCE FOR 2018	GOING FORWARD
<p>To kick-start new and ongoing recycling efforts including:</p> <ul style="list-style-type: none"> Casino playing card recycling Wooden pallet recycling SPA promotional activities Green Fest 2017 Upcycling Competition 10% waste-to-landfill reduction cumulative 	<p> ACHIEVED</p> <p>Rolled out following recycling programs:</p> <ul style="list-style-type: none"> Pai Gao (domino) tiles recycling Full E-waste recycling Centralise Office Waste Bin Waste Management Vendor factory visit (Educational trip) 20% waste-to-landfill reduction cumulative 	<p>More educational/awareness trip visit:</p> <ul style="list-style-type: none"> Visiting Pulau Semakau Waste Vendor Factory Other site waste management Continue to focus on Food Waste and to include tenant in our initiatives

Table 18: Types of hazardous waste produced by disposal method

TYPE	YEAR	WEIGHT/VOLUME	DISPOSAL METHOD
Biological Waste (i.e. carcass and expired medicines)	2017	2,050 kg	Incineration
	2018	1,890 kg	
Cadmium	2017	50 ml	Recovery
	2018	60 ml	
Chemical waste produced from pyrotechnic	2017	280 kg	Incineration
	2018	275 kg	

Figure 26: Total non-hazardous waste by disposal methods¹⁵

EFFLUENTS AND WASTE

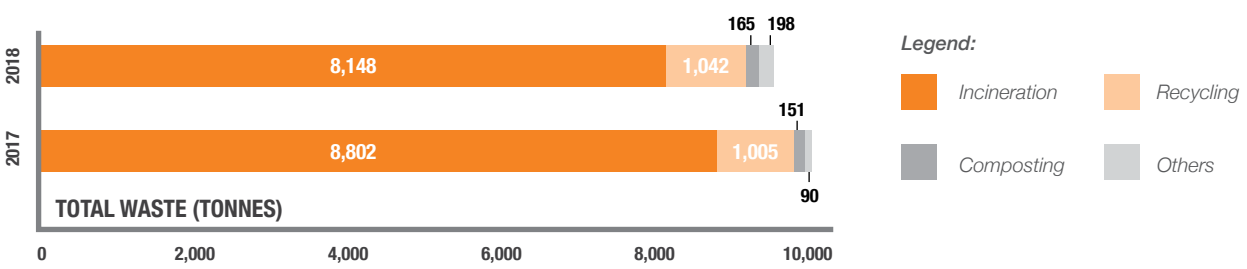
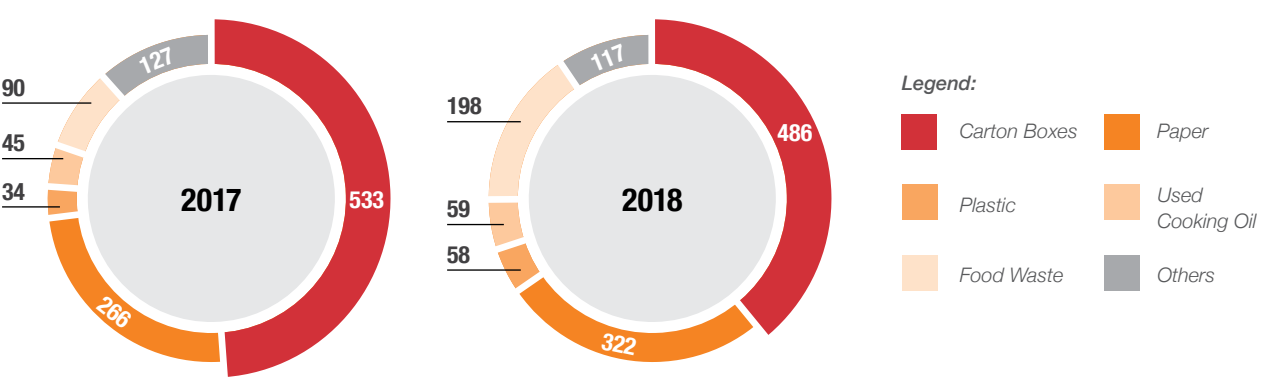


Figure 27: Types of non-hazardous waste recycled¹⁶

TYPES OF NON-HAZARDOUS WASTE RECYCLED (TONNES)



¹⁵ Total non-hazardous waste by disposal methods for 2017 and 2018 only includes the scope of RWS. Total non-hazardous waste by disposal methods for 2017 is restated as cardboard waste from pyrotechnics related activities were not included in 2017's sustainability report.


¹⁶ Total non-hazardous waste recycled for 2017 and 2018 only includes the scope of RWS. Types of non-hazardous waste recycled for 2017 is restated as cardboard waste from pyrotechnics related activities were not included in 2017's sustainability report.

BIODIVERSITY

Housing a 2.9 ha protected secondary forest and more than 100,000 individual animals within our premises, Genting Singapore takes a strong stance on the conservation of our biodiversity. Our land and marine biodiversity conservation approach is governed by biodiversity conservation principles, which are key to maintaining the wide variety of flora and fauna within our compounds.



Figure 28: Our land and marine biodiversity conservation approaches

LAND BIODIVERSITY CONSERVATION 

- 1 Using compost to enrich soil and organic pesticides to biologically control plant pests and diseases
- 2 Protecting trees in the forest against damage
- 3 Monitoring the health and safety of the trees within our premises
- 4 Integrated design with nature

MARINE BIODIVERSITY CONSERVATION 

- 1 Careful collection planning in line with the Association of Zoos and Aquariums' Animal Program Standards
- 2 Sustainable fish sources
- 3 Monitoring the health and safety of our marine life
- 4 Inter-institutional exchange to share best veterinary and husbandry practices with other aquariums

To monitor our performance, RWS conducts annual surveys to record native plant and marine species sightings within our premises biannually. Furthermore, experts from the Nature Society Singapore (NSS) are engaged upon request to examine the endangered species within our premises. Among plants and animals under our care, several species have been listed under national and international conservation lists for their vulnerable status (Figure 28). Besides our premise, we are conscious that we are part of larger Sentosa Island biodiversity system. There are 2 Nature Areas on the island; Mt. Imbiah and Mt. Serapong. Mt. Imbiah – north of the island is next to our 2.9 ha secondary forest, separated by Siloso Road. RWS forest was preserved during the construction period, and it serves as buffer for Mt. Imbiah.

All marine species in S.E.A.A. are acquired sustainably in accordance to Association of Zoos and Aquariums' (AZA) Animal Programme Standards. Stringent curatorial working procedures which are specific to different species are implemented to ensure the optimal animal health.

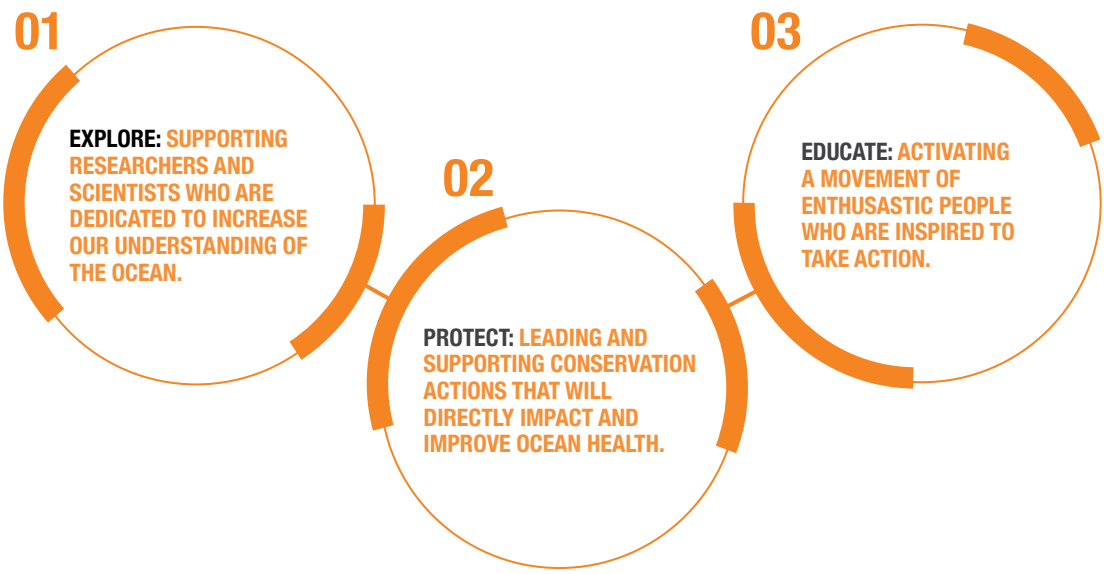
Figure 29: National and international conservation lists



MARINE CONSERVATION PRIORITIES

Guardians of the S.E.A.A. (GOTS), the conservation group of S.E.A.A. continues to make great strides this year in supporting education and public engagement efforts to protect the marine environment. It aims to protect the ocean by partnering with the community, through its strategies to Explore, Protect and Educate. In 2018, GOTS rolled out 14 public engagement initiatives, reaching out to more than 115,000 people. More information on the various initiatives can be found below.

CONSERVATION GUIDING STRATEGIES



GOTS will continue to develop our “**Explore**” strategy by continuing to support researchers and scientists. We will build relationships with various academic institutions or organisations to promote conservation action. Our aim is to secure populations of species in natural habitats in the long term and to support research studies to advance animal welfare in the aquarium and zoological community.

GOTS will “**Protect**” and “**Educate**” by continuing to lead and support conservation actions to impact and improve ocean health. One way we could do this is to encourage the community to better protect our natural resources. We will continue to host, support conservation activities inside and outside the Resort; these engagement activities will immerse our supporters to further their understanding of our Singaporean marine bio-diversity. GOTS will spread awareness of the issue on plastic pollution, and garner further support for our “Reduction of Single-use plastics campaign”. As the Resort embarks on future phases to remove other single-use plastic items (in addition to

the “No Straws – Save Marine Life” campaign), we will continue with our engagement sessions to reach out to team members and public, to encourage others to reduce their own usage of single-use plastic items.

We will continue to support the Sustainable Seafood Campaign, empowering people with more essential information. The information garnered on sustainable fishing practices may either enable them to make informed consumer choices, or help business units make more sustainable procurement choices. We will continue to generate awareness for the ocean, by supplementing our outreach efforts of our in-house GOTS booth and with our roving outreach community booths. GOTS will rally enthusiastic people to inspire them to take marine action by educating others about the aquariums conservation efforts, and other conservation efforts around the island. These conservation messages may be weaved through all other public-facing platforms, which may range from aquarium events, scientific talks, outreach booths, assembly talks, and others.

PROTECT OUR OCEAN



As of 1 October 2018, Resorts World Sentosa has stopped providing plastic straws at its five themed attractions (including Universal Studios Singapore and S.E.A.A.), as well as dining establishments such as celebrity chef restaurants and Malaysian Food Street. This resort-wide campaign was spearheaded by GOTS. While GOTS raises awareness on the issue of plastic pollution and garner support for this resort-wide initiative amongst our guests, we also recognise that support should start from our own employees and we embarked on a series of engagement sessions to reach out to team members across the resort. These engagement sessions touch on diverse topics, including our strawless campaign, general awareness of marine conservation and scientific facts.

2018 saw 358 members of the public and team members join us for our 5 beach, reef and mangrove cleanups. Through the various cleanups, we successfully removed 905.5 kg of trash from Singapore’s shorelines, doing our part to keep our waterways beautiful. Our biggest beach cleanup saw 214 volunteers collect 493 kg of trash.

In June, 155 kg of trash, of which most were discarded glass bottles, was cleared from the waters around Pulau Hantu Kechil. The second reef cleanup in November hauled up 38 kg of trash. The first mangrove cleanup at Sungei Tampines saw participants haul up 102 kg of trash, amongst which were more than 1,900 plastic straws and more than 470 food wrappers.

The information we collect goes to International Cleanup Singapore database, and is used to educate the public on marine debris issues and to encourage positive change in public policies. Data from reef cleanups is also handed to Project AWARE’s flagship citizen-science programme, Dive Against Debris®, which collates information on the distribution of marine litter around the globe.










With support from the National Parks Board, GOTS released two rescued sea turtles into the waters around Singapore on 19 June 2018 in hopes that they breed and increase their populations in the wild. After more than two years of rehabilitation and care by the curatorial and animal health teams at the S.E.A.A., “Hawke” the hawksbill turtle returned to the waters of Sisters’ Islands Marine Park and “Louie” the green sea turtle was released into the waters of Pulau Semakau. Both turtles have been excellent animal ambassadors, shedding light on the plight of their wild population.

TARGETS AND PERFORMANCES

Table 19: Targets and performances for biodiversity

TARGET FOR 2018	PERFORMANCE FOR 2018	GOING FORWARD
To plant three more native plant species annually and educate team members on benefit of adding native plant species	 ACHIEVED 98 native plants species were recorded and catalogued as compared to 92 native plants species recorded and catalogued in 2017	To introduce more native plant species where possible, and continued until a good standard is deemed to have been achieved
Continue to convert the use of chemical fertiliser to organic fertiliser/insecticide such as neem oil, sea weed and compost across the resort	 ACHIEVED 65 tonnes of compost applied in the landscape areas and 7.5 tonnes spent coffee grounds recycled by application as soil mulch	Ongoing and increased use of organic material to improve plant health and soil condition in the resort
Branch out to speciality conservation diving: <ul style="list-style-type: none"> • Conservation diving • Shark diving • Coral reef diving • Disabled diving In addition, we target to certify disabled dive instructors and reach out to the community to further promote disabled diving	 ON TRACK Completed 2 reef cleanups with over 50 participants collecting 193 kg of trash, empowering the community to actively protect coral reefs in Singapore	Diving certifications with disabled divers
To support and manage science-based conservation research projects	 ON TRACK	Continue to develop our “Explore” strategy by continuing to support researchers and scientists

TARGET FOR 2018	PERFORMANCE FOR 2018	GOING FORWARD
<p>To develop four science based lecture series for targeted audiences from the Polytechnic and University levels</p>	<p> ACHIEVED</p> <p>Over 10 schools with close to 60 students aged 15 to 18 participated in the Marine Youth Ambassador programme. In addition we provided a 'Science in the S.E.A.A.' speaker series in collaboration with James Cook University (JCU). JCU's leading faculty members shared findings from their field research and inspired learning and conservation actions amongst the audience. The first Science in the S.E.A.A. session was conducted in February 2018, with three other conducted in 2018. Topics covered ranged from sharks, marine turtles, environmental DNA and aquaculture. About 190 participants attended these four talks.</p> <p>To inspire the public to take action for marine conservation, GOTS also organised monthly events in the aquarium to interest, then educate about the ocean and its wildlife. 8 such events, in celebration of internationally recognised conservation days, ranged from sharing sessions on coral bleaching, manta rays, marine relationships to upcycling workshops and games. These events welcomed about 550 marine enthusiasts, attracting a wide range of audience, ranging from young children to adults.</p>	<p>We will continue to generate awareness for the ocean, by supplementing our outreach efforts of our in-house GOTS booth and with our roving outreach community booths</p>



PEOPLE



EMPLOYEE
PROFILE



FAIR EMPLOYMENT
PRACTICES



TALENT
DEVELOPMENT



WORKPLACE HEALTH
& SAFETY



EMPLOYEE PROFILE

We continue to pledge our commitments towards fair and inclusive employment as well as supporting local employment in Singapore. In 2018, our headcount decreased slightly by 4.2% but the breakdown of our workforce remains fairly similar to 2017.

Figure 30: Employee breakdown by nationality

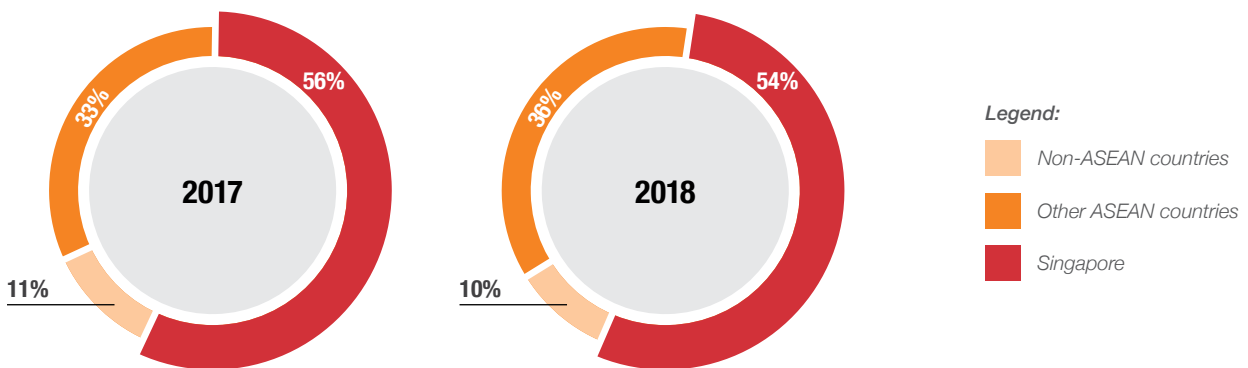
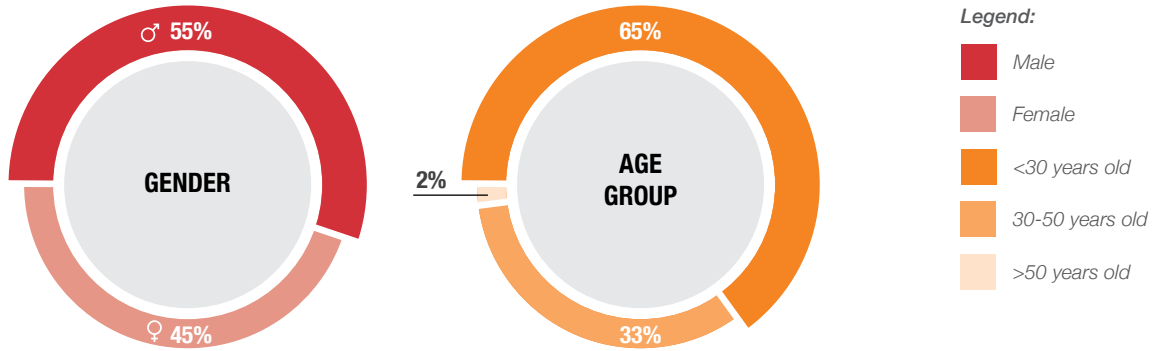


Figure 31: Hiring and turnover number and rate by gender in 2018

1,382 HIRES



1,504 TURNOVER

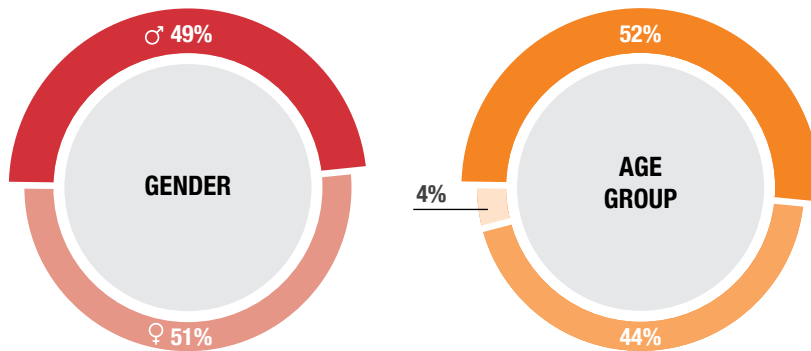


Figure 32: Our workforce by employment category and gender

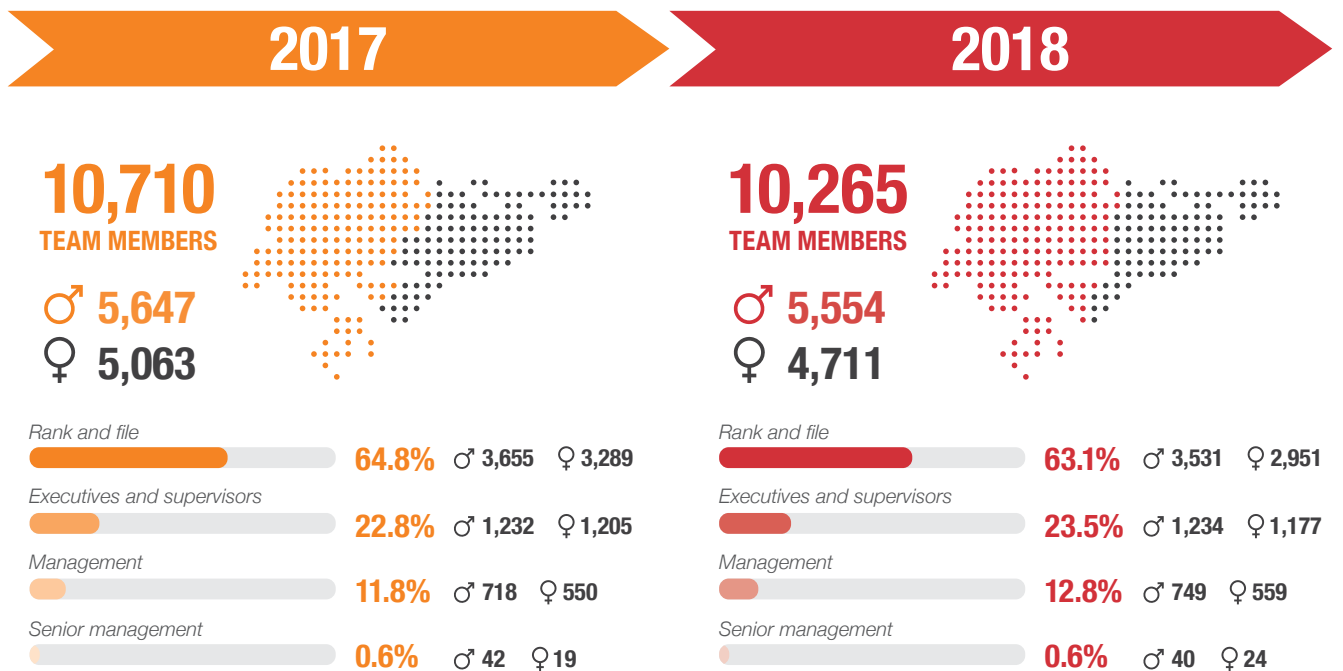
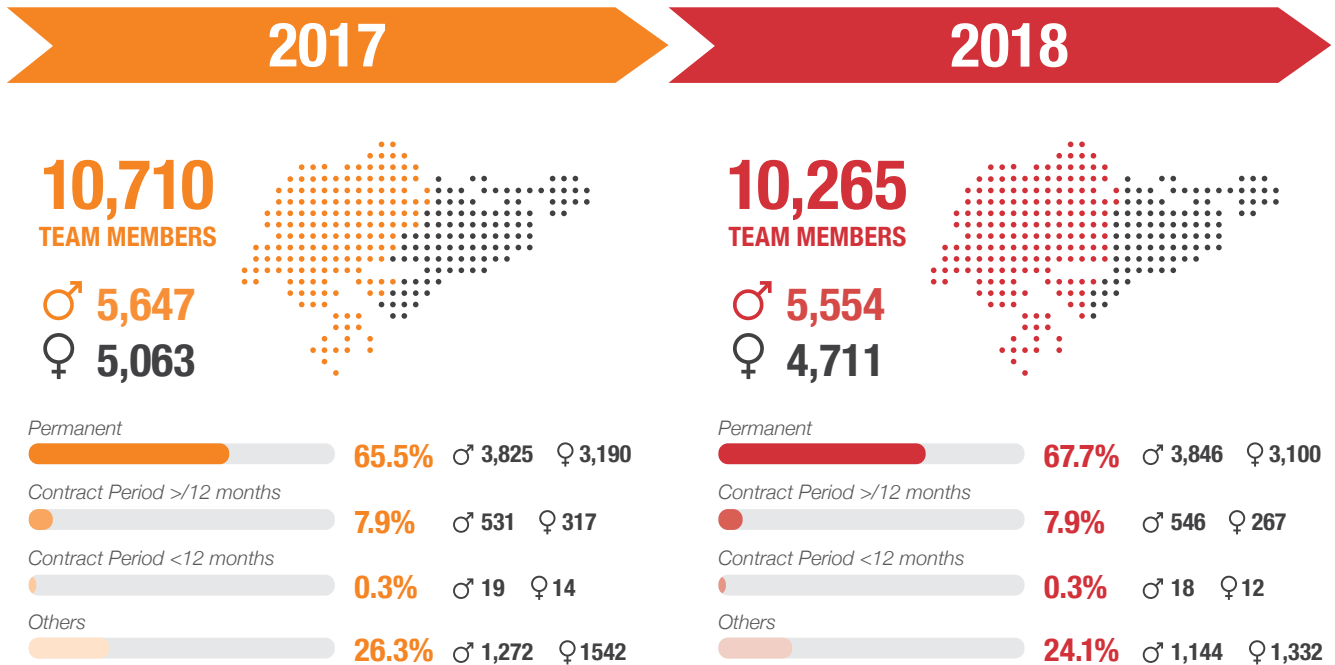


Figure 33: Our workforce by employment contract category and gender



FAIR EMPLOYMENT PRACTICES

We believe in promoting an inclusive culture where our team members can grow and thrive in our diverse and vibrant environment. In alignment with this belief, we have adopted the 20 International Labour Organisation (ILO) conventions, in addition to the five principles of the Tripartite Alliance for Fair & Progressive Employment Practices (TAFEP).

Our recruitment process is fair and just, we do not discriminate against any individual based on their race, age, gender, religion or nationality. We regularly hire senior citizens, persons with special needs from Grace Orchard School and Delta Senior School, as well as ex-offenders in partnership with the Singapore Corporation of Rehabilitative Enterprises.

In the best interests of our team members, Genting Singapore provides a platform for employees to seek redress for labour practices or human rights grievances through the Grievance Handling Procedure. In 2018, there were no reported grievances on labour practices and human rights through this platform.

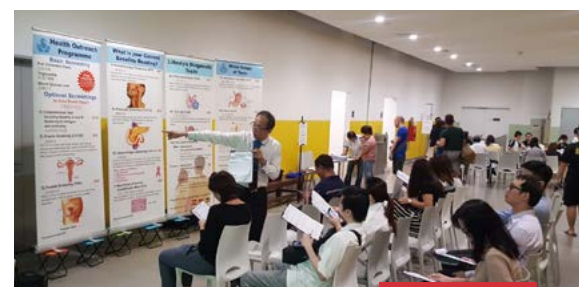
Table 20: Disclosures on parental leave

DISCLOSURE	MALE ♂	FEMALE ♀
Number of employees entitled to parental leave	1,409	924
Number of employees that took parental leave	1,361	898
Number of employees that returned to work after parental leave ended (Return to work rate)	1,361 (100%)	897 (99.9%)
Number of employees that returned to work after parental leave ended and was still employed after 12 months (Retention rate)	1,227 (90.2%)	792 (88.2%)

EMPLOYEE WELLNESS AND BENEFITS

We believe that taking good care of our team members will boost their morale and productivity at work. Besides healthcare and insurance for our team members, Genting Singapore organises company-wide events such as the Health and Wellness Week to improve the overall well-being of our team members as well as to raise awareness on the topic. Facilities such as the clinic for all team members and gym access for performers are available in the resort. All staff are also entitled to discounted attraction tickets and discounts at RWS-owned F&B and retail outlets.

HEALTH AND WELLNESS WEEK



During the year, a team member satisfaction survey was carried out to measure satisfaction levels amongst our team members working in the Attractions at RWS. The overall satisfaction is 73.3%.



Our turnover rate in 2018 is 14.7%, which is lower than the national average of 22%¹⁷. We also had over 1,300 team members join the Group this year.

TALENT DEVELOPMENT

We believe that our human capital is a key contributor to our business growth. Learning opportunities are provided for our team members to improve their skills, knowledge and capability to continually deliver memorable experiences in sync with our Service Vision of 'Creating Wow Moments Together'.

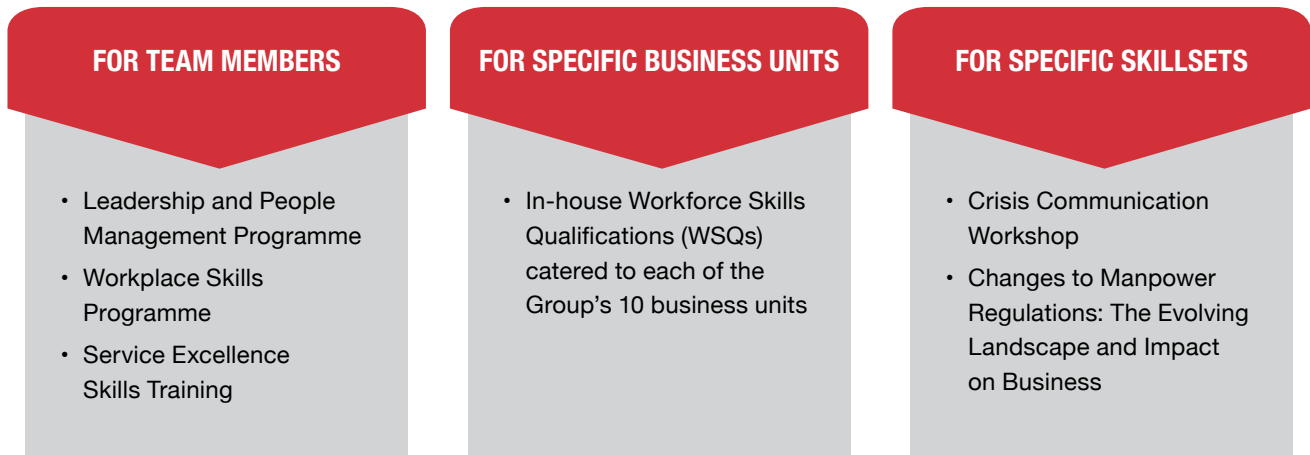
To lay the right foundation, new team members are expected to attend induction courses, where they are introduced to our Group policies, including our anti-corruption policy. Development programmes are catered specifically to Professional, Managers, Executives and Technicians (PMETs), to allow each of them to better understand the role they will play within the Group. Figure 33 shows the types of courses our employees may take, based on their needs and business units. Team members can also request for internal transfers to enhance their work experience and future career prospects.

This year, Career maps which plan out the career route for key roles were developed to allow more transparency on the career opportunities and progression for team members.



¹⁷ Obtained from MOM website (<https://stats.mom.gov.sg/Pages/Labour-Turnover-Summary-Table.aspx>). As the fourth quarter was not available at the time of publication, we calculated the figure based on the first three quarters of 2018.

Figure 34: Training programmes

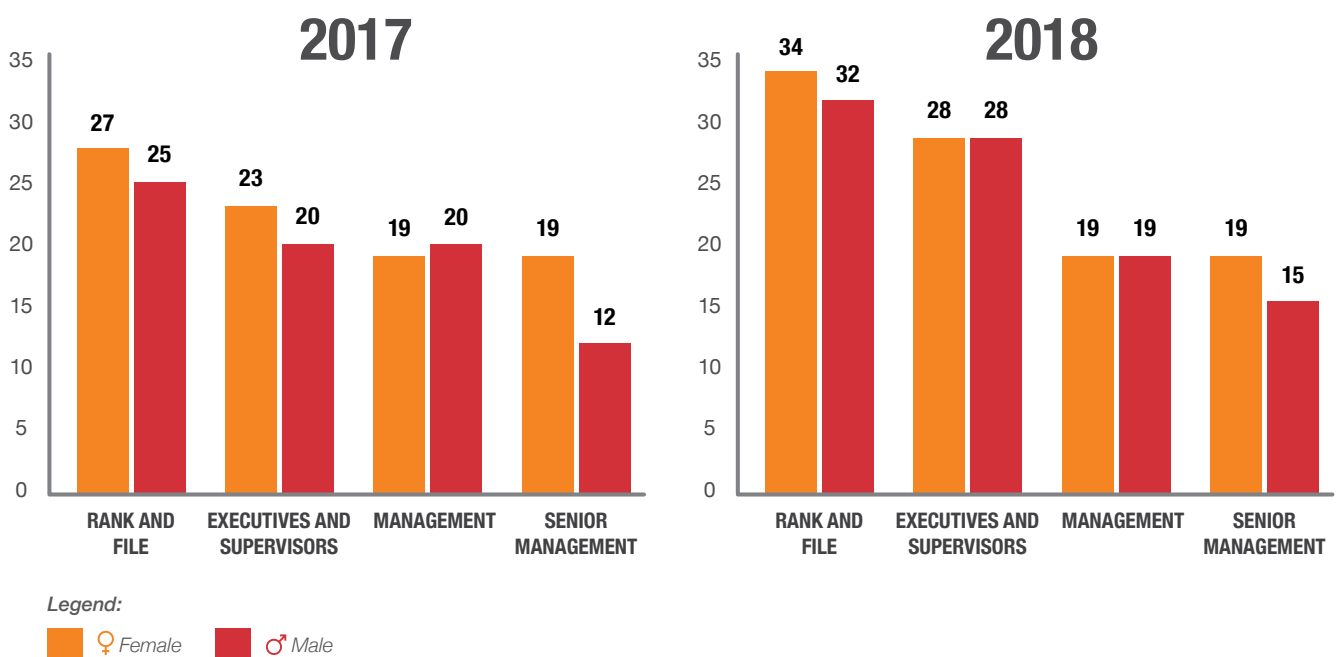


TARGETS AND PERFORMANCES

Table 21: Targets and performances for talent development

PERPETUAL TARGET	PERFORMANCE FOR 2018
To maintain average training hours of 22	ACHIEVED
To continue to support new hires by providing corporate induction programme	ACHIEVED

Figure 35: Average training hours by employment category and gender



Another initiative we had for 2018 was to leverage on the national programmes, such as SkillsFuture, to further enhance our training and development initiatives. In June 2018, we partnered with various learning partners, including Attractions, Resorts & Entertainment Union (AREU), Employment and Employability Institute (e2i), NTUC Learning Hub, to run a series of Learning Festivals in various locations of RWS. The aim of these festivals was to reach out to Team Members and share with them more on the upskilling opportunities and development initiatives. We shared with the team members about the use of SkillsFuture credits, bite-sized mobile learning platforms like the ULeap application and development courses available for them, such as Workforce Skills Qualification (WSQ) Workplace Skills and Leadership & People Management frameworks.

WORKPLACE HEALTH & SAFETY

Genting Singapore is committed to providing a safe and conducive environment for all team members. Our Safety Committee (Figure 35) oversees our company-wide Workplace Safety and Health (WSH) policy, which reaffirms the management's commitment to WSH by ensuring that we abide by all regulatory requirements and to continue improving our safety and health performance. The policy is reviewed regularly and was last updated in August 2018. More information can be found below.

Figure 36: Genting Singapore's Safety Committee structure



The safety steering committee meets on a quarterly basis to discuss safety performance and programmes, as well as the follow-up actions by the respective committees.

ROBUST OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM

We attained bizSAFE Level Star Status for Occupational Health and Safety Management System, exceeding the minimum local requirement of bizSAFE Level 3. For the scope of work covered by Facilities Management and Engineering (FM&E), our system also adheres to ISO45001.

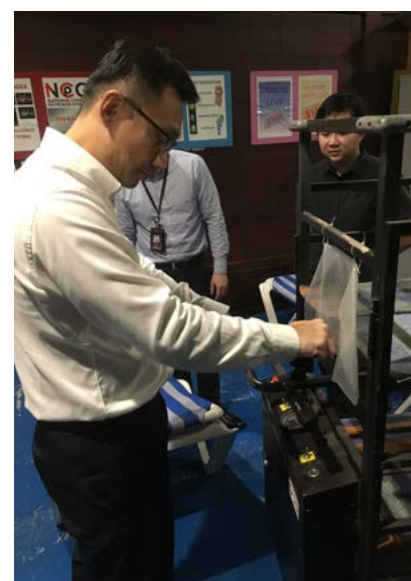
COVERAGE OF WORKERS BY OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM (OHSMS)

Table 22: Coverage of workers

NAME OF OHSMS	INTERNALLY AUDITED	EXTERNALLY AUDITED	NO. OF WORKERS COVERED	PERCENTAGE OF WORKERS COVERED
Safety Management System for FM&E (ISO45001)	Yes	Yes	250	100%
Safety Management System for Contractors	Yes	No	4,379	100%

The best system prevents accidents from happening in the first place; hence, hazard identification and elimination is crucial in protecting our employees' safety. The risk registers are prepared by the Safety and Emergency Planning department via on-site inspections with area owners and inputs from our near misses and accidents reporting process. The safety risk assessments are reviewed three times a year or whenever an incident happens or when there are significant process changes. For all recorded work-related incidents, corrective and preventive actions are implemented and monitored for effectiveness, appropriateness and adequacy.

Besides our own employees, we extend the same standard to all contractors and service providers. Safety induction and meetings are held by departments and their contractors before work starts. Safety considerations are included in our criteria when shortlisting vendors during the procurement process. The appointed contractors' management system is reviewed regularly for their robustness and their safety performance constitutes part of the assessment during their contract renewal process.



SAFETY CULTURE PROMOTION

We believe accident prevention and promotion of safety practices are responsibilities of every team member. Each department has its own safety committee meeting to involve team members in the promotion of safety practices relevant to their roles and responsibilities. Once a month, a safety inspection is done together with the respective Head of Department. Work-related incidents are communicated to employees during department safety committee meetings, pre-shift briefings, safety video at wardrobe areas, induction training, safety bulletins and safety alerts. We also take into account team members from different backgrounds to ensure that these services are communicated in a language that they can understand. The workers are also encouraged to report any unsafe act through various channels such as whistle-blowing channels, HR touchpoints and WSH common mailbox.

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

Table 23: Identified work related hazards with potential of high-consequence injury and actions taken

HAZARDS THAT POSE A RISK OF HIGH-CONSEQUENCE INJURY	ACTIONS TAKEN/UNDERWAY TO ELIMINATE THIS HAZARD & MINIMISE RISKS USING THE HIERARCHY OF CONTROLS
Fall from heights on Façade Inspection	<ul style="list-style-type: none"> • Risk eliminated with the use of drone for external building visual inspection
Slips, Trips and Falls while working within RWS premises	<p>For tripping hazards:</p> <ul style="list-style-type: none"> • Adequate housekeeping (Frequent Inspection) is emphasised • Additional middle handrails for wide staircase is provided • Prominent demarcation of uneven surfaces <p>For slipping hazards:</p> <ul style="list-style-type: none"> • Anti-slip applications enhancement at strategic • Raised perforate platform • Prominent signage used when floor is wet • Deployment of cleaning services at semi-outdoor areas during rainy day
Work Related Traffic Hazards	<ul style="list-style-type: none"> • Controlled traffic junction • Speed hump/Road hump • Speed limit signage • Reflective vests and light sticks for traffic wardens
Housekeepers with repetitive activities	<ul style="list-style-type: none"> • Job rotation • Buddy to buddy system
Entertainer/Technical personnel exposed to loud performance noise	<ul style="list-style-type: none"> • Enhancement of noise control measure • Job rotation • Provision of personal protective equipment • Yearly Health Check

TARGETS AND PERFORMANCES

Genting Singapore once again achieved zero fatalities and zero high-consequence work-related injuries. The total number of recordable injury cases has also declined from 314 in 2017 to 251 this year. Also, there are zero fatalities or injuries due to work-related ill health in FY2018.

Table 24: Targets and performances for workplace health & safety



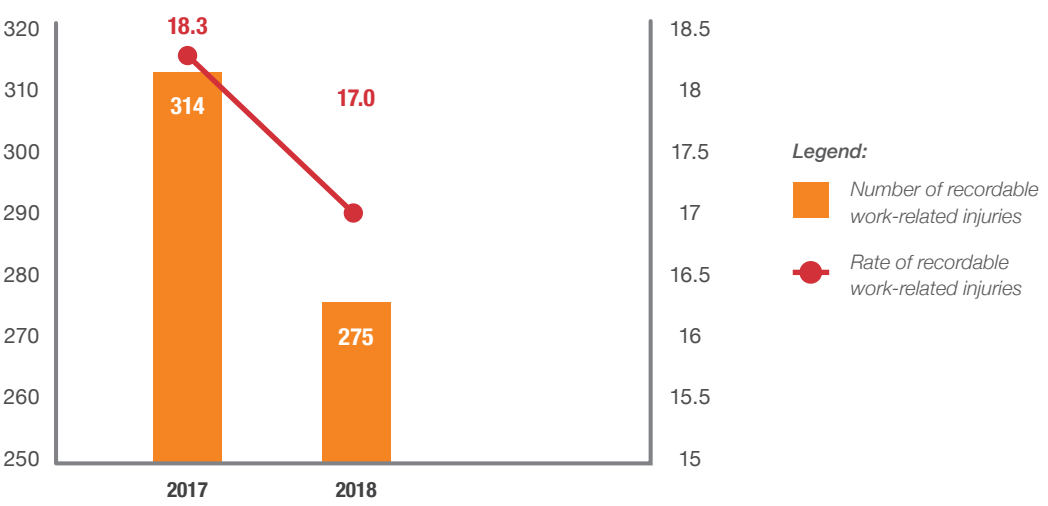
PERPETUAL TARGET	PERFORMANCE FOR 2018
5% reduction in man days lost as compared to prior year	 ON TRACK While number of recordable injury cases decreased, we recorded a 2% increase in man days lost in 2018 as the number of man-day lost due to these incidents have increased
5% reduction in total lost day incidents as compared to prior year	 ACHIEVED 12% reduction in total lost day incidents as compared to 2017

Figure 37: WSH performance

TOTAL NUMBER AND RATE OF RECORDABLE WORK-RELATED INJURIES





COMMUNITY

 LOCAL COMMUNITIES

 ADVOCACY

 BIODIVERSITY
CONSERVATION

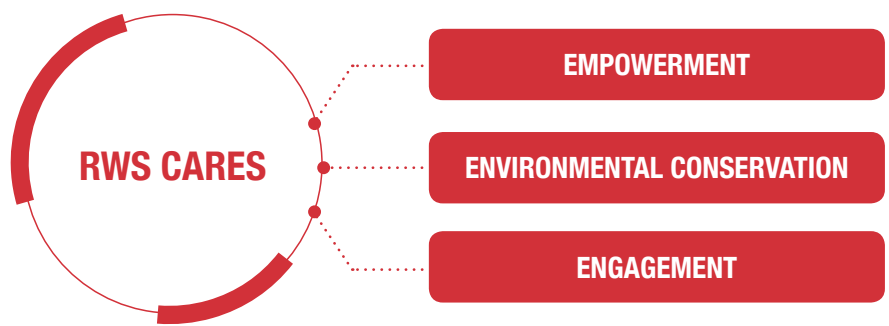
 OUR SUPPORT FOR
NATIONAL SERVICE



LOCAL COMMUNITIES

As we carry out the day-to-day running of business operations for RWS, we are mindful of the importance of leaving a positive impact in our local communities by empowering and engaging the underprivileged and disadvantaged. We believe in inspiring our team members to give back to the community from the heart where our philanthropic strategy is carried out in response to evolving needs of the community and making the most positive impact on less fortunate members of society. This is primarily achieved through the many activities and programmes driven by RWS Cares, the company’s corporate social responsibility (CSR) platform. A robust selection process for choosing the beneficiaries ensures that our CSR efforts will have a lasting and positive impact. We also prefer long-term partnership to ad-hoc activities; for example, a five-year partnership with Community Chest was inked to provide both cash and in-kind support from 2014 to 2018. We have started a formal process for feedback to enhance the effectiveness of each event.

Figure 38: RWS CARES engagement model



PERFORMANCE

In 2018, we contributed to and enabled more than S\$8.4 million in cash and in-kind donations to various charity organisations in Singapore, registering a significant increase from our contributions of about S\$6.2 million in 2017. Children, youths and elderly remain the key focus in our outreach, where more than 78% of donations went toward these causes. Genting Singapore has also joined the national movement towards building a more caring and inclusive society by sponsoring venues and providing technical expertise for events that empower the special needs community and individuals with disabilities.

Our volunteerism spirit continues to strengthen each year with our one-day Volunteer Leave, which team members can utilise, over and above their annual leave, to take part in CSR events organised or endorsed by RWS Cares. As such, we clocked more than 8,500 volunteer hours in 2018, which translated to \$262,000 worth in salary cost. In total, RWS Cares has engaged and reached out to more than 40,000 beneficiaries.

aRWSome Volunteer Day



More than 370 senior management and team members rolled up their sleeves for aRWSome Volunteer Day on 17 August 2018, the second year of RWS's annual home cleaning and refurbishment project. For the first time, RWS worked with two Community Development Councils (CDC) – South West CDC and Central Singapore CDC – where our volunteers spent a day sprucing up 45 rental homes in Telok Blangah and Radin Mas precincts, clocking more than 3,000 volunteer hours. RWS also treated more than 100 elderly beneficiaries to a special National Day-themed lunch party, with food specially prepared by award-winning celebrity chef Sam Leong of Forest 森 where he and his family specially whipped up a Hakka-inspired Green Tea Shredded Chicken La Mian.

aRWSome Volunteer Day has seen overwhelming support from our team members with 50% more volunteers than 2017. Feedback from volunteers has been very positive where 84% felt a stronger sense of belonging and pride working for a socially responsible company.





aRWSome Wishes

More than 500 underprivileged children strode down the streets of New York in Universal Studios Singapore as part of Santa's Snowy Sleigh Ride parade led by Mr Tan Hee Teck, Chief Executive Officer of RWS and Ms Denise Phua, Mayor of Central Singapore District. This is the highlight of aRWSome Wishes held on 30 November 2018, where RWS team members volunteered their time to host the children to a day at the theme park and purchased Christmas presents for all of them out of their own pockets. RWS also designed an eco-friendly Christmas e-card and pledged S\$5 to Community Chest for every card sent, with donations channelled towards the Compassvale Bow Adult Disability Home, Singapore's first specialised home for adults with autism.

Community Chest Charity in the Park

Reaching the final year of RWS's five-year commitment of S\$5 million in corporate giving to Community Chest, Universal Studios Singapore hosted the third edition of Community Chest Charity in the Park on 20 January 2018 on the theme of 'Empowering Lives Through Inclusiveness'. The event brought together more than 4,000 donors, beneficiaries, caregivers and volunteers, raising about S\$2.3 million in support of 80 social service organisations. Graced by Mr Chan Chun Sing, then Minister in the Prime Minister's Office, the event was also in support of SG Cares, a national movement to promote volunteerism.



ChildAid 2018



Continuing our partnership with Singapore Press Holdings for the 14th edition of ChildAid 2018 as Official Venue Partner, we enabled the raising of more than S\$2 million for The Straits Times School Pocket Money Fund and The Business Times Budding Artists Fund. More than 140 young performers put up a high-energy and exuberant concert at the Resorts World Theatre on 25 and 26 November 2018 attended for the first time by President Halimah Yacob. Funds raised went towards helping financially disadvantaged children with school pocket money and arts training for the artistically gifted.

Children for Children

Welcoming back the tenth edition of Children for Children as co-organiser and official venue sponsor, RWS celebrated Children's Day with more than 1,000 primary school children under financial assistance with a musical at Resorts World Theatre and learning journey to S.E.A.A. and The Maritime Experiential Museum on 4 October 2018. Attended by Mr Desmond Lee, Minister for Social and Family Development, Children for Children 2018, organised by The Business Times, CHIJ (Kellock), The RICE Company Ltd and RWS, raised a total of S\$337,793 for The Business Times Budding Artists Fund.



A Very Special Walk

RWS was official venue sponsor for A Very Special Walk, a signature fundraiser organised by Autism Resource Centre (Singapore), on 28 July 2018 graced by Speaker of Parliament Mr Tan Chuan-Jin. Both runners and walkers participated in the run and walk from VivoCity into Universal Studios Singapore and the Maritime Experiential Museum, ending off with a carnival at the Bull Ring. Over S\$1 million was raised to help adults with autism by equipping them with essential skills training, job matching and placement.

An ExtraOrdinary Celebration



We were Official Venue Partner in support of An ExtraOrdinary Celebration concert, organised by ExtraOrdinary People Limited, a charity dedicated to serving children and youth with special needs to foster a more inclusive society. Sponsoring the use of Resorts World Theatre and lending our technical expertise, we provided a meaningful platform for more than 500 children, comprising those with special needs as well as students from mainstream schools, to put up Singapore's largest inclusive concert. The event on 10 November 2018, celebrating children with different abilities and talents, was attended by Mr Ng Chee Meng, Minister in Prime Minister's Office and Secretary-General of National Trades Union Congress.

Inclusive Sports Festival

Taking our disabled diving programme to the wider community, we participated in Sport Singapore's second Inclusive Sports Festival held from 3 to 5 August 2018 at the Singapore Sports Hub. As Singapore's first and only accredited Disabled Divers International Dive Centre offering diving programmes at the S.E.A.A. for those with disabilities, RWS supported the festival by allowing participants to try out disabled diving in a safe and supervised environment, promoting inclusivity through sports.



Volunteer Leave

RWS continues to strongly encourage team members to display their volunteerism spirit by using their one-day paid Volunteer Leave entitlement – over and above their annual leave – to take part in community events organised or endorsed by RWS Cares.

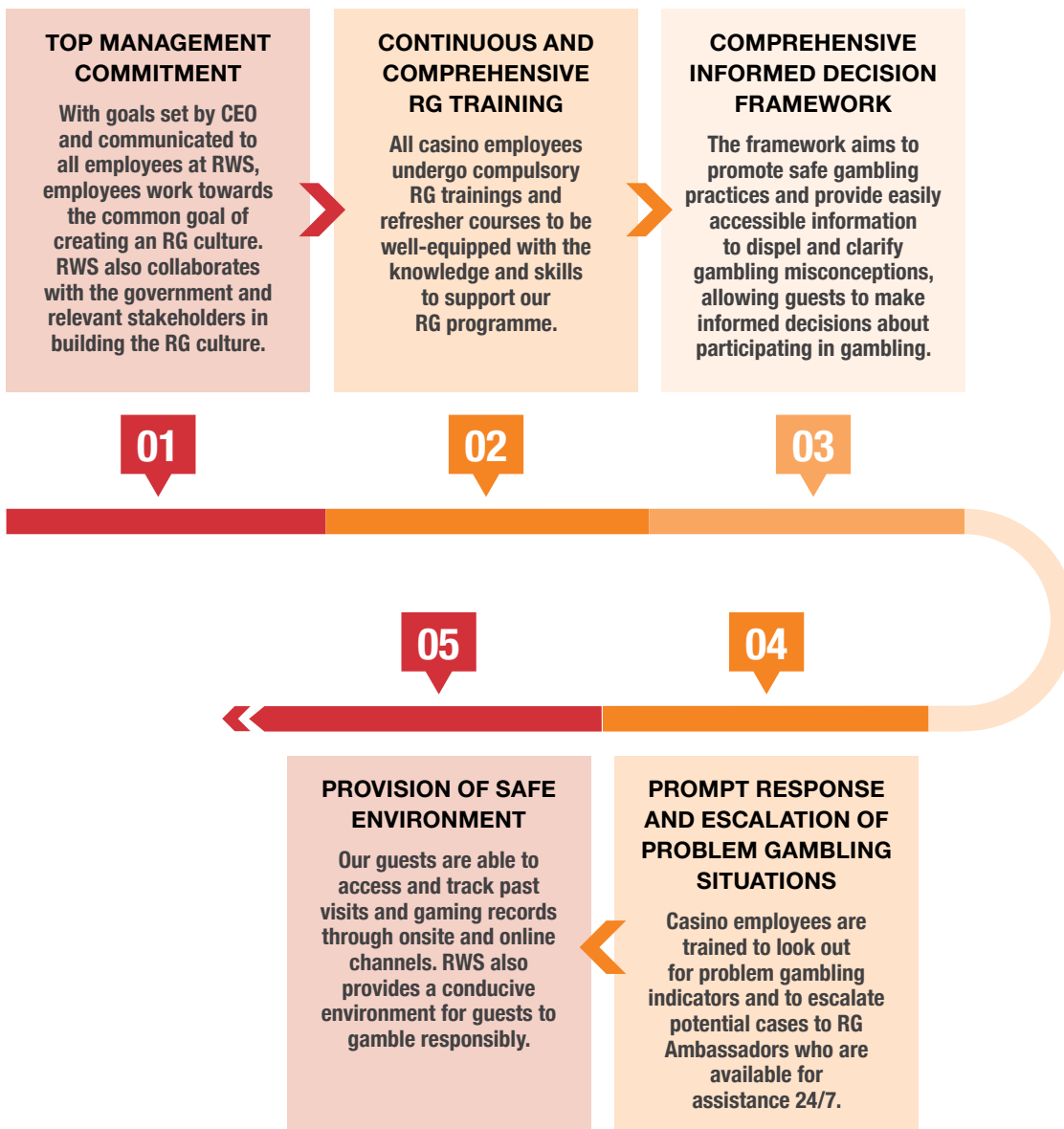
ADVOCACY

RESPONSIBLE GAMBLING

RESPONSIBLE GAMBLING ACCREDITATION

In December 2018, RWS has once again successfully attained the RG Check accreditation and achieved the highest score amongst more than 150 venue accreditations and reaccreditations completed to date by the Responsible Gambling Council. This milestone speaks of the commitment of RWS Casino’s executive team and casino staff to implement significant player safeguards. RWS remains committed to the prevention of underage and problem gambling within our casino premises. RWS takes on a holistic approach to Responsible Gambling (RG), cumulating in the aim to provide guests with an enjoyable yet safe environment for a pleasant gaming experience.

Figure 39: GenS’ Responsible Gambling Programme








As a testament to our commitment to providing a safer gaming experience for our guests, RWS voluntarily submitted our Responsible Gambling Programme for accreditation by the Responsible Gambling Council. The accreditation is based on independent and rigorous responsible gambling standards established for the gaming industry. In November 2015, RWS became the first casino in Asia Pacific to receive RG Check accreditation from the Responsible Gambling Council. This outstanding achievement is a seal of approval to our commitment in providing the most comprehensive social safeguards for our casino patrons.

TARGETS AND PERFORMANCES

Table 25: Targets and performances for responsible gambling

PERPETUAL TARGET	PERFORMANCE FOR 2018
Ensure our Responsible Gambling (RG) programme maintains its world-class standards by benchmarking it against industry best practices	 ACHIEVED
Existing RG Ambassadors to achieve 100% completion and 100% assessment score for RG Ambassador refresher training	 ACHIEVED
All casino staff to achieve 100% completion and 100% assessment score for RG Awareness Training ¹⁸	 ACHIEVED
TARGET FOR 2018	PERFORMANCE FOR 2018
To increase number of RG Ambassadors to provide prompt assistance or reach out to casino patrons who are displaying problem gambling indicators	Increased RG Ambassadors by 45%

RESPONSIBLE GAMBLING GOVERNANCE

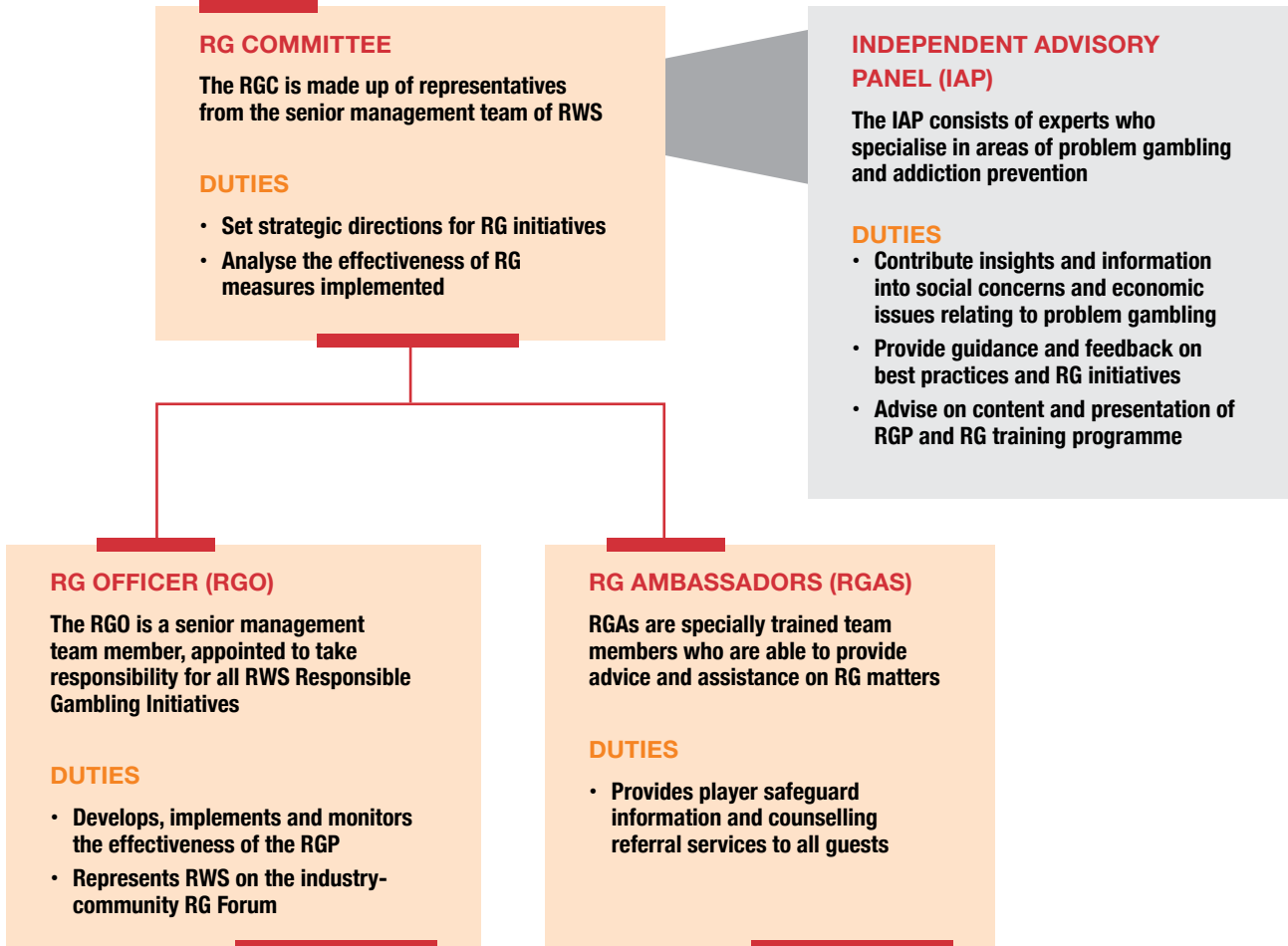
We continue to engage local and foreign experts to provide direction and advice on our RG initiatives. Under the 4-tier RG governance¹⁹, the Independent Advisory Panel (IAP) consists of experts in problem gambling and addiction prevention. These experts contribute insights, provide guidance and advise on new RG initiatives, RG Programme (RGP) and RG training programmes. We have achieved 100% completion and achieved 100% assessment score for both RG Ambassador refresher training and RG Awareness training²⁰. We also achieved our target of training 45% more RG Ambassadors this year. In 2018, RWS has expanded our Responsible Gambling IAP (RGIAP) by recruiting a new member, Dr. Jon Kelly, who has international standing and extensive experience in RG.

¹⁸ Excluding team members on hospitalisation and prolonged sick leave.

¹⁹ Please refer to Figure 40.

²⁰ Excluding team members on hospitalisation and prolonged sick leave.

Figure 40: 4-tier RG governance structure

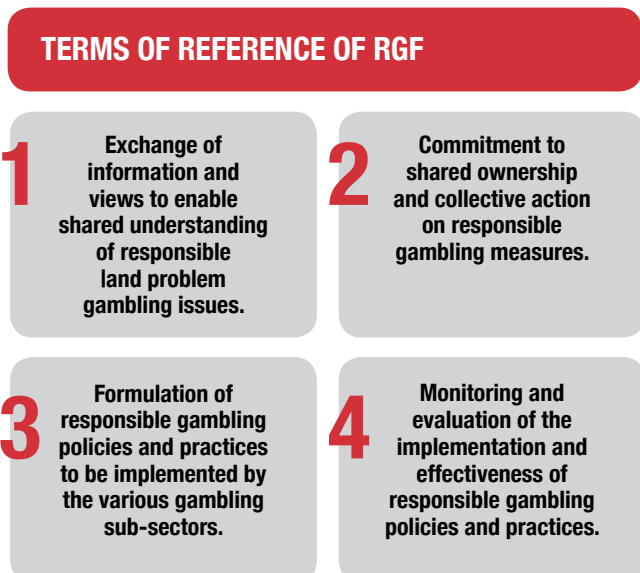


RESPONSIBLE GAMBLING FORUM

The Responsible Gambling Forum (RGF) was established by Ministry of Social and Family Development (MSF) in June 2013 to promote a shared commitment and understanding towards responsible gambling. Comprised of industry and community representations, RWS has been a member since June 2013, and has continued to be so for the third term running from 1 June 2017 to 31 May 2020. RWS will actively follow the terms of reference set out by RGF to drive responsible gambling within our community by sharing industry ideas and practices to work towards a shared RG goal.

The terms of reference set by the RGF can be seen in Figure 41.

Figure 41: Terms of reference of RGF



FIRST GAMING OPERATOR TO CONTRIBUTE IN RGF NEWSLETTER

Our close collaboration with the government and strong RG Programme has allowed us to be the first gaming operator to contribute an industry sharing piece in the RGF bi-annual e-newsletter. The e-newsletter, which is distributed to gambling operators as well as the public, is aimed at promoting a shared commitment and understanding towards responsible gambling through the regular sharing of RG information, experiences and best practices.

In the article, which can be seen in the pictures below, we shared our RG approach, as well as introduced our various RG initiatives and what RG means to us.

RESORTS WORLD SENTOSA'S COMMITMENT TO RESPONSIBLE GAMBLING

Resorts World Sentosa (RWS) provides our guests with an enjoyable and safe gaming experience and is committed to the prevention of underage and problem gambling within our casino premises.

RWS voluntarily underwent the Responsible Gambling (RG) Check accreditation by Responsible Gambling Council, and was the first casino in Asia Pacific to receive RG Check accreditation in 2015. The accreditation was and continues to be a testament to our commitment to providing a safe gaming environment for our patrons. Nonetheless, RWS endeavors to continuously improve our RG Programme. Apart from engaging local and foreign subject matter experts to provide guidance and feedback on our RG initiatives, we also benchmark our RG Programme against industry's best practices.

HOLISTIC APPROACH TO RESPONSIBLE GAMBLING

01 Top Management Commitment

Our RG commitment emanates from the top management; our Chief Executive Officer sets clear RG goals and expectations for the organization which are communicated to RWS employees at all levels, and helps to drive employees towards the common RG goals. RWS is also committed in collaborating with government and stakeholders (i.e. Ministry of Social and Family Development, Casino Regulatory Authority, industry operators, support groups) to build an RG culture.

02 Continuous & Comprehensive RG Training

Casino employees undergo mandatory RG training as well as refresher training to be well equipped with the updated knowledge and skills to support our RG programme. Our training includes comprehensive guidance on problem gambling interventions, e.g.

- Approach patrons in a casual and non-confrontational manner to show concern
- Approach patrons without interrupting play and embarrassing them in front of others
- Not to confront patrons' resistance and respect their decision.


With inclusion of role play and case studies in training, employees have gained confidence in providing assistance.

2

03 Comprehensive Informed Decision Framework

RWS has a comprehensive informed decision making framework which focuses on promoting of safer gambling practices and providing easily accessible information to assist patrons in making objective informed choices about their participation in gambling as a form of entertainment. The RG information is available through various channels such as posters, brochures, electronic displays, websites, kiosks, employees, roadshows etc.

Our casino employees are also trained to provide appropriate RG information and clarification on gambling misconception to the patrons at appropriate time. For example, Game outcomes are always random; all machines have equal chance of winning.



04 Prompt Response & Escalation to Problem Gambling Situations

Our casino employees are trained to look out for problem gambling indicators and to escalate to a RG Ambassador for timely assistance. Our employees observe the 3 principles (i.e. Respect, Responsive and Systematic) when responding to various situations that suggest problem gambling.

RWS has a pool of trained RG Ambassadors from various casino departments. They are deployed in various areas inside and outside the casino, 24/7, so as to reach out to patrons who display problem gambling behaviours and provide help services.

05 Provision of Safe Environment

The creation of a responsible ambience in our casino provides a conducive environment for guests to enjoy their gambling experience responsibly. We provide our patrons the ability to track their past visit and gaming records through onsite and online channels.

Our patrons are able to recognize if they have been staying at the casino for a longer time than intended as we prominently display digital clocks around the casino and on all electronic gaming machines.

3

RESPONSIBLE GAMBLING AWARENESS WEEK (RGAW) 2018

One of the marquee events of the RGF is also the Responsible Gambling Awareness Week (RGAW) 2018, which was held from 5-13 April 2018. The theme this year "Have You Crossed the Line?" encouraged patrons to reflect on their gambling behaviour and avoid problem gambling.

During this period, RWS hosted three sessions of RG roadshows in the casino. 14 RG Ambassadors, together with representatives from the MSF, engaged patrons in a series of interactive games to raise awareness about the randomness of casino games, in setting limits and playing responsibly.

The roadshows saw a turnout of more than 700 patrons, with some participants expressing appreciation for our Ambassadors' reminders to gamble responsibly. The RG Ambassadors, who are our Casino Team Members, are specially trained to recognise behaviours that suggest problem gambling and to provide information and assistance to casino patrons.

COLLABORATION WITH WE CARE COMMUNITY SERVICES



RWS continued its promotion of responsible gambling by collaborating with WE CARE Community Services in sponsoring its annual fundraising event – ‘The Amazing WE CARE Race 2018’, which was held on 3 November 2018. RWS was one of the main event sponsors by providing a venue space and lunch for the awards ceremony at Genting Hotel Jurong.

The event raised funds for WE CARE Community Services, an established charity organisation which provides counselling and support services to people with different forms of addictions, including problem gambling.



BIODIVERSITY CONSERVATION

INSPIRE OTHERS TO PROTECT THE OCEAN

Since its opening, the S.E.A.A. team of marine life professionals and animal care specialists are committed to providing the highest quality care for the aquarium's animal residents through various conservation initiatives like the ex-situ breeding of threatened species to public education. In January 2018, a new series of interactive learning programmes for school groups was introduced. These programmes serve to inspire and educate students on marine life and conservation. Programmes include:



MAI'S UNDERWATER JOURNEY

Targeting pre-schoolers, this facilitated tour takes young learners on an ocean journey to meet fascinating marine animals around S.E.A.A..



OCEAN QUEST

To get an in-depth understanding and get up-close with marine life, this interactive guided tour uncovers the fascinating behaviours and biology of marine animals.



BYO SCHOOLS PROGRAMME

From June 2017, G.O.T.S embarked on a year-long nationwide Bring Your Own (BYO) Schools Programme in partnership with Zerowaste SG. 20 schools have completed the programme, reaching out to more than 24,000 students, and over 32,600 pieces of plastic disposables saved.



WONDERS OF THE SEA

This facilitated tour helps students develop an in-depth understanding of marine biodiversity, interactions between marine life in underwater habitats, and adaptations of marine animals to their environments.



FEEDING FRENZY

For curious students who wish to know what goes on behind the scenes at S.E.A.A., it's their perfect chance to go on this tour to learn about the feeding habits of different marine animals and experience a feeding session with marine animals.



S.E.A.A. CAREERS

A great opportunity awaits the upper primary and secondary school students in gaining insight into the different careers at one of the world's largest aquariums.



OCEAN FEST!

S.E.A.A. also launched its first ever eco-festival titled Ocean Fest, which aims to raise awareness for ocean conservation. At this month-long festival, highlights include a marketplace showcasing ocean-friendly products, a plastic art installation, underwater performances and upcycling workshops.

OUR SUPPORT FOR NATIONAL SERVICE



OUR APPROACH

Cognisant of the importance National Service (NS) plays for the safety and security of Singapore's social fabric, Genting Singapore fully supports our operationally-ready NSmen in fulfilling their NS and reservist responsibilities. Our HR policies enable our NSmen to strengthen their commitment to serving the nation, by organising fitness events to encourage them to lead healthy lifestyles.

As representatives sitting on the Advisory Council on Community Relations in Defence (ACCORD), Genting Singapore has worked closely with stakeholders, businesses and members of the public to raise support and understanding on national defence matters.

In 2018, we celebrated Singapore Armed Forces (SAF) Day for the sixth year. Team members who are operationally-ready national servicemen are encouraged to come to work on 2 July 2018 (Monday) in their SAF uniform in a show of solidarity and pride. Other team members are also encouraged to show their appreciation to NSmen.

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	102-38	Annual total compensation ratio	We have not reported this due to confidentiality and sensitivity of the information.	
	102-39	Percentage increase in annual total compensation ratio	We have not reported this due to confidentiality and sensitivity of the information.	
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	201-3	Defined benefit plan obligations and other retirement plans	Pursuant to the Central Provident Fund (CPF) Act, we also contribute to the CPF savings of our team members who are Singapore Citizens and Permanent Residents. For more information on the contribution rates for different age groups, please visit https://www.cpf.gov.sg/ .
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