



GENTING
SINGAPORE

GENTING SINGAPORE LIMITED

SUSTAINABILITY REPORT 2022

SUSTAINABLE
TOURISM



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BUSINESS IN BRIEF

- **About the Report**
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- **Awards and Accolades**
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ABOUT THE REPORT

This is Genting Singapore Limited's (GENS) tenth Integrated Sustainability Report for the financial year 1 January 2022 to 31 December 2022. It documents GENS' strategies, initiatives, and performances in relation to Environmental, Social and Governance (ESG) topics of the operations in Singapore. This report outlines GENS' approach in integrating sustainability into its policies, structure, management, and operations. GENS will outline its sustainability commitment through this report to its stakeholders, including staff, investors, business partners, the community, and the authorities.

The reporting period is from 1 January 2022 to 31 December 2022 (FY2022), unless otherwise stated, and the reporting scope covers all of Genting Singapore's business operations, specifically:

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

INTERNATIONAL STANDARDS AND GUIDELINES

This Report is prepared with reference to the updated Global Reporting Initiative (GRI) Universal Standards 2021. It complies with the Singapore Exchange (SGX) Listing Rules 711 (A) and (B) and incorporates SGX's enhanced disclosures on climate-related information and board diversity where applicable. Our greenhouse gas (GHG) emissions are calculated according to the principles and standards specified in the GHG Protocol Corporate Standard and Corporate Value Chain (Scope 3) Accounting and Reporting Standard. This Report also considers performance indicators suggested by environmental, social and governance (ESG) rating agencies, and additional disclosure suggestions collected through our engagement with stakeholders.

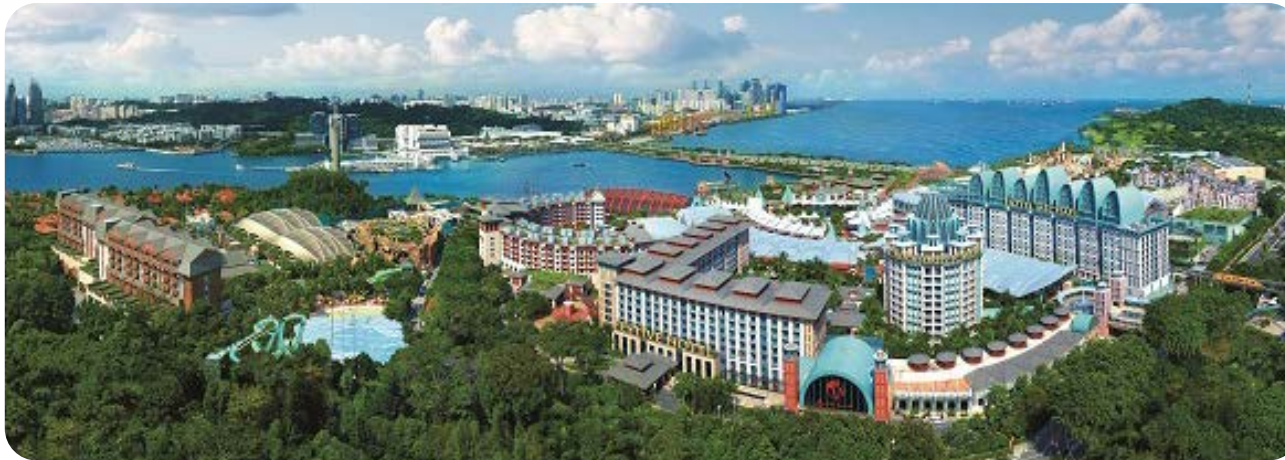
We disclose our sustainability impacts through various international disclosure platforms, including CDP (formerly known as the Carbon Disclosure Project) for climate change, MSCI and Sustainalytics. We also started implementing recommendations from the Task Force on Climate-related Financial Disclosures (TCFD) to enhance our assessment and disclosure of climate-related risks and opportunities. We will continue to report relevant progress in subsequent sustainability reports.

ASSURANCE

This Report has been prepared with internal controls in place. All data included in this report is checked to ensure its accuracy against our internal controls and signed off by senior management team. To enhance credibility amongst our stakeholders and investors, we have engaged PricewaterhouseCoopers LLP to undertake a Limited Assurance on selected environmental and social sustainability information in our Sustainability Report for the financial year 2022 (FY2022).



ABOUT GENS



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

The principal activities of Genting Singapore and its subsidiaries (the “Group”) are in the development, management and operation of integrated resort destinations including gaming, attractions, hospitality, Meetings, Incentives, Conferences, and Exhibitions (MICE), leisure and entertainment facilities. Since 1984, the Group has been at the forefront of gaming and integrated resort

development in Australia, the Bahamas, Malaysia, the Philippines, the United Kingdom and Singapore.

Genting Singapore owns Resorts World Sentosa (RWS) in Singapore, an award-winning destination resort spanning 49 hectares, and one of the largest integrated resort destinations in Asia, offering a casino, S.E.A. Aquarium (one of the world’s largest Oceanariums), Adventure Cove Waterpark, Universal Studios Singapore theme park, hotels, MICE facilities, celebrity chef restaurants and specialty retail outlets.

ABOUT RWS

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

theme parks and attractions are six unique luxury hotels, the Resorts World Convention Centre and a casino. The integrated resort also offers world-class entertainment and award-winning dining experiences and exciting cuisines from around the world across its many renowned celebrity chef restaurants, establishing itself as a key player in Singapore’s vibrant and diverse dining scene and a leading gourmet destination in Asia for epicureans.

RWS is a winner of the Special Award for Sustainability at the Singapore Tourism Awards for two consecutive years from 2021 to 2022. We are also the first destination in the world to be certified as a destination to the GSTC Destination Criteria, and achieving certification of hotels within its jurisdiction to the GSTC Industry Criteria for Hotels. These accomplishments serve as credible evidence that RWS takes a holistic and systematic approach to sustainability, and is making a true commitment to continuous improvement in their operations.



Corporate Mission

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



Sustainability Vision

To be a global leader in sustainable tourism



Sustainability Mission

To achieve carbon neutrality by 2030 and create positive socio-economic impact

MESSAGE FROM CEO

Dear Stakeholders

Amidst a volatile global political and economic environment, the travel and tourism industry has shown its resilience for recovery. According to the Singapore Tourism Board (STB), Singapore received over six million visitors in 2022, and STB expects that tourism flow will return to pre-pandemic levels by 2024.

Even so, climate action remains high on the global and national agenda, and as we welcome visitors back to Singapore, Genting Singapore (GENS) must continue to stay agile and adapt to emerging trends and expectations of our various stakeholders, while keeping sustainability at the core of our business.

Raising Standards

We have made great strides in our journey to be a global leader in sustainable tourism. We have been conferred the Special Award for Sustainability for the second consecutive year at the Singapore Tourism Awards 2022, organised by STB. Our flagship integrated resort, Resorts World Sentosa (RWS), became the first destination in the world to be certified to both the Global Sustainable Tourism Council (GSTC) Destination Criteria and GSTC Industry Criteria for Hotels, and to achieve the Events Industry Council (EIC)'s 2022 Sustainable Events Standards Platinum certification for Venue.

These accolades and recognitions were achieved ahead of the respective sustainability roadmaps developed for the hotel and meetings, incentives, conventions and exhibitions (MICE) industries, reaffirming our direction and cementing our position as an industry leader. We are in prime position to drive towards our goals to achieve carbon neutrality and create positive socio-economic impact.

Investing in Innovation

With global scientific and technological advances made in understanding and combatting climate change, we continue to dedicate more resources to research and innovations. We have seen a 38% reduction in carbon emission intensity as we continue to drive decarbonisation through quadrupling our solar panel capacity, piloting tidal turbines at the Sentosa Boardwalk, upgrading our

District Cooling Plant and driving energy efficiency through a new cloud-based Building Management System with Internet of Things (IoT) sensors and wireless connectivity, among other innovations. When S.E.A. Aquarium's transformation into the Singapore Oceanarium is completed, it will encompass a carbon-neutral research and learning centre that will advance research and education in the areas of marine science and biodiversity conservation.

We adopt an integrative and holistic approach in our RWS 2.0 expansion build, taking into consideration key factors such as climate change, health and wellbeing, resources and circularity during the design and construction phase to create buildings that have minimal impact to the environment and yet at the same time remaining practical, economical and comfortable.

ESG Integration into our Business

Sustainability has always been a part of our corporate ethos, and we will continue to go above and beyond in integrating sustainability principles into our business. We have started to voluntarily disclose how we manage climate-related risks and opportunities in accordance with the recommendations of the Task Force for Climate Related Financial Disclosure (TCFD) across four key thematic areas – governance, strategy, risk management, and metric and targets – ahead of the Singapore Exchange (SGX)'s requirements via the CDP reporting platform.

In view of evolving societal needs in the wake of the pandemic, our corporate social responsibility (CSR) framework underwent a strategic overhaul in 2022 to address the growing areas of food security, education, climate change and supporting local first, while engaging team members through active volunteerism and working with strategic partners to create meaningful impact such as providing nutritious local produce for underprivileged families in collaboration with Food from the Heart, and pledging to donate partial proceeds of admission tickets to the S.E.A. Aquarium and Adventure Cove Waterpark under the Change for Charity initiative by ComChest.

We have also ramped up initiatives to support and upskill our own team members. We are a Gold Recipient of the SkillsFuture Singapore (SSG) SkillsFuture Employer Awards in 2022 for exemplary performance in championing skill mastery and lifelong learning, and received the Partner of Labour Movement Award by National Trades Union Congress (NTUC) during their May Day Awards 2022.

“

WE MUST CONTINUE TO STAY AGILE AND ADAPTABLE TO EMERGING TRENDS AND EXPECTATIONS, WHILE KEEPING SUSTAINABILITY AT THE CORE OF OUR BUSINESS.

Tan Hee Teck

Genting Singapore
Chief Executive Officer



I am humbled to also have received the national Public Service Star (COVID-19) for leadership and contributions to the successful management of the impact of the pandemic on Singapore, and I am grateful to all the team members who went above and beyond their duties to support the community with me.

Charting our Journey Forward

With 2022 behind us and as the recovery of travel accelerates, businesses, government and the wider local community will need to collectively build a more sustainable, resilient, and inclusive travel and tourism sector. We will continue to take the lead in driving sustainable tourism and boosting our resilience towards future challenges guided by our 2030 Sustainability Master Plan.

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

KEY HIGHLIGHTS



PLANET Care for our Planet



38%¹

Reduction in carbon emission intensity

- 2,682 kWp solar photovoltaic system
- Potential pilot of tidal turbines at Sentosa Boardwalk
- Enhanced Building Management System (BMS)



51%

Water from alternative sources



49%

reduction in operational waste-to-landfill intensity²



64%

Green buildings by GFA across GENS
BCA Zero Energy Building: Pandan Garden warehouse (Mar 2023)



\$10 million

in funding committed to RWS-NUS Living Laboratory



PEOPLE Positive Socio-Economic Impact



More than

\$S\$443k

worth of community investment



NTUC May Day Awards 2022:
Partner of Labour Movement Award



SSG SkillsFuture Employer Awards: Gold Recipient (2022)



Bloomberg Gender-Equality Index (since 2021)

Launch of Diversity and Inclusion Policy

Revamped CSR framework

over **470,000** cumulative volunteer hours since 2010³

40.7 average training hours per employee

New CSR partnerships:

- 'RWS Eat Well' with Food from the Heart
- Change for Charity initiative with Community Chest



BUSINESS Good and Ethical Business



1st in the world

Certified to GSTC Destination Criteria and GSTC Industry Criteria for Hotels



1st in the world

EIC 2022 Sustainable Events Standards (Venue): Platinum Level Certification

90%

local sourcing

Championing Local Sourcing
SFA Farm-to-Table Recognition Programme:
Logo Recipient (Highest Tier)



STB Singapore Tourism Awards:
Special Award for Sustainability (2021-2022)



Top 10 worldwide venues accredited by Responsible Gaming Council



CIPS Asia Excellence in Procurement Awards:

- Overall Winner (2021-2022)
- Best Use of Digital Technology (2022)

¹ 2015 as baseline year.

² 2015 as baseline year.

³ 2010 as launch year of CSR initiatives.

AWARDS AND ACCOLADES

AWARDS



STB, Singapore Tourism Awards
Special Award for Sustainability
2021-2022

- SSG SkillsFuture Employer Awards: Gold Recipient (2022)
- NTUC May Day Awards: Partner of Labour Movement Award (2022)
- CIPS Asia Excellence Procurement Awards:
 - Overall Winner (2021-2022)
 - Best Use of Digital Technology (2022)

CERTIFICATIONS & ACCOLADES



GSTC, Certified to both GSTC-D and GSTC-H
1st in the world
Since 2021



EIC, 2022 Sustainable Events Standards (Venue): Platinum Level
1st in the world
Since 2022

- BCA Green Mark Certified Buildings:
 - **Platinum**
 - Resorts World Convention Centre
 - Universal Studios Singapore
 - Genting Hotel Jurong
 - **GoldPlus**
 - Equarius Villas
 - Crockfords Tower
 - Hotel Michael
 - Festive Hotel
 - Hard Rock Hotel
 - Equarius Hotel
 - Marine Life Park¹
- Bloomberg Gender-Equality Index
- Singapore Association of Convention & Exhibition Organisers & Suppliers (SACEOS) MICE Sustainability Certification: Intermediate Tier for Venue
- RG Check Accredited
- Association of Zoos & Aquariums Accredited

MEMBERSHIPS

- United Nation Global Compact Participant
- Global Sustainable Tourism Council Member
- World Association of Zoos and Aquariums
- Packaging Partnership Programme Member

LEADERSHIP ENGAGEMENT

- Founding Member, Sentosa Carbon Neutral Network (SCNN)
- Co-Chair, Hotel Sustainability Committee
- Member, MICE Sustainability Sub-Committee

DISCLOSURE FRAMEWORKS AND RATINGS

- Global Reporting Initiative (GRI)
- Task Force on Climate-Related Financial Disclosures (TCFD)
- Carbon Disclosure Project (CDP)
- Morgan Stanley Capital International (MSCI) ESG Ratings
- Sustainalytics ESG Risk Ratings
- Corporate Knights

¹ Marine Life Park includes S.E.A. Aquarium, Adventure Cove Waterpark Dolphin Island.

OUR SUSTAINABILITY JOURNEY

Pre-2012

- ⚡ District Cooling Plant
- ⚡ ETFE Canopies
- ⚡ Green Roofs
- ⚡ Solar Photovoltaic System
- ⚡ Rainwater Harvesting System
- ⚡ Coral Relocation
- 🏆 BCA Green Mark Gold Plus: FH and HRH¹
- 🏆 Community Chest Charity Gold Award

2012

Grand Opening

- ⚡ Recycling Campaigns
- 🏆 BCA Green Mark Gold Plus: Universal Studios Singapore
- 🏆 Community Chest Charity Gold Award

2013

- 🏆 GRI: Core
- 🏆 Community Chest Charity Gold Award
- 🏆 Singapore Sustainability Award

2014

- ⚡ Eco Pond
- ⚡ LED Lights
- ⚡ WAZA Membership
- 🏆 AZA Accreditation
- 🏆 GRI: Comprehensive
- 🏆 BCA Green Mark Gold Plus: CT, HM, BV, EH², ESPA
- 🏆 Community Chest Charity Bronze Award

2018

- ⚡ EV Charging Stations
- ⚡ No Straw Campaign
- ⚡ Sustainable Sourcing Playbook
- ⚡ Sustainable Packaging for Hotel Amenities
- 🏆 Community Chest Charity Platinum Award
- 🏆 NEA Singapore Packaging Award
- 🏆 RG Check: Highest Score
- 🏆 SHA-NEA 3R Awards

2017

- ⚡ Cooling Tower Water Recovery
- ⚡ B.Y.O. Programme
- ⚡ Supplier Packaging Requirements
- ⚡ Guardians of S.E.A.A.
- 🏆 Community Chest Charity Platinum Award
- 🏆 Energy Efficiency National Partnership Award
- 🏆 Singapore Green Hotel Award

2016

- ⚡ Career Development Framework
- ⚡ Beach Cleanup
- 🏆 BCA Green Mark Champion Award
- 🏆 BCA Green Mark Platinum: RWCC³
- 🏆 Community Chest Charity Platinum Award
- 🏆 SGX Sustainability Leaders Index

2015

- ⚡ Chiller Optimisation
- ⚡ Food Waste Digester
- ⚡ Integrated Utilities Monitoring System
- 🏆 BCA Green Mark Gold Plus: MLP⁴
- 🏆 BCA Green Mark Platinum: GHJ⁵, Universal Studios Singapore
- 🏆 RG Check: 1st Casino in Asia Pacific

2019

- ⚡ Food Grinders and Waste Digesters
- ⚡ Solar-Powered Smart Bins
- ⚡ Eliminated Single-use Plastic Bottles
- ⚡ RWS Academy
- 🏆 NEA Singapore Packaging Award
- 🏆 RG Check: Highest Score
- 🏆 RHT RMF Sustainability Awards

2020

- ⚡ Motion Sensor Lighting
- ⚡ Community Care Facilities
- 🏆 CIPS Asia Supply Management Awards
- 🏆 NEA Singapore Packaging Award
- 🏆 RG Check: Highest Score

2021

- ⚡ Carbon Neutral by 2030 Pledge
- ⚡ Sentosa Carbon Neutral Network Founding Member
- 🏆 Bloomberg Gender-Equality Index
- 🏆 CIPS Asia Excellence in Procurement Awards
- 🏆 RG Check: Highest Score
- 🏆 STP: Singapore Tourism Awards
- 🏆 GSTC: Destination, Hotels
- 🏆 SACEOS MICE Sustainability Certification

2022

- ⚡ Quadrupled our solar network
- ⚡ Enhanced Building Management System
- ⚡ Revamped CSR framework
- ⚡ Launch of Diversity and Inclusion Policy
- 🏆 STB Singapore Tourism Awards
- 🏆 EIC 2022 Sustainable Events Standards (Venue): Platinum
- 🏆 Chartered Institute of Procurement & Supply (CIPS) Asia Excellence in Procurement Awards
- 🏆 SkillsFuture Singapore (SSG) SkillsFuture Employer Awards
- 🏆 National Trades Union Congress (NTUC) May Day Awards 2022
- 🏆 RG Check: Highest Score



1 FH: Festive Hotel, HRH: Hard Rock Hotel
2 CT: Crockfords Tower, HM: Hotel Michael, EV: Equarius Villas, EH: Equarius Hotel

3 RWCC: Resorts World Convention Centre
4 MLP: Marine Life Park
5 GHJ: Genting Hotel Jurong

02

SUSTAINABILITY STRATEGY

- Sustainability Vision
- Sustainability Governance
- Stakeholder Interest and Engagement
- Materiality Assessment

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

SUSTAINABILITY VISION



TO BE A GLOBAL LEADER IN SUSTAINABLE TOURISM

GENS is committed to be a responsible corporate citizen and to embed sustainability in the heart of our business.

Our commitment to sustainability in our business is anchored by our core pillars: Planet, People and Business. Our focus areas and targets are set out in the 2030 Sustainability Master Plan, which lays out a blueprint for RWS to be a carbon-neutral destination by 2030 and to create positive socio-economic impact. We will drive greater collective impact through partnerships with key stakeholders as we continue to collaborate with the broader ecosystem towards a sustainable future.

SUSTAINABILITY GOVERNANCE

BOARD STATEMENT

GENS' Board of Directors is collectively responsible for the long-term success of the Group. The Board considers sustainability as a critical part of the business and strategy and ensures that ESG matters are integrated into all operations of GENS. As part of its responsibilities, the Board maintains oversight on GENS' sustainability focus areas and ensures the continued relevance of Genting Singapore's sustainability strategy and efforts.

GOVERNANCE STRUCTURE

The structure outlines how GENS' sustainability governance operates across the Board, the Management, and specialised functions. It builds upon the respective areas of responsibilities and expertise to enhance the oversight on our sustainability agenda.

1 Board of Directors

The Board maintains oversight over Genting Singapore's sustainability strategy and programmes, ensuring the continued consideration of relevant ESG topics in our operations, in addition to current global dynamics, local trends, and emerging regulatory developments. All board members have attended one training in sustainability in 2022, as prescribed by Singapore Exchange Regulation.

2 GENS CEO

The GENS CEO, who is also the RWS Chairman & CEO, is responsible for the organisation's sustainability strategy, evaluates relevant ESG issues and opportunities, oversees execution of corporate and business sustainability policy, strategy and goals.

3 Sustainability Steering Committee

The Steering Committee oversees and drives ESG practices across the Company, guided by our sustainability strategy. The Committee is co-chaired by the GENS Chief Corporate Officer and the Senior Vice

President (SVP), Sustainability, and meets quarterly to initiate, and monitor practices and initiatives in order to support the effective integration of sound ESG practices into our business operations and corporate objectives.

4 Sustainability Working Groups

The Sustainability Working Groups supports the Steering Committee and meets regularly to drive the integration of sustainability in their respective business units. It comprises 25 representatives from various business units including but not limited to Human Resources (HR), Finance, Legal, Business Intelligence, Operations and Facility Management.

5 Sustainability Department

The Sustainability Department was established in 2021 to drive sustainability efforts across Genting Singapore's operations, working closely with the respective businesses. The Department is led by the Senior Vice President (SVP), Sustainability, who reports directly to the GENS CEO on sustainability initiatives.



Tan Sri Lim Kok Thay
Executive Chairman



Tan Hee Teck
Chief Executive Officer



**Chan Swee Liang
Carolina (Carol Fong)**
Lead Independent
Director



Tan Wah Yeow
Independent
Non-Executive Director



Jonathan Asherson
Independent
Non-Executive Director



Hauw Sze Shiung Winston
Independent
Non-Executive Director

STAKEHOLDER INTEREST AND ENGAGEMENT

The interests of our stakeholders are at the core of our business and decision-making. The Company is committed to ensuring that existing and new business activities will provide long-term value to our stakeholders whilst making sure that we maintain our social licence to operate. We have identified stakeholders with the greatest influence and interest in our business. To understand their interests and concerns, we engage them through surveys, dialogues, conferences, and meetings, and identify ways to align expectations. Insights gathered from such engagement are used to inform both our approach to managing sustainability and the preparation of this Report.

Stakeholders	Key concerns	Modes of Engagement	Response
Guests	<ul style="list-style-type: none"> Quality experiences Value Options for sustainable tourism experiences 	<ul style="list-style-type: none"> Surveys Guests feedback channels 	<ul style="list-style-type: none"> Respond to guests' enquiries and feedback promptly and professionally Team members are trained to provide service above and beyond to guests
Team Members	<ul style="list-style-type: none"> Job security Fair remuneration Career progression Training and upgrading skills Workplace Safety 	<ul style="list-style-type: none"> Induction programme for new employees Regular trainings and workshops Annual townhalls 	<ul style="list-style-type: none"> Launched RWS Academy to continually upskill team members Launched RWS-LHUB Go for team members to access training materials for self-learning and development Provide job redesign opportunities to continue to stay competitive Partnered with Workforce Singapore, Skillsfuture Singapore, NTUC and industry associations to stay relevant in latest trends and developments in the market Structured management development programme in place Pulse feedback sessions for employees during townhalls
Government, Regulators and Trade unions	<ul style="list-style-type: none"> Performance indicators in compliance with relevant laws and regulations Achieving common goals and synergies Alignment with national ambitions under the Singapore Green Plan 2030 	<ul style="list-style-type: none"> Partnerships Industry forums, summits and workshops On-site visits Meetings and dialogues 	<ul style="list-style-type: none"> Policies, procedures and practices put in place to ensure regulatory compliance Committed to high standards of corporate governance Proactive engagement with government agencies
Investors	<ul style="list-style-type: none"> Growth prospects of the business Operational efficiency Sustainable shareholder value Transparency on disclosures Alignment with ESG standards and corporate governance 	<ul style="list-style-type: none"> Annual General Meeting Annual Report Annual Sustainability Report Half-yearly announcement of financial results Corporate announcements on SGXNET 	<ul style="list-style-type: none"> Release announcements and key developments on SGX-ST via SGXNET on a timely basis Issue key announcements

STAKEHOLDER INTEREST AND ENGAGEMENT

Stakeholders	Key concerns	Modes of Engagement	Response
Local Community and NGOs	<ul style="list-style-type: none"> Brand perception as an ethical, compliant and responsible organisation Aligned with global and national sustainability corporate expectations 	<ul style="list-style-type: none"> Community programmes Regular Engagement with charity organisations Responsible Gaming programmes Volunteering opportunities for team members with charities and community programmes Philanthropic Donations 	<ul style="list-style-type: none"> Revamped RWS' CSR framework with focus on four pillars of food security, education, climate action and local first Partnered with educational institutions and charity organisations Manage Game Play (MGP) programme
Suppliers	<ul style="list-style-type: none"> Ethical Business Practices Supplier Code of Conduct compliance Responsible and local sourcing Labour Human Rights Occupational Health and Safety 	<ul style="list-style-type: none"> Regular engagement with suppliers Supplier Code of Conduct 	<ul style="list-style-type: none"> Ensure suppliers comply with Supplier Code of Conduct Work with suppliers to provide sustainable alternative options Promote sustainability through Sustainable Procurement Policy and Sourcing Guidelines Prioritise local businesses with a focus on SMEs and Social Enterprises, where feasible
Tenants	<ul style="list-style-type: none"> Guest footfall Marketing National or precinct sustainability requirements 	<ul style="list-style-type: none"> Regular engagement with tenants 	<ul style="list-style-type: none"> Ensure support for sustainability related requirements such as food waste and waste segregation points Provide clear Recommended Green Lease guidelines

MATERIALITY ASSESSMENT

Identifying material ESG matters is critical to our business to create long-term value. RWS conducts materiality assessments once every three years, which are reviewed and approved by the Board of Directors, GENS CEO and the Sustainability Steering Committee. This allows us to stay abreast of the key economic, environment, social and governance issues that are important to us in shaping our sustainability strategy. In 2021, an external consultant was engaged to perform a review to update our material ESG topics, which was approved by the Board of Directors and Sustainability Steering Committee. This shaped our Sustainability Framework and laid out our 2030 Sustainability Master Plan.

1

IDENTIFY

Shortlisted sustainability topics via:

- Current sustainability assessment
- Research on ESG trends, guest expectations, regulator and investor requirements
- Peer review and benchmarking

2

ALIGN

Conducted internal stakeholders' engagement to gather insights through:

- Interviews
- Surveys
- External stakeholder interests and concerns garnered from the Company's engagement channels were also considered

3

FINALISE

- Finalised material sustainability topics
- Integrated Sustainable Development Goals (SDGs) into sustainability strategy

4

APPROVE

- Presented findings and prioritised material topics to the senior management for approval

GENS Materiality Matrix

- Energy
- Biodiversity Conservation
- 1 ● Empowering and Engaging Local Community
- Sustainability Education and Advocacy
- Sustainable Tourism




- Water
- Waste
- 2 ● Sustainable Building Design and Facilities
- Wellbeing
- Diversity and Inclusion

- Responsible Sourcing and Supply Chain
- Training and Education
- 3 ● Health and Safety
- Governance and Ethics
- Responsible Gaming



14

MATERIALITY ASSESSMENT

Through the materiality assessment, we have identified 15 material topics, of which six are considered most material to the Company. The corresponding table below outlines these key material topics and its significance to our business.

Key Material Topics	Significance	Our Response
Energy 	<p>For most companies including GENS, energy consumption is the single largest contributor to emissions. Reducing and managing our energy usage will be critical in our decarbonisation journey as we work towards becoming a carbon-neutral destination.</p>	<p>We are conscious of the substantial energy consumption required to operate an integrated resort and have committed to minimise our environmental impact through sustainable management and efficient use of natural resources. The 2030 Sustainability Master Plan discloses our ambitions and a roadmap to achieve our ambitions by 2030.</p> <p>We aim to reduce the Group's carbon emissions by 30% based on Gross Floor Area (GFA), reduce waste generation through resource efficiency, increase recycling rates and as well as reduce water intensity through active monitoring and water-efficiency programmes.</p> <p>This year, we focused our efforts on test-bedding new and innovative ways to increase our renewable energy sources through the tidal turbine trial, and to improve our energy efficiencies through an exercise to upgrade our Building Management System (BMS).</p> <p>For more information, visit 'Care for Our Planet'</p>
Biodiversity Conservation 	<p>RWS is home to the S.E.A. Aquarium, one of the world's largest aquariums; and sits on a well-preserved 2.9 hectares coastal forest that is one of the most extensive tall coastal forests in Singapore. We are surrounded and enhanced by unique local biodiversity, and we will continue to advance our research and conservation efforts with the support of various institutions and partners.</p>	<p>We are committed to reducing our environmental impact and focus on preserving the natural areas that surround us. We do this by embarking on conservation efforts in nature and biodiversity via several key avenues: monitoring of our terrestrial forest patch; marine biodiversity protection and outreach; as well as impactful collaborations and partnerships in research and conservation.</p> <p>For more information, visit 'Biodiversity Conservation'</p>
Empowering and Engaging Local Community 	<p>GENS is one of the largest employers in Singapore, and RWS welcomes over a third of visitors to Singapore. Our business operations have great impact on the local community, but this presents a unique opportunity to empower and engage our local community.</p>	<p>In 2022, we re-strategised our approach from corporate social responsibility to corporate sustainability and responsibility. It aims to reflect our Company's enhanced commitments to empower and engage local communities in an integrated and systematic manner. We support the following four social causes:</p> <ol style="list-style-type: none"> 1) Climate Change 2) Education 3) Food Security 4) Supporting Local Businesses <p>For more information, please visit 'Empowering and Engaging Local Community'</p>

MATERIALITY ASSESSMENT

Key Material Topics	Significance	Our Response
Sustainability Education and Advocacy 	<p>Sustainability education forms a key component of our CSR framework and how we deliver a sustainable tourist experience, as we seek to engage and educate visitors of our sustainability efforts and its impact. We also focus particularly on engaging youths, giving them a strong foundation to drive sustainability as the future generation of leaders.</p>	<p>Effective outreach and communications have the potential to amplify the impact of any organisation's sustainability impact. By raising awareness and providing knowledge and guidance, more entities and individuals can work together to create positive value. Through RWS, an integrated resort welcoming millions each year, we are able to complement wider societal efforts to increase awareness and action on sustainability.</p> <p>We developed the Sustainability Education and Advocacy Framework to guide our communications towards key stakeholders - guests, team members, suppliers, tenants, as well as communities, schools and institutions. We use relevant touchpoints to deliver tailored messages to each audience group, sharing about our own sustainability efforts and encouraging them to join us in taking action.</p> <p>Find out more at 'Sustainability Education and Advocacy'</p>
Sustainable Tourism 	<p>While there is an increased demand for sustainable tourism products and experiences, stakeholders remain cognizant of potentially misleading claims. We benchmark and accredit ourselves against global standards to be accountable for our sustainability efforts and build up our credibility as a global leader in sustainable tourism.</p>	<p>We actively incorporate sustainability in all aspects of the business across Planet, People and Business. For example, we have a Sustainability Policy in place, and a Supplier Code of Conduct to ensure responsible and sustainable sourcing. The Sustainability Department was set up in 2021 to strategise and execute sustainability initiatives across all business units.</p> <p>For our efforts, we have been conferred with internationally and nationally recognised green certifications to cement RWS' position as Asia's leading leisure and tourism destination.</p> <p>RWS has been awarded the Global Sustainable Tourism Council (GSTC) Destination Criteria and GSTC Industry Criteria for Hotels, as well as the Singapore Association of Convention and Exhibition Organisers and Suppliers' (SACEOS) Meetings, Incentives, Conferences and Exhibitions' (MICE) Sustainability Certificate, Intermediate Tier for Venue.</p> <p>RWS is also the first in the world to achieve Events Industry Council's 2022 Sustainable Events Standards Platinum certification for Venue.</p> <p>This has led to RWS achieving the Special Award for Sustainability for the second consecutive year at the Singapore Tourism Awards 2022 organised by Singapore Tourism Board.</p> <p>Read more of our efforts in 'Sustainable Tourism'</p>

SUSTAINABILITY FRAMEWORK



PLANET Care for our Planet

Align our business to a low carbon and circular economy

Decarbonisation

Preserving Nature

Greening Infrastructure and Transport

Material Topics:

- Energy
- Water
- Waste
- Sustainable Building Design and Facilities
- Biodiversity Conservation
- Responsible Sourcing and Supply Chain



PEOPLE Positive Socio-Economic Impact

Create positive socio-economic impact for our stakeholders

Inclusive Community and Industry

Nurture Future-Ready Workforce

Material Topics:

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



BUSINESS Good and Ethical Business

Drive sustainable tourism through sustainable offerings and responsible business practices

Responsible Business Practices

Conscious Consumption

Material Topics:

- Sustainable Tourism
- Governance and Ethics
- Responsible Gaming



2030 SUSTAINABILITY MASTER PLAN

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

Decarbonisation

- Reduce carbon emission intensity by 30%¹
- Reduce operational waste-to-landfill intensity by 50%²
- Quadruple renewable energy and procure from low carbon sources
- Collaborate on precinct-level decarbonisation solutions
- Institute-industry research and collaboration on sustainability and climate resilience
- Supply chain engagement and ESG programmes for key suppliers
- Responsible sourcing for material categories

Preserving Nature

- Implement forest conservation management plan which includes restoration and protection of flora and fauna
- Contribute to the restoration of critically endangered marine species within protected areas in the region to conserve and enhance biodiversity
- Leverage nature-based carbon offsets to support the protection/restoration of peatlands, mangroves and rainforests

Greening Infrastructure and Transport

- Green 75% of buildings³
- Integrate sustainability principles and innovation into RWS 2.0 expansion build
- Achieve 100% electric transportation
- Quadruple EV charging stations¹



Inclusive Community and Industry

- Exceed 500,000 in cumulative volunteer hours to positively impact the community
- Develop long-term partnerships to engage and empower the community and to promote sustainability advocacy and education
- Drive behaviour change through education, outreach and immersive public programmes
- Support local businesses with more than 90% biddable spend

Nurture Future-Ready Workforce

- Adopt sustainable human resources management where we advance and promote equity, wellness and development
- Nurture future-ready, environmentally and socially conscious workforce

Responsible Business Practices

- Take action on climate change risk and mitigation
- Transparency and disclosure in alignment with ESG rating standards
- Be a leader in responsible marketing, policy, management and programmes

Conscious Consumption

- Adopt global standards for sustainable travel and tourism
- Promote sustainable visitor programmes, experiences and education

1 2015 as the baseline year. Goal applies to Scope 1, 2, and applicable Scope 3 which includes energy, water, and waste.
 2 2015 as the baseline year.
 3 By GENS Gross Floor Area (GFA).

PERFORMANCE TRACKING TABLE

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

● On track to meet target ▲ Work in progress

Pillar	Category	2030 Goal	2022 Performance	Status
Planet	Decarbonisation	Reduce carbon emission intensity by 30% ¹ Applies to scope 1, 2, and applicable scope 3 which includes energy, water, and waste	<ul style="list-style-type: none"> • 38% carbon emissions intensity reduced • 36% reduction in electricity consumption intensity² • 52% reduction in potable and NEWater consumption³ • Commissioned installation to quadruple solar energy capacity • Invested in new cloud-based Building Management System • Started upgrading for District Cooling Plant 	●
		Reduce operational waste-to-landfill intensity by 50% ²	<ul style="list-style-type: none"> • 49% reduction in operational waste-to-landfill intensity 	●
		Quadruple renewable energy and procure from low carbon sources	<ul style="list-style-type: none"> • Installation for new solar panels across 12 sites are in progress • Reviewing pilot of tidal turbines at Sentosa Boardwalk 	●
		Precinct-level decarbonisation solution collaboration	<ul style="list-style-type: none"> • Ongoing discussion on potential precinct-level solutions 	▲
		Institute-Industry research and collaboration on sustainability and climate resilience	<ul style="list-style-type: none"> • Challenge Statement owner as part of the BCA Challenge Call to decarbonise Hotel Michael 	▲
		Supply chain engagement and ESG programmes for key suppliers	<ul style="list-style-type: none"> • Began pilot project to provide stewardship to the suppliers from our three key material categories to disclose, track and mitigate their carbon footprints • Enhanced Supplier Code of Conduct (SCoC) 	▲
		Responsible sourcing for material categories	<ul style="list-style-type: none"> • Completed development of Sustainable Sourcing Guidelines for 22 material categories and Sustainable Procurement Policy 	●
	Greening Infrastructure and Transport	Green 75% of buildings	<ul style="list-style-type: none"> • Pandan Gardens Green Mark Platinum - Super Low Energy (SLE) completed pre-assessment by BCA • Achieved Green Mark status for 64% of GENS GFA³ 	●
		Integrate sustainability principles and innovation into RWS 2.0 expansion build	<ul style="list-style-type: none"> • Incorporating BCA Green Mark Platinum and SLE requirements for RWS 2.0 redevelopments • Committed to BCA Zero Energy Building for upcoming Minion Land attraction • Committed Research and Learning Centre as carbon-neutral 	▲
		100% electric transportation	<ul style="list-style-type: none"> • Introduced first EV shuttle bus as pilot 	●
		Quadruple EV charging stations	<ul style="list-style-type: none"> • Began installation of six new EV fast chargers and four EV car sharing lots 	●

¹ 2015 as the baseline year.

² 2015 as baseline year.

³ 2015 as baseline year, per GFA.

PERFORMANCE TRACKING TABLE

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

● On track to meet target ▲ Work in progress

Pillar	Category	2030 Goal	2022 Performance	Status
Planet	Preserve Nature	Preserve 2.9 hectares of forest and implement forest conservation management plan which includes restoration and protection of flora and fauna	<ul style="list-style-type: none"> Commissioned Nature Society to work on flora and butterfly survey of forest in 2022 to support future management and conservation efforts 	●
		Contribute to the restoration of critically endangered marine species within protected areas in the region to conserve and enhance biodiversity	<ul style="list-style-type: none"> S.E.A. Aquarium (S.E.A.A.) will be embarking on a Research Collaboration Agreement with Nanyang Technological University - Earth Observatory Singapore (NTU-EOS) covering various streams of research and collaboration on various topics such as Super Corals, climate resilience and outreach and education mediums 	●
		Nature-based carbon offsets to support the protection/restoration of peatlands, mangroves and rainforests	<ul style="list-style-type: none"> Began development of nature-based carbon offset strategy S.E.A.A. is embarking on both existing and new collaborations with Sentosa Development Corp (SDC), targeted mainly on coastal habitats such as mangroves and the intertidal zone 	▲
People	Build Inclusive Community and Industry	Exceed 500,000 in cumulative volunteer hours to positively impact the community	<ul style="list-style-type: none"> 471,734 cumulative volunteer hours from 2010 to 2022 Revamped core focus to: food security, climate change, education and local first 	●
		Long term partnership to engage and empower the community and to promote sustainability advocacy and education	<ul style="list-style-type: none"> Launched three-year programme, "RWS Eat Well", with Food from the Heart to supply local fresh produce to the underprivileged Committed to donate partial proceeds from S.E.A. Aquarium and ACW admission tickets as part of Community Chest's Change for Charity initiative 	●
		Drive behaviour change through education, outreach and immersive public programmes	<ul style="list-style-type: none"> New partnership with Ngee Ann Polytechnic on a learning journey - "Sustainability@RWS" S.E.A. Aquarium added a new offering to their existing slate of over 26 programmes catering to guests, students and educators 	●
		Support local business with more than 90% biddable spend	<ul style="list-style-type: none"> 90% suppliers engaged are local suppliers Recognised as "Highest Tier" on the Singapore Food Agency (SFA) Farm-to-Table Recognition Programme 	●

PERFORMANCE TRACKING TABLE

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

● On track to meet target ▲ Work in progress

Pillar	Category	2030 Goal	2022 Performance	Status
People	Nurture Future-Ready Workforce	Adopt sustainable human resources management where we advance and promote equity, wellness and development	<ul style="list-style-type: none"> Enhanced Flexi Work Arrangement Policy in 2022 Launched RWS Academy Scholarship in 2022 	●
		Nurture future-ready, environmentally and socially conscious workforce	<ul style="list-style-type: none"> Introduced Pay-for-Skills scheme Started Business Acumen Series training 	●
Business	Responsible Business Practices	Transparency and disclosure in alignment with ESG rating standards	<ul style="list-style-type: none"> Improved CDP ratings to "B" 	●
		Climate change risk and mitigation	<ul style="list-style-type: none"> Started to integrate climate risk into organisation risk register Completed qualitative scenario analysis for TCFD 	●
		Leader in responsible marketing, policy, management and programmes	<ul style="list-style-type: none"> Achieved highest RG Check accreditation score worldwide 	●
	Conscious Consumption	Adopt global standards for sustainable travel and tourism	<ul style="list-style-type: none"> First in the world to achieve Sustainable Event Standards Certification by Events Industry Council 	●
		Sustainable visitor programmes, experiences and education	<ul style="list-style-type: none"> Launched "Sustainability in Motion" tour at S.E.A. Aquarium 	●



03

**PLANET:
CARE FOR
OUR PLANET**

- Energy
- Water
- Waste
- Sustainable Building Design and Facilities
- Biodiversity Conservation
- Responsible Sourcing and Supply Chain

ENERGY

Energy powers the guest experience, and is one of the most significant sources of carbon emissions. With global scientific advances, the adoption of renewable energy and innovative energy efficient technologies have accelerated. At Genting Singapore, we recognise the threat of climate change and we are committed to do our part to drive decarbonisation and energy efficiency across our operations.

OUR APPROACH

At GENS we take a holistic approach to reducing our carbon footprint, and we proactively seek out new innovations and opportunities to decarbonise, be it through collaborating with partners, tracking our energy consumption, or testbedding new solutions. Our approach can be summed up in three areas of work:

1 Reduce energy consumption

We plan to reduce energy consumption through equipment upgrades, process improvements and the implementation of energy efficient and decarbonisation technologies.

2 Generate renewable energy

We commit to increase renewable energy adoption by expanding the current solar capacity across the resort, including within the upcoming RWS 2.0 expansion plans and to explore alternative low carbon sources.

3 Adopt innovative energy solutions

We look for innovative decarbonisation solutions that drive energy efficiency and increase utilisation of renewable energy.

Powered by Renewables: Universal Studios Singapore

11 of 14 of our solar panel sites across GENS will be located within Universal Studios Singapore. The theme park has achieved BCA's Green Mark Platinum since 2015 and aims to catapult Minion Land to achieve BCA Zero Energy Building certification when it opens in 2024. The zone will be powered by renewable energy and utilise smart energy systems such as digital twin technology, demand flow controllers and high efficiency motors.



Key Highlights



38%

reduction in energy consumption intensity from 2015 baseline



1st

large-scale adopter of cloud-based Building Management System in Singapore



4x

our solar network through 12 new solar panel sites



11%

improvement in energy efficiency with DCP enhancements

ENERGY



High-efficiency District Cooling Plant in RWS



New solar panels installed at Hard Rock Hotel Singapore

OUR PROGRESS

Energy Reduction

We achieved 38% reduction in energy intensity since 2015 (when the resort became fully operational) and 4% reduction in our year-on-year electricity consumption despite ramping up our operations since the pandemic. In early 2022, we mobilised an energy reduction taskforce to identify all latent energy wastage throughout the resort. This allowed us to quickly identify and reduce our overall energy consumption. Some identified sources of energy consumption that we have cut out include:

- Increasing space temperature in various indoor spaces, such LAN and SPDU rooms, corridors, lobby areas, changing rooms, wardrobes and other suitable locations
- Optimising the S.E.A.'s Life Support System Foam Fractionator
- Reducing fan speed and operating hours of ventilation fans at Genting Centre

Having said that, we expect an upward trend in our year-on-year energy intensity in 2023 as our business recovers from the pandemic.

Expanding renewable energy sources

Renewable energy sources are critical in our decarbonisation strategy, and we have invested significant resources in expanding our renewable energy capabilities and exploring alternative low-carbon energy sources.

- **Quadrupling our solar network:** Work is in progress to deploy 12 new solar panel sites at RWS and our warehouse at Pandan Gardens. This will quadruple GENS' existing solar network, which is already one of the largest solar photovoltaic systems in Singapore's hospitality sector. The solar panels will cover about

1 ha, with a solar capacity of 2,682 kWp, which can produce 3.3 MWh of clean energy annually when fully installed by 2023.

- **Testing out Tidal Turbines:** We are reviewing a year-long trial of tidal turbines to test the availability and reliability of utilising tidal energy from below the Sentosa Boardwalk to supplement RWS' energy needs. If successfully implemented, this will be Asia's first bi-directional tidal turbine installation under a bridge to convert the natural rise and fall of tides into renewable energy.

Upgrades for lower emissions

As we explore alternative low-carbon energy sources, we are taking active steps to upgrade or enhance our existing energy network and infrastructure, ensuring they run efficiently to minimise our energy consumption.

- **District Cooling Plant (DCP):** In 2022, we commenced an upgrade of our award-winning energy efficient DCP within RWS, which has played a significant role in optimising our electricity and water usage. This is slated for completion by 2023. This upgrade will lead to an estimated electricity savings of 3.7GWh and 1,500 tCO₂e emissions avoided annually.
- **Cloud-based Building Management System (BMS):** The BMS, with sustainability and productivity at its core, will help us accurately measure our energy utilisation and address energy efficiency gaps. This is estimated to help RWS save up to 4GWh of energy annually and will make RWS the first large scale adopter of cloud BMS in Singapore. Some key features include an integrated centralised command centre for real-time monitoring and utility management, fault detection diagnostics to improve productivity, smart dynamic energy optimisation for autonomous balancing of energy savings and

ENERGY

thermal comfort and LTE wireless technology for connectivity.

Greening our Transport Network

In line with the Singapore Green Plan 2030 and Sentosa Development Corporation (SDC)'s strategic roadmap to electrify transportation and increase the number of electric vehicle (EV) charging stations, we are working towards utilising 100% EVs and converting about 15% of the resort's parking lot capacity to EV chargers, by 2030.

- Hybrid Limousines:** Since 2021, we have converted all of our directly managed limousines into hybrid vehicles on a leasing model. This conversion to a greener alternative can reduce about 30% of annual petrol consumption required for our limousines and an estimated of 43 tonnes of carbon emissions every year.
- EV shuttle bus trials:** We are introducing our first EV shuttle bus in early 2023 as a pilot project to assess the suitability of converting the remaining shuttle buses in our fleet to EVs when the contracts are due for renewal.
- EV buggies:** We have a fleet of 105 buggies, of which over 95% are powered by electricity, that services the entire resort. The remaining buggies will gradually be converted into electric-powered buggies as we move towards 100% electric transportation by 2030.
- EV charger installation:** As of 2022, there are a total of nine EV fast chargers and four EV car sharing lots in the resort. We have also commenced the installation of six additional EV chargers and four EV car sharing lots, which are expected to be fully installed by 2023. This year, as part of the initiatives to encourage the use of EVs among our visitors, we improved the wayfinding and accessibility to the EV chargers in RWS by redesigning and increasing the number of EV charger signages.

LOOKING FORWARD

We have embarked on various ambitious projects that will further cement our position as an industry leader, and we intend to use these projects as a potential industry showcase for others to follow. These projects include:

- Tidal Turbines at Sentosa Boardwalk:** Studies will be conducted during the one-year trial to assess the feasibility of scaling up to 30 tidal turbines, which will have the capacity to generate up to 1GWh renewable energy annually, sufficient to power over 220 4-room HDB flats in a year. This initiative will place RWS as the first commercial entity in Singapore to tap into tidal energy on a large scale.
- Showcasing Cloud-based BMS:** RWS will be the first large-scale adopter of cloud BMS in Singapore, and we are pleased to partner Honeywell to build an industry showcase, share insights and best practices with other organisations with the sole objective of driving growth and innovation for decarbonisation through the use of technology and connectivity.
- BCA Challenge Partnership:** We are participating in the BCA Thematic Challenge to explore innovative solutions for Hotel Michael to achieve 75% energy savings¹. The innovative solutions include smart hotel room management system, hybrid cooling system, smart hot water management system, outdoor cooling solutions for natural ventilation and novel renewable energy solutions.
- Internet of Things (IoT):** Extensive installation of IoT sensors have been planned to make available data insights and intelligence of our overall consumption, which can inform and drive energy reduction.



An EV buggy in operation at Equarius Hotel



An EV charger in operation at our carpark

¹ 2005 as the baseline year in accordance to BCA guidelines.

WATER

According to the World Resources Institute, Singapore will be one of the most water-stressed countries in the world by 2040¹, putting more pressure on our water supplies. It is therefore crucial for businesses like ours to develop a sustainable, integrated and holistic water management system.

OUR APPROACH

With our operations based in Singapore, it is critical for us to prioritise an efficient and effective water management system, while conserving our water sources as prudently as possible. We primarily draw from our municipal water source, the Public Utilities Board (PUB), but we have been building up capability to draw from four alternative sources - seawater, NEWater, reclaimed water, and rainwater - which constitute 51% of our total water consumption.



Potable Water (49%)

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



NEWater (15%)

We draw on NEWater to support the district cooling system in RWS and chiller plant in Genting Hotel Jurong



Seawater (27%)

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



Harvested Rainwater (8%)

We harvest rainwater for irrigation and as a standby irrigation for fire-fighting



Reclaimed Water (1%)

We deploy a water reclamation system for the District Cooling Plant (DCP) to recycle and reuse the cooling tower blow-down reducing NEWater intake by almost 8%

Our highest water utilisation is at RWS, where we use water for our business operations and to cool our buildings. Our water strategy focuses on:

• Diversifying our water supply through four alternative water sources

Additional water sources constitute 51% of our total water consumption - these sources are NEWater (15%), rainwater (8%), reclaimed water (1%), and seawater (27%). We actively look for new ways to develop these four sources, while seeking opportunities to tap on new water sources.

• Drive water efficiency and usage reduction

Through adoption of innovative technologies, advocacy, partnerships or other means, we work to conserve water and be prudent in our water usage where possible.

Key Highlights



52%

reduction in consumption of potable water and NEWater²



51%

water from alternative sources, or 1,100,998m³

OUR PROGRESS

Reducing our Water Consumption

Since 2015, we have managed to reduce our total potable water and NEWater consumption by 52%. This was attributed mainly from the 9% reduction in NEWater consumption as compared to 2021 from cooling load initiatives carried out at the start of the year as described in the energy section.

Some of the key contributions to the 56% reduction from 2015 baseline include the following:

- 1 Installing a water reclamation plant at our District Cooling Plant (DCP) to reclaim cooling tower blowdown water, reducing 7% of NEWater consumption
- 2 Installation of a wireless water consumption tracking system to monitor leaks that enables speedy response and action
- 3 Optimising swimming pool water levels to fully maximise rainwater reclamation for our swimming pools

¹ <https://www.wri.org/insights/ranking-worlds-most-water-stressed-countries-2040>.

² Compared to 2015 as baseline year.

WATER

RWS Turns Blue

In 2022, our buildings were lit in blue for one week in March to symbolise our support towards PUB's annual water conservation campaign "City Turns Blue" initiative for the Singapore World Water Day (SWWD).



We will continue to explore ways to reduce our water consumption and diversify water sources as our business volume recovers to pre-pandemic level.

Managing our water usage

To be able to reduce our water consumption, we need to have access to reliable data. Through our wider Building Management System enhancement project, we will be able to derive deeper insights into our water consumption patterns and user behaviour, which we can use to engage relevant business units to reduce our water usage. Currently, we monitor water consumption through our Integrated Utilities Monitoring System and conduct monthly meetings to identify new opportunities to conserve water. We also actively look out for new innovations and upgrades to improve our water efficiency.

One of the initiatives we have been rolling out progressively and monitoring include the installation of more sub-water meters and seawater flowmeters to improve our monitoring capabilities, supporting efforts to eliminate water wastage and allow for early response to issues. At the S.E.A. Aquarium (S.E.A.A.), we also invested in seawater flowmeters to track consumption and monitor leakage levels from sand filters and foam fractionators processes, reducing unnecessary seawater losses and chilled water consumption.

Expanding alternative sources

Seawater and rainwater are two naturally occurring water sources easily accessible to us, and beyond reducing water consumption, we have been exploring how we can tap on these natural resources. We have explored the following areas of work:

- Seawater desalination:** Currently, we draw seawater from Keppel Harbour to be used in the Life Support System which supports our aquatic animals at the S.E.A.A. Used seawater is discharged back to Keppel Harbour as backwash after it goes through our sand filters. To further reduce our water dependency, we are reviewing the feasibility of installing a small scale seawater desalination system within RWS.
- Water Audit:** We continue to push the boundary of water supply source diversification and received funding confirmation from PUB to conduct a study on RWS water distribution network. The study will include mapping out major streams and flows, studying water utilisation and developing a comprehensive water balance chart. The results will drive development and prioritisation of innovative technology, such as seawater desalination and rainwater harvesting, to achieve our water conservation goals.

LOOKING FORWARD

GENS will continue to explore and test bed new technological innovations to advance our goal in reducing water dependency. This will be done through close collaborations and partnerships with relevant stakeholders, such as innovators and authorities.



District Cooling Plant Operations



The lagoon at Universal Studios Singapore which captures rainwater

WASTE

Tackling the challenge of waste is integral in sustainable development, and requires a holistic approach towards waste management and resource management. As RWS welcomes visitors to enjoy the resort's various offerings, we are leveraging this unique opportunity to build better waste awareness and habits among our visitors, while diverting as much waste from our landfills.

OUR APPROACH

Aligned with Singapore's Zero Waste Masterplan, we aim to achieve a reduction of 50% in our operational waste-to-landfill intensity by 2030, as compared to the 2015 baseline year. To achieve this goal, we integrate waste management hierarchy into our day-to-day planning and operations. Priority is given to identifying opportunities in waste reduction via a deliberate shift towards more sustainable production and consumption, followed by reusing, recycling and recovery. We continue to explore the adoption of new technologies and innovations to support us in the process of resource management and to accelerate the adoption of our waste management hierarchy.



In-room water carafes with sustainability messaging for hotel guests



Increased availability of recycling bins for hotel guests

GENS Waste Management Hierarchy

- 1  **Prevention**
Rethink, redesign and change behaviour
- 2  **Reuse**
Reuse materials to maximise useful lives
- 3  **Recycle**
Normalise recycling activities
- 4  **Recover**
Recover resources and energy
- 5  **Disposal**
Minimise waste to landfill

Key Highlights

 **49.3%** reduction in operational waste-to-landfill intensity compared to 2015

 **10** waste streams that we segregate and recycle

 **Paper / Carton Boxes**

 **E-waste**

 **Plastics**

 **Glass**

 **Metal**

 **Linen**


 **Food**

 **Wood**

 **Cooking Oil**

 **Spent Coffee/ Horticulture**

 **79%** construction waste sent for recycling

 Completed first waste profiling exercise to improve waste management



WASTE

OUR PROGRESS

Waste Diversion

In 2022, we achieved a 49% reduction in operational waste-to-landfill intensity per GFA as compared to the 2015 baseline year, which resulted in a decrease from 26.3kg/sqm to 13.4kg/sqm. We expect an upward trend in our year-on-year operational waste-to-landfill intensity as our business recovers from the pandemic. To counter this, we have started to assess selected waste streams to improve our recycling and waste diversion rate.

Understanding our waste: In early 2023, we engaged a third-party waste consultant to conduct a waste profiling exercise. This exercise provided valuable insights and helped us identify new opportunities to divert more waste away from the landfill.

The waste profiling exercise identified food waste and packaging waste as key waste streams RWS can improve on. We have initiated engagements with relevant business units to develop potential solutions to tackle this.

- **Food waste:** RWS has four onsite food waste digesters that helps to break down food waste to wastewater, which is discharged into sewage systems. The waste profile exercise has provided critical data to help us assess and make plans to further minimise food waste. We are also exploring both precinct level and localised food waste-to-energy solutions. We have started tenant engagement on food waste segregation and installed more food waste bins to start our food waste segregation and data collection process.
- **Packaging waste:** As a three-time Singapore Packaging Award Top Achievement award winner,

Creative Reuse

At our attractions, we inventorise reusable assets and as part of our standard operating procedures, our Creative department will explore reusing assets in inventory during their creative process. As a result, we have been able to roughly halve our purchase of new props, costumes, equipment and structure for the Halloween Horror Nights and Christmas themed events at the Universal Studios Singapore since 2011. For instance, floor decking purchased from previous years were reused for Halloween Horror Nights haunted houses, and this effort helped to reduce construction waste. This exemplifies that creativity and resourcefulness can go hand in hand.



our range of initiatives from removing plastic packaging for retail products to implementing reusable tableware such as cups and sauce dishes have been documented as part of NEA's 3R Guidebook for Packaging as guidance for corporates to reduce their packaging waste. We continue to make good strides in cutting down our packaging waste in line with NEA's Mandatory Packaging Reporting scheme by tracking packaging waste in greater detail and engaging regularly with Procurement to explore ways to minimise packaging waste.

Managing our Waste Streams

We continued to divert and recycle waste across 10 waste streams and to improve our accuracy in our waste segregation, be it through setting up bins in more locations to improve accessibility, putting up instructions and posters to guide stakeholders on proper waste disposal, and developing various playbooks and assets tailored to different partners to align them on best practices.

WASTE

Construction waste: In light of the upcoming RWS 2.0 expansion, we acknowledge the significance of managing construction waste and are committed to doing so effectively. We monitor construction waste regularly and find ways to minimise construction waste where possible. This year, about 79% (3,276 tonnes) of construction waste generated was sent for recycling.

Food waste segregation: We have placed food waste bins at RWS-owned F&B operations to kickstart food waste segregation, and intend to roll this out to our tenants progressively, ahead of national regulations that will make it mandatory for all large commercial and industrial food waste generators to segregate their food waste for treatment by 2024.

Partner Engagement

Beyond our own operations, it is critical for us to engage our various stakeholders to join us on our journey of managing waste. These include syncing up about best practices, latest sustainability issues, standards to adopt, and how we can avoid, reduce, reuse, recycle and dispose waste safely and sustainably.

- **Aligning with tenants:** We have developed various training materials such as a waste management playbook to align tenants on the national and resort-wide agenda on waste management and best practices based on our waste management hierarchy. We also initiated more conversations and feedback sessions with our tenants to advocate environmental-friendly waste management initiatives.
- **Working with suppliers:** We work closely with our suppliers to reduce packaging waste and have progressively included sustainability as one of the

mandatory considerations in Request For Quotation (RFQ) and tenders. We also leverage on unique opportunities to collaborate with our suppliers, such as working with our landscape vendor to divert used coffee grounds to be used as fertiliser in our gardens. Our initiatives with suppliers are detailed in our section on 'Responsible Sourcing and Supply Chain'.

- **Engaging team members:** To encourage individual waste reduction, we have removed individual office bins for team members. This encourages team members to be mindful of the waste they are throwing out, and encourages them to segregate and throw their waste in centralised locations within the office.

LOOKING FORWARD

Tracking Waste: We are expanding our waste data collection capabilities to generate deeper insights such as sources of waste, types of waste generated and real-time waste data. This information will better inform our approach on reducing or diverting waste over the next few years. To kickstart this process, we are exploring a smart waste monitoring system through the Internet of Things (IoT) application to capture waste data by users and provide updates on a real-time basis.

Trash to Treasure: We are also pursuing a focus on circularity opportunities and partnerships, as we seek to explore how waste can be converted into a new resource, creating additional value for us. We are appraising the feasibility of implementing a waste-to-energy plant, and engaging the wider Sentosa Carbon Neutral Network (SCNN) ecosystem to consider the proposal on a precinct level. Such

a partnership can allow us to share resources and expertise, and leverage economies of scale to introduce large-scale solutions.

Partnerships: Finally, as we continue to build these principles into our approach to waste management, we will look to collaborations and partnerships to develop a longer-term roadmap for waste. Over the next three years, we will work towards a goal of achieving zero waste-to-landfill through partnerships and driving behavioural change among visitors and other stakeholders.



One of the cardboard carton collection points set up resortwide

SUSTAINABLE BUILDING DESIGN AND FACILITIES

Globally, the building sector accounts for about 40% all energy-related carbon emissions. Adapting new builds and upgrading existing buildings with the use of the right design is necessary. We integrate sustainability principles and innovation into our building design with the objective of achieving significant decarbonisation with our new and existing buildings.

OUR APPROACH

With RWS 2.0 expansion plans underway, it is critical that we continuously adopt green building technologies and sustainability principles to new builds and existing buildings. We look at this through the following ways:



Equarius TreeTop Lofts, surrounded by preserved secondary forest that provides a natural cooling effect

1



Innovations

We keep abreast on latest building innovation and technologies, test bed and assess its suitability for wide scale adoption across our properties

2



Design Principles

We are committed to integrating sustainable design principles into how we build. These include integrating or passive design strategies that help us reduce our carbon footprint across the domains of energy, water and waste

3



Partnerships and Collaborations

We partner with like-minded organisations to develop innovative building and facilities solutions, and test bed them at our sites for scalability in future expansion settings



Sustainable Design at Ocean Restaurant

We incorporated a wide range of sustainable and ethically sourced materials in the recent redesign of Ocean Restaurant, such as a certified environmentally friendly premium alternative to timber for the ceiling and wall finishes; stone tiles in the restaurant that comprise up to 40% recycled material; and the banquette seats that are enveloped in deep aquamarine fabrics certified Made in Green by OEKO-TEX, a traceable product label that has been manufactured in environmentally friendly facilities under safe and socially responsible working conditions.

SUSTAINABLE BUILDING DESIGN AND FACILITIES

OUR PROGRESS

Green Mark Re-certification

Since its inception, the Group has achieved minimally Building and Construction Authority (BCA) Green Mark Certified for all owned buildings. As of 2022, 64% of our buildings by gross floor area are BCA Green Mark certified, in pace with and will exceed the national Green Building Masterplan's (fourth edition) target of 75% by 2030. At the time of writing, Festive Hotel (which will be relaunched as Hotel Ora in May 2023), Equarius Villas and Equarius Hotel are undergoing recertification. Pending BCA's confirmation and response, we will welcome our first zero energy building at Pandan Gardens, powered by solar energy through the building's solar panels.

Platinum

- Resorts World Convention Centre
- Universal Studios Singapore
- Genting Hotel Jurong

GoldPlus

- Equarius Villas
- Crockfords Tower
- Hotel Michael
- Festive Hotel
- Hard Rock Hotel Singapore
- Equarius Hotel
- Marine Life Park

BCA
Green Mark
Certifications

Planning Ahead

RWS 2.0 is set to bring about new and exciting visitor offerings, and as we make headway through our expansion plans, we ensure that we uphold ourselves to high sustainable standards for new buildings. Some of the ongoing work we have begun include:

- **Thermal Energy Storage (TES):** We completed our thermal energy storage (TES) study, with results confirming that it can effectively serve to complement the installation of a second district cooling plant to support RWS 2.0 cooling needs. The new TES will be 14,000m³ in size, and will support 25% of the new RWS 2.0 expansion's cooling during the day for up to 10 hours consecutively. TES 2.0

will take advantage of cooler night temperatures, charged-up chilled water to be released at night, which will lead to efficiency and an estimated electrical savings a year or avoided emissions. This will help to reduce chiller demand in the day and avoid 1,772 kWh demand charges, which will lead to an estimated savings of S\$244,500 per year.

- **Green Mark Platinum:** All upcoming new builds under our expansion plan are being designed and planned to be certified Green Mark Platinum. In addition, we continue to push the the new Research Learning Centre under Singapore Oceanarium to be carbon neutral and for Universal Studios Singapore's Minion Land to be Singapore's first attraction to be 100% powered by renewable energy.



Genting Hotel Jurong which is certified Green Mark Platinum



RWS warehouse in Pandan Garden powered by solar energy

SUSTAINABLE BUILDING DESIGN AND FACILITIES

Sustainable Outfitting

As we refresh our existing buildings, the RWS' Building Enhancement Team, in close collaboration with other relevant business units, embed sustainability principles in their enhancement plans and apply passive sustainable design elements from design to build. Some best practices the team has been following include:

- **Design concept:** The team incorporates key sustainability elements at the design phase such as naturally ventilated spaces or biophilic designs, which will be present in some of the builds at our upcoming RWS 2.0 expansion.
- **Use of materials:** The buildings make use of certified green construction purchases, such as silestone, carpets, wall coverings, low Volatile Organic Compounds (VOC) paint and others in locations such as rooms and public areas. Energy- and water-efficient fittings, such as two-tick hand showers and basins, are also incorporated into the rooms.
- **Green covers:** Green infrastructure provide natural cooling to surface temperatures while being aesthetically attractive whether placed indoors or outdoors. At the new Soi Social restaurant, outdoor

fans, trellis and outdoor greenery were installed, with more plans to increase more green cover around Festive Walk.

LOOKING FORWARD

We will outpace the national Green Building Masterplan's (fourth edition) target of 80% by 2030, with all upcoming new builds under the RWS 2.0 plans to aim for Green Mark Platinum. We have already commenced testing some promising innovations, such as the outdoor cooling at the Forum and Festive Walk which, if successful, can be rolled out across the

resort. In addition, we have also issued an innovation challenge with BCA for Hotel Michael to achieve 75% energy savings from 2005 baseline. We have committed for all new builds to integrate sustainability principles in their design. For example, the upcoming Research and Learning Centre will aim to be a carbon neutral building. In the renovation of Festive Hotel, now renamed as Hotel Ora, we invested in more certified green construction materials, such as wall coverings, vinyl and low VOC paints. Visitors to the refreshed Forum will also enjoy more naturally ventilated dining spaces, an ETFE system to improve thermal comfort among many other features.

Key Highlights



Integrated sustainable building design elements in:

- Hotel Ora
- Soi Social restaurant
- Ocean Restaurant



64% of GFA are **BCA Green Mark certified.**



Equarius Hotel

BIODIVERSITY CONSERVATION

Singapore is home to rich terrestrial and marine biodiversity, such as on Sentosa where RWS is located. RWS is committed to reducing our environmental impact, preserving, and leading conservation efforts in nature and biodiversity, in line with the national ambition of being a City in Nature.

OUR APPROACH

As a resort situated on the island of Sentosa, RWS is adjacent to both rich marine ecosystems as well as a patch of tropical lowland rainforest. RWS is committed to reducing our environmental impact and focused on preserving the natural areas that surround us. We do this by embarking on conservation efforts in nature and biodiversity via several key avenues: monitoring of our terrestrial forest patch; marine biodiversity

protection and outreach; as well as impactful collaborations and partnerships in research and conservation.

1 Terrestrial conservation

We work to survey, document and understand the terrestrial biodiversity available in the resort, and seek ways to enhance terrestrial habitats on RWS and beyond.

2 Marine conservation

As a resort with an aquarium, the S.E.A. Aquarium (S.E.A.A.) team is committed to marine conservation. The team coordinates and enables projects in marine research and conservation, working with collaborators both inside and outside the aquarium to positively impact the marine environment.

3 Outreach and Education

We develop and organise programmes to raise awareness of the importance of biodiversity conservation among various stakeholders, deepening their knowledge. We also present at various events such as open houses, symposia and conferences to update the community on our various initiatives and empower the public to take conservation action. For more information, please refer to the 'Sustainability Education and Outreach' chapter.

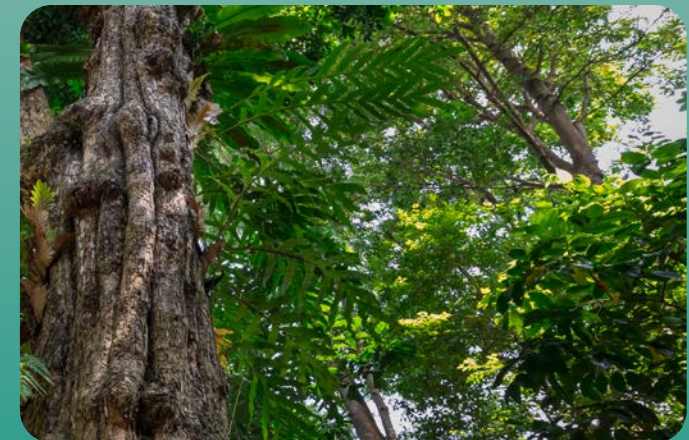
4 Research Partnerships

We collaborate regularly with conservation partners locally and regionally for various conservation efforts, contributing resources to the wider collective of conservation efforts.

Our Coastal Forest

RWS is home to a 2.9 hectares coastal forest, located at the lowermost part of Mount Imbiah. The local highly restricted habitat houses threatened species of flora uniquely adapted to the conditions here and provides a multitude of ecosystem services that contribute to Singapore's coastal resilience. The RWS landscape team keeps a database of the trees that have been identified to be locally threatened. Some notable tree species include the large monocotyledonous tree *Dracaena maingayi* (Dragon Blood Tree), the primary forest tree *Bhesa robusta* (Biku-biku), and lowland forest tree *Palaquium obovatum* (Nyatoh).

Aside from forest trees, we also work with Nature Society (Singapore) on bird survey reports, recording 19 total species with 17 resident species and 2 classified as endangered/vulnerable within the forest.



BIODIVERSITY CONSERVATION

OUR PROGRESS

Biodiversity Conservation

Our conservation efforts began more than a decade ago, and we have sought to minimise our impact on the natural habitats that we reside in.

- Terrestrial Conservation:** With the support of partners like Nature Society and NParks, the RWS landscape team monitors, tracks and protects the RWS forest. Over three surveys carried out by the Nature Society in 2005, 2012, and 2022, we have identified 93 plant species, of which more than one-third are designated as threatened, an unusually high proportion which indicates the forest is an important refuge not only for these rare species, but for all the plants and animals that call it home. The

2022 survey supported the development of a digital map of trail alignments and large trees, which allows for future monitoring of trees.

- Marine Conservation:** As one of the biggest aquariums in the world and home to more than 100,000 marine animals, representing 1,000 species across 40 diverse habitats, conservation of marine environments and biodiversity is a key focus. With the oversight and support of senior management, our conservation efforts have comprise of in-situ (i.e., in the wild), and ex-situ (i.e., in the aquarium) initiatives. We identified four key focuses as our conservation pillars, namely sharks and rays, corals, mangroves and dolphins. These were chosen as they represent keystone species and habitats in the marine environment, are native to Singapore and featured in our aquarium.

The S.E.A. Aquarium (S.E.A.A.) is accredited by the Association of Zoos and Aquariums (AZA) for being in line with global best practices, based on the latest science and technology to maximise capacity for excellence in animal care and welfare. In December 2022, as a first, S.E.A.A. was invited to present our in-house jellyfish breeding programme at the World Aquaculture Singapore (WAS) conference, as part of an effort to promote sustainable practices in marine life cultivation.

We have also taken the first steps in supporting the protection of threatened shark and ray species through collaborations with like-minded institutions such as Conservation International and other aquariums globally on the conservation breeding of selected species, with the intent on future release of captive-bred individuals back into the wild. The team will continue to participate actively in relevant conferences and symposia to get updated on the latest conservation topics and issues, and to present

the team's work to members in the academic and conservation community.

Biodiversity Research and Partnerships

We have partnered various national institutions to deepen our collective knowledge of our local biodiversity:

- RWS-NUS Living Laboratory:** In 2022 we launched the RWS-NUS Living Laboratory partnership, one of the largest institution-industry collaborations focused on biodiversity and energy conservation in Singapore. The five-year partnership provides unprecedented opportunities in two areas of work: biodiversity conservation and education; as well as decarbonisation and nature-based solutions. As part of the research, NUS will be recruiting and training S.E.A.A. volunteers for biodiversity surveys, NUS Living Lab expeditions and other survey opportunities. These planned NUS expeditions will help collect data that, over the long term, can contribute to our deeper understanding of our marine biodiversity and the impact of our conservation efforts.

- James Cook University (JCU):** As a long-term partner, JCU students have been granted various opportunities to do research projects focused on marine animal observation and behavioural studies in the aquarium. Aside from conducting the research, we regularly engage the students in presenting their research findings to the wider aquarium team for a better understanding of the animals. Two of them presented their research results, one on Bumphead Parrotfish and another on the Scalloped Hammerhead Shark, during a Lunchtime Sharing Session hosted by the Conservation & Research (C&R) team, inviting all staff in the aquarium to tune in and have a better understanding of the animals.

Key Highlights

\$10 million

RWS-NUS Living Laboratory collaboration focused on biodiversity and decarbonisation



2.9

hectares of secondary coastal forest



51

threatened marine species recorded under Convention on International Trade in Endangered Species (CITES) I or II Lists



73

critically endangered to vulnerable plant species recorded under Singapore Red Data Book, as of 2023 records

BIODIVERSITY CONSERVATION

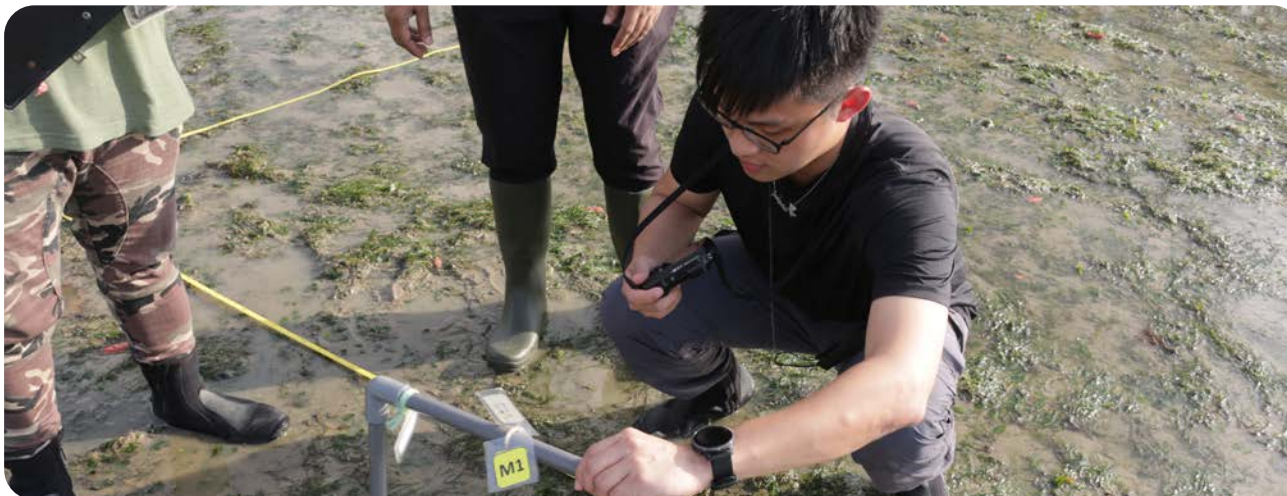
- National Parks Board (NParks):** The RWS Research and Conservation (R&C) team trained with NParks on the Intertidal Watch survey method in November 2022. The training is meant for organisations or agencies to develop their own citizen science intertidal survey efforts. The data collected from these surveys using the same methodology can then be compared across sites, increasing its usefulness towards future conservation planning. We intend to continue working closely with NParks to align with Singapore's wider National Conservation Masterplan (NCMP) and Marine Conservation Action Plan (MCAP) for marine conservation. This training helped the R&C team launch the SDC-S.E.A.A. Intertidal Citizen Science Survey on the Sentosa Coastal Trail, in partnership with Sentosa Development Corporation (SDC). The first session was held in February 2023 with trained volunteer citizen scientists, and we hope to collect long-term data on the intertidal biodiversity of Singapore's coastal lines to aid conservation efforts.
- Nature Society (Singapore):** RWS commissioned the Nature Society to work on a flora and butterfly survey of the forest in 2022. This serves as a continuation of surveys carried out in 2012 and 2005. The survey helps to illuminate any ecological changes between past and present, especially with forest succession and regeneration, therefore determining its future management and conservation efforts. In September, the C&R team went on a recce trip to Pangsua Canal with members of NSS-MCG (Marine Conservation Group) to explore various options for a mangrove clean-up, along with discussions on the possibility of horseshoe crab survey and protection, thus building a strong relationship while working with local community.
- The Agency for Science, Technology and Research (A*STAR) and Commonwealth Scientific and Industrial Research Organisation (CSIRO):** The Conservation and Research team provided empty shark egg cases across 6 different species for

A*STAR research on material characterisation for shark egg cases, and CSIRO's research. The A*STAR scientist has shared updates of the research with the team. Pending the final research results, knowing the material compositions of shark egg cases could be useful for the conservation of sharks around the world by understanding whether the egg cases are impacted by climate change and pollution.

LOOKING FORWARD

We are excited to welcome the Research and Learning Centre, which will open as part of the wider Singapore Oceanarium (SGO) expansion plans. Fully equipped with immersive learning labs, collaborative workspaces, seminar rooms and a rooftop event space, the Centre will augment SGO's robust educational offerings and provide advanced facilities for scientists and researchers to conduct valuable research work and drive marine science outreach onsite. It aims to catalyse the test-bedding of innovative solutions for real world challenges and empower students and the community at large with hands-on learning experiences.

In 2023, S.E.A.A. will also embark on a Research Collaboration Agreement with Nanyang Technological University - Earth Observatory Singapore (NTU-EOS) covering various streams of research and collaboration on various topics such as Super Corals, climate resilience and outreach and education mediums. Additionally, S.E.A.A. is embarking on both existing and new collaborations with SDC, targeted mainly on coastal habitats such as mangroves and the intertidal zone.



Team members undergoing training on the field

RESPONSIBLE SOURCING AND SUPPLY CHAIN

Consumers and clients are becoming more conscious of the environmental and social impacts of their purchasing decisions, from where they stay to who they partner with for business. This presents a unique opportunity for GENS to set itself up as the sustainable destination of choice – promoting conscious products and experiences, prioritising suppliers with shared ambitions, and collaborating with the wider ecosystem to create more diverse and sustainable choices for all.

OUR APPROACH

By reducing the impacts of our operations on the environment and communities, sustainable supply chain management can significantly contribute to reducing global supply chain disruption risks, helping to ensure the long-term success of the Group. Our responsible sourcing strategy is anchored on three focus areas:

- Investing in sustainable sourcing:** We are dedicated to ensuring that the products and services that we procure originate from environmentally friendly and sustainable sources, especially for major purchases and key material categories such as food and beverage, cleaning, and transport. We are also a strong advocate of local sourcing as it can help to stimulate the national economy and reduce our carbon footprint.
- Advocating within our supply chain:** We select and collaborate with suppliers with the shared values and ambition of being the sustainable choice. We also advocate within our supply chain for sustainable business practices via joint supplier development projects to create innovative solutions.

- Enhancing compliance and corporate governance:** We adopt fair and ethical tendering and supplier selection processes and abide by a rigorous set of criteria for evaluation of all potential suppliers including price, quality, track record, technical competency, financial stability, service support and sustainability initiatives. All business transactions are conducted electronically to ensure full compliance, governance, transparency and for an audit trail. To manage financial, regulatory, fraud and reputational risks, we engage a third-party risk database service provider, World-Check by Refinitiv, in addition to executing adverse news screening via public sources, to screen all bidders participating in tenders and all new suppliers at registration point. In addition, we also put selected suppliers on active monitoring.

OUR PROGRESS

Sustainable sourcing: We have identified 22 key material categories, comprising our major purchasing categories, with the aim to maximise the impacts that we can deliver to people and the planet. Since then, we have made steady progress in our transition towards more sustainable and responsible use of materials, especially for our top three key material categories – food and beverage, cleaning and transport. Given the accelerated advancement of our initiatives, we will be reviewing and revising our targets to continue pushing the boundaries.

- Food and Beverage:** 70% of our seafood resort-wide is responsibly sourced, surpassing our target of 63%. We have also converted 94% of our plastic disposable ware and amenities in our hotels and convention centre into their respective environmentally friendlier alternatives, exceeding the original target of 80%.

CIPS Asia Excellence in Procurement Awards

We have been awarded Overall Winner for two consecutive years (2021-2022) and Best Use of Digital Technology (2022) from the CIPS Asia Excellence in Procurement Awards in recognition of our procurement excellence in the region.

The Best Use of Digital Technology award highlights our successful implementation of procurement technology with sustainability and business efficiency in mind, saving about 60kg of paper per year through the conversion of procurement manual forms into digitised forms with e-workflow.



RESPONSIBLE SOURCING AND SUPPLY CHAIN

- Seafood:** Ocean Restaurant strives to have a fully sustainable seafood menu, and the Conservation & Research team within S.E.A. Aquarium (S.E.A.A.) continues to act as the internal advisor for Ocean Restaurant on sustainable seafood and procurement practices. We take guidance from knowledge partners such as the Marine Stewardship Council for advice on our sustainable food choices, while at the same time educating the public on unsustainable fishing practices and encouraging them to make well-informed food choices in their daily lives.
- Cleaning:** We have replaced 100% of the chemical-based agents with environmentally friendly cleansing agents for kitchen pipe cleaning. Across the resort, 72% of the cleaning chemicals used are now eco-friendly.
- Transport:** We have reduced 72% of previously required trips by utilising trip optimisation technology and providing complimentary shuttle buses for our team members.

Supporting Local First: We believe that local businesses are more sustainable, requiring less transportation, and our purchases help to support the wider local economy. Where possible, we take a local-first approach in our procurement.

- Increasing overall spend:** In 2022, 90% of our purchases came from local spend. This is part of our initiative to support the local supply chain and reduce our environmental footprint.
- Supporting local farms:** We are accorded the highest tier Logo Recipient for the Singapore Food Agency (SFA)'s Farm-to-Table Recognition Programme, which recognises businesses that support local farms by ensuring that at least 15% of their supplies are minimally from three local produce categories such as (hen shell eggs, leafy vegetables, beansprouts, and fish). This programme is in line with Singapore's

30-by-30 goal, which is to be able to sustainably produce 30% of Singapore's nutritional needs by 2030.

Supply chain advocacy: Beyond changing our sources, we also invest resources in engaging our existing supply chain. Our supply chain engagement initiatives are guided by an updated Sustainable Procurement Policy and enhanced Supplier Code of Conduct, with a stronger focus on data protection, labour and human rights, effective waste management, and monitoring and evaluation exercises.

Some of our initiatives include:

- Exploring opportunities to remove secondary plastic packaging to further reduce packaging waste
- Collaborating with our key transport vendor to improve their ESG performances by test-bedding electric shuttle buses at our resort
- Adding trade-in and buyback as part of the sourcing requirements for the information technology and audio-visual categories
- Requiring our scenic construction work suppliers and service providers to be minimally bizSAFE 3 accredited.

LOOKING FORWARD

To launch suppliers on their respective sustainability journeys, we started a pilot project to track and monitor the carbon emissions of our suppliers from the top three key material categories. All supplier engagement efforts such as suppliers' emission data collection, action plans tracking, and monitoring will be done via a Software-as-a-Service (SaaS) platform. With the proposed action plans and timelines, we will then work together with the suppliers to identify areas of impact and improvement. Through this supplier engagement programme, the suppliers will have the opportunity to learn about sustainability best practices through trainings and webinars organised by GENS.

Key Highlights



SFA Farm-to-Table Recognition Programme:
Logo Recipient (Highest Tier)

90% local sourcing

70% responsibly sourced seafood (exceeding our target of 63%)

72% eco-friendly cleaning chemicals



Display shelf selling items with designs by artists with autism

04

PEOPLE: POSITIVE SOCIO- ECONOMIC IMPACT

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

DIVERSITY AND INCLUSION

Creating a fair, diverse, and inclusive workplace for our team members provides a fair representation of voices and experiences. At GENS, we strive to create and build a conducive and non-discriminatory workplace where team members are encouraged to be their best selves.

OUR APPROACH

The Group provides equal opportunities for all regardless of gender, race, religion, and age. We are guided by our Diversity and Inclusion Policy, which sets out our commitment to promoting workforce diversity. While we remain committed to support local employment, we embrace the different cultures and nationalities of our team members. Abiding by the Tripartite Guidelines on Fair Employment Practices, we adopt the recommended Fair Consideration Framework (FCF) diligently and promote fair employment practices. Hiring is purely merit-based, and personal information such as age, gender, race, or religion are not solicited in all our employment application forms. We have also established close partnership with the union and take on a collaborative approach on labour-management relations.

OUR PROGRESS

Promoting Diversity: The Group's commitment to workforce diversity is enshrined in the Diversity and Inclusion Policy, which was published in 2022. Our talent acquisition is diversified through various virtual and onsite channels, from online job portals, social media platforms to Institutes of Higher Learning and career fairs. We also partner with placement partners such as Employability and Employability Institute (e2i), Workforce Singapore (WSG) and Attractions, Resorts

and Entertainment Union (AREU) to expand of the pool of potential job candidates. In 2022, we set up the RWS Career Centre located at The Forum to allow public walk-ins and to facilitate interviews. To support the hiring of Singaporeans, including mature candidates who are looking to re-join the workforce, we are collaborating with an appointed partner of WSG on the Career Matching Programme.

Embracing Staff Voices: Workforce diversity cannot be achieved if employees' opinion and feedback are not encouraged. We proactively engage AREU and our union representatives for feedback concerning rank-and-file team members, including remuneration-related matters. We also collaborate with these parties on remuneration-related communications to ensure that these are properly and clearly delivered. This year, we launched the inaugural InnoSpark Challenge where all team members were invited to share ideas that can improve work processes and working environment, as well as on new marketable products and services. Cash prizes of up to S\$10,000 in various denominations have been offered as incentives to encourage participation, encourage team members to contribute creative ideas.

Fair Employment and Compensation: Employment decisions including recruitment, remuneration, training and development must be made based on merit and on fair and equitable grounds.

To that end, we offer comprehensive pay packages and benefits to all permanent and contract (more than 12 months) team members, including fixed salary, and variable performance-based incentive payments as determined by balanced scorecards which track key performance indicators (KPIs). These balanced scorecards which include financial

Bloomberg Gender-Equality Index



Genting Singapore has been listed on the Bloomberg Gender-Equality Index since 2021, reflecting our dedication in championing inclusive hiring and transparency in gender-data reporting. Companies included in the index are recognised for their performance in five areas: Female leadership and talent pipeline, equal pay and gender pay parity, inclusive culture, sexual harassment policies and pro-women brand.

Key Highlights



New Diversity and Inclusion Policy

Bloomberg Gender-Equality Index since 2021

7,208

team members

1,948

new hires



Female-to-male gender basic salary ratio is 1.00 to 1.08

Zero

reported grievances on labour practices and human rights

DIVERSITY AND INCLUSION

and sustainability metrics are reviewed and calibrated annually to determine the variable performance-based incentive. The team members' performance levels against their balanced scorecard KPIs - including for sustainability metrics - will then determine their variable performance-based incentive. This variable incentive payment is subject to review by the Remuneration Committee and approval by the Board.

Performance share awards are accorded to all eligible team members who contribute towards achieving the strategic goals and profitability of the Group. Eligible team members include executive-level team members at Assistant Vice President level and above,

and other key contributors at the Assistant Director and Director levels who are identified on the above-mentioned basis. The grant of performance share awards to eligible team members is also subject to the Remuneration Committee's recommendation and the Board's approval.

We also looked into how we can enhance fairness and consistency across the hiring process. We rolled out a game play assessment tool to determine the percentage fit of candidates to the roles that they apply to through an artificial intelligence algorithm, helping hiring managers determine the fit without soliciting personal information during the hiring process.

We establish close partnership with NTUC, such that in the event of any restructuring plan, union consultation would be sought. Outplacement services are offered in collaboration with NTUC & e2i.

LOOKING FORWARD

As part of enhancing our Talent Attraction Strategy, we have put in place RWS Academy Scholarship for External Hires as well as early harvesting plan to attract interns for diverse and vibrant roles in RWS.



The RWS Career Centre facilitates walk-in interviews and career guidance



We promote diversity and encourage our RWS team members to share feedback and ideas

WELLBEING

Team members' wellbeing is a priority for GENS, as we believe that healthy team members make better decisions, maintain better relationships, and contribute to a more cohesive and collaborative workplace for everyone. This translates to better service delivery and visitor experiences.

OUR APPROACH

We value a workplace culture where team members feel comfortable discussing their overall wellbeing as it helps to promote a sense of community belonging and support among team members, which can in turn improve morale and productivity. With the easing of the COVID-19 Safe Management Measures in 2022, we progressively resumed in-person team bonding events and activities, which can bring team members closer and build camaraderie.

OUR PROGRESS

Workplace Policies

With the increased demand for flexible work arrangement, we have implemented the Flexi Work Arrangement (FWA) Policy to allow work flexibility based on individual needs. The types of FWA offered include Hybrid Work Arrangement, Staggered Time and Flexi Shift.

Depending on team members' nature of employment, they can enjoy benefits such as:

- Employee Assistance Programme which provides team members access to 1-to-1 professional counselling

Keeping Healthy

A series of nutrition campaigns to support nutritious, healthy, and balanced diets was organised in 2022. Nutritionists were invited to our team members' cafeterias on a quarterly basis and campaign booths were set up to promote healthy food choices.



A nutrition campaign booth at one of the internal cafeterias

Key Highlights



Flexi Work Arrangement



Employee Assistance Programme



Wellbeing programmes

WELLBEING

- Complimentary basic health screening covering diabetes test, cholesterol profile and disease assessment
- Medical and insurance benefits
- Discounted attraction tickets
- Complimentary day and night shuttle buses

Programmes

Wellbeing programmes are primarily run by the aRWSome Club. In 2022, 53 passionate and fun-loving team members stepped forward to form the new organising committee of aRWSome Club. The committee has contributed a variety of creative ideas and initiatives and organised exciting events and activities ranging from sports, wellness, hobbies to special interest events. The Management has also given strong support and provided dedicated resources to drive these activities.

- 50 team members represented RWS at a 5-kilometre charity run organised by Institute of Singapore Chartered Accountants (ISCA) under ISCA Cares for disadvantaged youths
- A football team was formed to participate in the “Football with A Heart” event. The friendly football match is a charity fundraising event for the disadvantaged, organised by the Singapore Pools, the Football Association of Singapore, and Sports Singapore.
- A series of nutrition campaigns were organised to support nutritious, healthy, and balanced diets. Nutritionists were invited to our team members’ cafeterias on a quarterly basis where campaign booths were set up to promote healthy food choices.

LOOKING FORWARD

Moving forward, we will be adopting a holistic approach to focus on prevention and early intervention of issues that may affect team members’ wellbeing. For example, we will leverage on health screening data analytics to organise targeted health promotion campaigns for intervention of potential health risks, and we will be collaborating with Singapore’s Health Promotion Board on healthy lifestyle initiatives. In addition, we are expanding our pool of care pals and equipping them more training to help team members with better coping strategies for mental wellbeing.



RWS participants at the ISCA Run 2022

TRAINING AND EDUCATION

Providing team members with regular and relevant training is one of the most effective strategies to improve knowledge and performance outcomes. GENS is proud to champion lifelong learning, encouraging growth, improvement and development for our team members, as they work towards their own personal and career aspirations.

OUR APPROACH

With the fast-changing hospitality landscape and consumer expectations, it is important that we accelerate our efforts in building a future-ready workforce. Our approach is centred on the RWS Academy, our centre of excellence to build the capabilities of our team members in integrated resort management. The Academy, in close partnership with our respective business units' training teams, drives our efforts to raise the professionalism of team members and groom our future leaders.



RWS Learning Champions' cross learning experience.

OUR PROGRESS

Training & Delivery: We strive to ensure our training is up to date and seek out new ways to improve how we deliver our training. Initiatives include:

- Adopting the SkillsFuture Singapore (SSG)'s CCS framework to curate our training curricula and programmes for team members
- Leveraging on RWS-LHUB GO, with more than 75,000 e-learning courses, for team members to pick up various e-learning courses to stay relevant
- Piloted an online game-play behavioural assessment tool to allow team members to learn about their unique attributes, how to apply them in the workplace, and highly customised developmental suggestions
- Building our internal trainers' capability development, enabling them to design more engaging learning contents and enhance their facilitation skills for internal training and workplace learning
- Launching a differentiated onboarding programme for new hires, which includes introducing a buddy system as they begin their careers with RWS.

Encouraging upskilling: We have rolled out various initiatives to encourage our team members to take ownership of their skillset development through more self-directed learning. RWS has been working closely with NTUC and AREU on outreach and engagement sessions, including roadshows, learning festivals and campaigns to promote self-directed learning among team members, such as through our RWS Learning Fest to encourage e-learning and provide unique cross learning experiences, and our Business Acumen Series in partnership with industry speakers and partners to share updates, case studies and best practices in their relevant fields.

Key Highlights



NTUC, May Day Awards 2022:
Partner of Labour Movement Award



SSG, SkillsFuture Employer Awards 2022: **Gold Recipient**



Average training hours per team member:

40.7 hours

(exceeding perpetual target of 25 hours)



Total training hours:
293,283 hours



Established the **RWS Academy Scholarship**

On top of the learning initiatives, RWS has also introduced Pay-for-Skills scheme to encourage our rank-and-file team members to upskill. This scheme is presently available for roles with niche skillsets, where team members in these roles are paid monthly skill allowances based on their annually assessed competency levels. The goal of this scheme is to motivate our team members to stay competent and relevant in their respective job roles.

TRAINING AND EDUCATION

Leadership Development & Succession Planning:

RWS has two annual cycles of promotion exercises for team members to progress to levels at acting assistant managers and above. Team members are identified for milestone leadership programmes to progress to acting levels. In 2022, we completed a round of potential assessment exercise using the 9-box grid. This exercise was carried out to identify and develop future leaders of the organisation, ensuring that the talent pipeline remains resilient and critical leadership positions can be effectively filled as they become available. Moving forward, the identified potential leaders will be provided tailored support and development opportunities they need to succeed.

RWS Academy Scholarship: RWS Academy has launched a scholarship for external hires in 2022 as part of the talent attraction strategies. Through the scholarship, we aim to upskill all eligible permanent team members and external hires by supporting their pursuit for higher formal education qualifications in their relevant fields. Team members and external hires may submit their application in 2023 after development discussions with the respective hiring managers and supervisors.

LOOKING FORWARD

Early harvesting plans are being put forth to allow more lead time to build specialised skills among the younger pool of team members. There will also be more focus on team communication and engagement to build inclusivity and team camaraderie.



Celebrating our wins

In recognition of RWS' collaborative effort and partnership with the government agencies and union, and commitment towards skills development and lifelong learning, we were accorded:



- NTUC May Day Awards 2022: Partner of Labour Movement Award
- SSG SkillsFuture Employer Awards 2022: Gold Recipient

These represent national recognition of good learning and development practices applied in GENS.

Association of Singapore Attractions: Excellent Service Awards

126 of our team members won the Association of Singapore Attractions (ASA) Excellent Service Award (EXSA), an annual national award organised by ASA and Enterprise Singapore that recognises individuals who have delivered exceptional service. This included Susie Low, who took home the pinnacle ASA EXSA SuperStar Award that honours the best of the Gold category winners. Aside from excellent service, team members must also have pursued at least one service skill upgrading programme within the year, demonstrating commitment to improvement and growth.

"As a veteran in customer service industry for 38 years, I still feel there is so much to explore out there. I believe I am never too old to learn new knowledge and skills as I continue to build on the foundation leading to service excellence. I am thankful that RWS has provided me with the necessary training required to sustain my unconditional passion and positive attitude when dealing with the guests."

Susie Low,
ASA EXSA SuperStar Award Recipient



EMPOWERING AND ENGAGING LOCAL COMMUNITY

Local communities form the true essence of any tourist destination, making it critical for the tourism industry to uplift their local communities and build a resilient society. Through its enhanced CSR framework, GENS is proud to strengthen our support for underserved communities and the environment.

OUR APPROACH

The Group remains committed to giving back and creating positive social impact, especially to the underserved communities and the environment. Genting Singapore's community, development and engagement efforts are driven by our commitment towards building a resilient society.

With COVID-19 becoming a catalyst for emerging social issues, our corporate social responsibility ("CSR") framework went through a strategic overhaul to better meet evolving societal needs. The revamped framework focuses on the growing areas of education, food security, climate change, and supporting local enterprises. The framework was developed based on the following principles:

- **Supporting social causes aligned to wider business objectives:** Doing good should be part of doing good business, and we work to ensure the social causes we support are aligned and integrated into our daily business operations.
- **Active volunteerism and partnership for scale and impact:** We engage our passionate team members and our stakeholders to join us in contributing back to local communities, amplifying the impact with our collective efforts.
- **Strengthening capability development for our local economy:** We provide platforms and resources for

local community stakeholders through our supply chain to thrive such that they can sustain and improve their own futures.

OUR PROGRESS

Building resilience through social cohesion

With the easing of social distancing measures in 2022, RWS ramped up face-to-face social interactions and activities with our community, renewing opportunities for bonding and social cohesion between and within RWS and its communities.

We continued our support as Venue Partner for the annual 'Children for Children' community fundraiser, hosting nearly 1,000 children from lower-income households from over 40 schools for carnival games and a Children's Day out at Universal Studios Singapore. RWS volunteers also worked with community partner South West Community Development Council to bring 6,000 residents to the theme park over two Saturdays in August 2022 for a carefree family day out.

Key Highlights



Over **7,000** beneficiaries impacted



More than **470,000** hours contributed since 2010



Over **\$440,000** contributed in cash and in-kind donations

Thriving marine environments

The easing of pandemic restrictions enabled our S.E.A. Aquarium Education, Research and Conservation Team to resume coastal clean-ups, building on our regular efforts to help keep our marine environment clean.

In June 2022, the team hosted the first beach clean-up post pandemic at East Coast Park and Sembawang Park, as part of the Ocean Fest 2022. The two-day event saw a total of 72 participants collecting 32 bags of trash, which included plastic bottles, bags, fishing nets and golf balls, weighing 156.4kg in one weekend. In one clean-up, we collaborated with members of the Singapore Association for the Deaf, rounding up 15 bags of marine debris weighing 126kg, in addition to picking up basic sign language to better communicate with our partners. Deepening our efforts, we also gathered 17 divers to participate in a dive clean-up off the shores of Pulau Hantu in September 2022.



EMPOWERING AND ENGAGING LOCAL COMMUNITY



Eat well to live well

RWS also looked to address basic needs in the wake of the pandemic, joining the 'Jalan with Your Buddy' initiative organised by the People's Association and Tampines West Community Club to support families looking to eat healthier meals. Team members spent their weekend in December 2022 accompanying more than 120 low-income families on a shopping trip through Sheng Siong Supermarket where they could buy fresh and nutritious food for their families on a budget. The initiative also included a health and nutrition workshop conducted by the Health Promotion Board which helped educate the families about the importance of healthier eating and how to pick healthier food items during grocery shopping.

LOOKING FORWARD

RWS has often pivoted to address new and evolving challenges, and in the wake of the COVID-19 pandemic, we have recognised



emerging social issues and how RWS can best play a part in uplifting our communities. We have overhauled our CSR framework to better meet evolving societal needs and align ourselves with wider business goals. The revamped framework focuses on the growing areas of education, food security, climate change, and supporting local enterprises, while building on the existing work done over the past years.

We will kickstart our revamped CSR in 2023 with exciting new strategic partnerships, such as with Food from the Heart to increase access to nutritious local produce to 2,000 underprivileged families throughout the whole year; and with Community Chest through their Change for Charity initiative to donate part of our proceeds from admission tickets to S.E.A. Aquarium and Adventure Cove Waterpark. Look forward for more to come as we continue to introduce new or enhanced initiatives that create meaningful impact for our communities in 2023 and beyond.

Social Causes We Support



Food Security
Food Donation
Food Redistribution



Education
Basic Education
Sustainability



Climate Change
Biodiversity
Environments



Local First
Capacity Building for SMEs
and social enterprises



Various photos of our team members at Project We Care's Jalan with Your Buddy initiative

SUSTAINABILITY EDUCATION AND ADVOCACY

Effective outreach and communications have the potential to amplify the impact of any organisation's sustainability impact. By raising awareness and providing knowledge and guidance, more entities and individuals can work together to create positive value. Through RWS, an integrated resort welcoming millions each year, GENS is able to complement wider societal efforts to increase awareness and action on sustainability.

OUR APPROACH

In 2021, we launched the Sustainability Education and Advocacy Framework, which provides guidance on the key stakeholders we believe have the highest potential to boost impact. Our key stakeholders are:

- **Guests:** RWS welcomes millions of international and domestic visitors annually, who visit our hotels, attractions and restaurants for leisure and business. Such high traffic and virtually countless touchpoints present an opportunity to communicate our own sustainability efforts, as well as encourage individual behaviour change.
- **Team members:** It is generally recognised that employees who trust that the company they work for is contributing to the wider society are more engaged and likely to contribute more, especially to activities in line with their values. By sharing our sustainability agenda and tangible examples, we start to build a more sustainable mindset to influence both personal and professional conduct.
- **Suppliers:** Many studies have highlighted the significant impact that suppliers have on a company's environmental and social footprint. By engaging our supply chain, we can influence not only the sustainability credentials of our own goods and services, but expect to effect a more lasting change when individual suppliers adopt more sustainable

practices across their entire operations, benefiting more ecosystem players.

- **Tenants:** As a landlord, RWS can provide guidance and exert some degree of influence on other ecosystem players in our resort, allowing the entire resort to collectively work towards more responsible business practices.
- **Community, schools and institutions:** Beyond Genting Singapore, we aim to inspire the wider community and student population. Through collaborations with social service agencies and educational institutions, we strive to contribute our expertise to boost awareness, drive sustainability education and advocacy among them who can in turn help shore up support for our nation's sustainability agenda.

We look at our advocacy through the following key channels:

- **Thought Leadership:** Contribute to the community, industry and wider ecosystem through sharing of expertise, best practices and thought leadership
- **Outreach and Engagement:** Sharing our platform and space for others to learn and engage with us
- **Partnerships for Scale:** We work with the right partners to create meaningful impact at scale

OUR PROGRESS

Partnerships

We have continued our partnerships with Ngee Ann Polytechnic and Early Childhood Development Agency (ECDA), nurturing a deeper appreciation of our environment among the younger generation.

- **Ngee Ann Polytechnic:** We created a long-term learning opportunity to build local expertise in sustainability and sustainable tourism. With NP's Diploma in Tourism and Resort Management (TRM) students, we rolled out the "Sustainability@

RWS" programme for students to develop ideas to educate visitors, team members and other schools on sustainability in the resort. Their learning opportunities include a curated half day tour around RWS to share our sustainability initiatives and features such as our herb garden and our Equarius TreeTop Lofts hotel accommodation,, and regular consultations with RWS department leads to develop their projects.

The Sustainability@RWS programme helps to better prepare these students to become professionals in a future where sustainability is expected to be integrated within all sectors and job functions.

"NP is committed to nurture the next generation of sustainability leaders and contribute towards Singapore's Green Plan. We are thus pleased to pioneer this programme with RWS to equip our students with the relevant skills and competencies to seize exciting career opportunities in the green economy. Through this programme, our students will deepen their understanding of sustainable tourism, and have the opportunity to conceptualise and testbed innovative solutions for the industry. The industry learning experience offered by RWS to our students will be invaluable."

Mr Lim Kok Kiang,
Principal & CEO, Ngee Ann Polytechnic



SUSTAINABILITY EDUCATION AND ADVOCACY

● Early Childhood Development Agency (ECDA):

We took part in ECDA's Start Small Dream Big (SSDB) initiative to educate young learners that their actions, such as turning off electrical appliances, can make a big difference. Through the SSDB, we reached out to 15 schools and over 225 students. Furthermore, we extended our ECDA partnership with the 2022 Innovation Grant Project (IGP), which aims to train and equip selected pre-school educators with knowledge and ideas to bring marine animals and conservation into their classrooms. Through this project, we have trained 22 teachers, reaching up to 400 students. In collaboration with PCF Charity Division, the education team has rolled out our Junior Underwater Exploration (JUE) programme, which mixes dramatisation and learning to help preschoolers appreciate marine biodiversity and understand the importance of conservation. This programme helps promote awareness of environmental threats marine animals face, and in 2022, we conducted 25 sessions, reaching 2,785 students.

Thought Leadership and Industry Sharing

We take pride in being the first destination in the world to be certified to both the Global Sustainable Tourism Council (GSTC) Destination Criteria and GSTC Industry Criteria for Hotels. We have endeavoured to share our best practices and learnings from our sustainability journey with the wider industry and ecosystem.

● We conducted in-depth industry sharing on key ESG topics such as 'ESG Measurement & Reporting' at the GSTC APAC conference, and worked as event co-creator with TEDxSingapore, providing a stage for a series of six TEDx events focusing on sustainability, innovation, marine science and conservation, marine biodiversity, marine exploration and climate action.



A coastal clean-up held at East Coast Park

- We have developed the RWS EcoTrail, a complimentary tour bringing guests to various parts of the resort and sharing more about the sustainability initiatives in each area, and we have conducted bespoke versions of the RWS EcoTrail for partners from the government, academia, corporates and certification bodies.
- At S.E.A. Aquarium, we conducted various talks to students from Nanyang Technological University (NTU), Raffles Institution (RI) and Temasek Polytechnic, where they learnt about S.E.A.A.'s marine conservation efforts and education opportunities to promote conservation in their curriculum.
- Our Conservation and Research team visited the School of the Arts (SOTA) and shared about S.E.A.A.'s pillars of sustainability such as marine stewardship, animal rehabilitation, animal welfare, and sustainable behavioural choices, and how they align with the United Nations (UN) Sustainable Development Goals (SDGs).
- For our tenants, we are developing a waste management awareness engagement programme,

which includes a waste management handbook that explains both the national and our own corporate stances on waste and recycling, as well as operational instructions such as directions to the industrial recycling centres in RWS and where each type of material is to be deposited.

Outreach

In response to the emerging holistic interest in sustainability practices of organisations, our S.E.A. Aquarium Education team added a new offering to their existing slate of over 26 programmes catering to guests, students and educators. The "Sustainability in Motion" tour, primarily targeted at students and educators, helps audiences connect what they learn and read about sustainability at school or in the news, with real tangible examples set in the resort, as well as a view of how corporates can contribute to the United Nations Sustainable Development Goals. Another learning journey that was introduced in 2022 was the S.E.A.A. Careers programme which aims to inspire secondary school students to think beyond traditional careers, giving them a glimpse into the different types of roles at the aquarium.

SUSTAINABILITY EDUCATION AND ADVOCACY

S.E.A.A. also actively conducts outreach activities focused on marine conservation, such as the month-long Ocean Fest 2022 organised in conjunction with World Oceans Day. The event included various educational programmes like camps and upcycling workshops, and conservation events such as the hosting of the Ayer Ayer Shore Debris Table in collaboration with local artist Ernest Goh, which challenged nearly 30,000 guests to spot and pick out microplastics from the sand and recognise the impact microplastics have on our shores and oceans.

Touchpoints

We also harness user touchpoints to engage visitors and other stakeholders on some of our sustainability initiatives. These include increased accessibility of recycling bins with relevant explanations printed on each bin, presence of reusable alternatives instead of disposables at all retail and food and beverage points of sale where feasible, post-event reports upon request covering common sustainability metrics such as energy and water consumption, amount of waste generated, and an overall carbon footprint for corporate clients, an introductory e-learning module on the Company's approach to sustainability during onboarding and on an annual basis for team members, and many others.

LOOKING FORWARD

In line with our continued drive to raise awareness on the importance of sustainability and conservation, we continue to canvass for more platforms on which to engage with the public. We are working towards securing a presence at events and symposia targeted at different audiences, including the Asian Dive Expo (ADEX), the Asia-Pacific Coral Reef Symposium, and the Aquatic & Garden Asia Show. S.E.A.A. will also continue their various outreach activities, such as



We inform guests of some of the sustainability initiatives in their hotel rooms, and provide feedback channels for them to reach out

outreach booths during planned expeditions by the RWS-NUS Living Lab collaboration to engage members of the public who are curious about the surveys conducted; and a two-week programme inviting youths to tackle a conservation topic. Through field trips, documentaries, discussions and tours, the programme will empower youths to think critically about conservation issues and the various aspects of it, and harbour environmental stewardship

as they continue to be youth ambassadors for the environment.

Following our 'Sustainability@RWS' partnership with Ngee Ann Polytechnic, we are heartened by the learnings from students in this first foray, and will be exploring how we can scale this up to include more tertiary students.

OCCUPATIONAL HEALTH AND SAFETY

As a leading integrated resort welcoming millions of visitors annually, a safe and healthy workplace and destination form the foundation of everything that we do. We strive for excellence when it comes to creating a safe and comfortable environment for our team members, contractors, and customers.

OUR APPROACH

Occupational health and safety are of top priority for Genting Singapore. We strive to do everything we can to safeguard both our team members and customers against health and safety risks.

Our Safety Protocols

Occupational Health and Safety (OHS) is led by the Safety Steering Committee that oversees the Safety Working Committee, Safety and Emergency Planning Department, and Safety Working Groups. These structures ensure that our Workplace Safety and Health (WSH) policy meet all regulatory requirements.

In all our departments, we have a Safety Steering Committee that engages team members to promote safe practices relevant to their roles and responsibilities. We believe that safety and accident prevention is everyone's responsibility, and all team members should be empowered with the skills and knowledge to take ownership of workplace safety. The committee conducts monthly safety inspections with their respective Heads of Departments.

To build a culture of open communication and mutual learning, work-related incidents are investigated and communicated to team members during department safety committee meetings, pre-shift briefings, safety videos at wardrobe areas, induction training, safety bulletins, safety alerts and monthly safety reports. Team members are represented by their department



Safety and Emergency Planning Department

Audits and oversees the implementation of safety and health management systems



Business Units Safety Committee (Safety Working Groups)

Drives implementation of safety and health management systems within each business unit



Safety Working Committee

Evaluates, analyses and monitors incident trends, recommending preventive and corrective action plans

managers and feedback from team members will be shared by the respective managers during safety committee meetings every month. We encourage all team members to share feedback to their respective supervisors. We also ensure that safety messages are shared in various languages.

Risk and Incident Management

We believe in preventive measures and focus on hazard identification and elimination. All our operations are regularly reviewed to ensure they are safe and pose no health risks to customers. Our Safety and Emergency Planning department conducts safety risk assessments through on-site inspections with area owners and using input from near miss and accident reporting processes. We also follow up on any feedback relating to unsafe working conditions from stakeholders.

In 2022, we conducted a few assessments with key Business Units on traffic and machinery related hazards in the resort. To identify and eliminate

these hazards, we apply a Hierarchy of Controls framework to help us identify the best practices to prevent incidents. Processes are frequently reviewed after an occurrence of incidents occur or as and when there are any significant changes.

Reporting Incidents

We also extend the same standard to all external contractors and service providers. Mandatory safety induction and meetings with contractors are held before starting work. Planned inspection involving contractor's high-risk work are conducted daily. Appointed contractors and service providers conduct will be reviewed regularly for their safety robustness and performance at work - which forms an important factor in our contract renewal process. Safety is also one of our key criteria when assessing new vendors.

We have several channels in place for our team members, contractors and service providers to report hazards and risks. These reports are then reviewed

OCCUPATIONAL HEALTH AND SAFETY

Hierarchy of Controls framework

Hazards that pose a risk of high-consequence injury	Examples of actions taken to minimise risks
Slips, trips and falls while working within RWS (Resorts World Sentosa) premises	<p>For tripping hazards:</p> <ol style="list-style-type: none"> 1. Frequent inspection and repair/replacement of damaged floor and tiles 2. Replace worn out floor mats and ensure carpets are taped securely to the ground 3. Demarcate uneven surfaces prominently <p>For slipping hazards:</p> <ol style="list-style-type: none"> 1. Install anti-slip features at strategic locations 2. Raise perforated platforms 3. Erect prominent signages when floors are wet 4. Revise floor cleaning schedule to off-peak periods 5. Deploy cleaning services at semi-outdoor areas on rainy days 6. Frequent replacement of worn-out shoes
Over-exertion / Strenuous movements	<p>For Housekeeping:</p> <ol style="list-style-type: none"> 1. Job rotation with buddy-to-buddy system <p>For Park Ambassadors / Ride Operators / Hotel Guest services:</p> <ol style="list-style-type: none"> 1. Provide regular short breaks and job rotation (e.g. between sitting and standing roles) <p>For Security:</p> <ol style="list-style-type: none"> 1. Implement motorised trolley for chip collection in casinos <p>For Performers:</p> <ol style="list-style-type: none"> 1. Active warm-ups prior to sets 2. Implement time limits on costume-wearing performances 3. Provide waist guard and back braces for costumes with heavy headgear and props
Cutting / Stabbing by objects	<p>For F&B:</p> <ol style="list-style-type: none"> 1. Provide anti-cut gloves for chopping and shucking activities 2. Place safe operation advisory posters on slicers <p>Others:</p> <ol style="list-style-type: none"> 1. Frequent inspection and replacement of blunt tools and operational equipment in poor condition (e.g. Missing/damaged machine guard)

by the safety committee to approve the necessary corrective measures.

1. **Hazard reporting:** To report all hazards encountered
2. **Work-related injuries reporting:** To report all work-related injuries. All work-related injuries are recorded by the RWS HR Work Injury Compensation Act team and reported to the Ministry of Manpower (MOM) when required.
3. **Near-miss reporting:** To report all near miss incidents

Responding to Incidents

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

Within the integrated resort, there is a medical clinic which can respond quickly to any medical emergency.

For injured team members, we also have a 'Return to Work' programme to assist them with a smooth transition back to work. There will be early intervention services provided to support returning team members regain their work ability and long-term employability. Through this programme, we can minimise operational disruption by retaining experienced and skilled team members as well as provide reassurance on team members' fitness to return to work.

OCCUPATIONAL HEALTH AND SAFETY

Occupational Health and Safety Training

We provide comprehensive OHS trainings through the following platforms:

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

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

Emergency preparedness and response plan

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

Terrorism Preparedness

Our protocols serve to prepare for and respond to every situation. There are armed security personnel strategically stationed and mandatory security checks across the resort. Our preparation also includes

engaging heightened security and carrying out a park-wide evacuation if deemed necessary.

Tackling Food Safety

We take several steps to maintain food hygiene at our venues. We have established source identification and implemented tracking and isolation procedures to tackle any food incident. With the robust internal investigation procedures, we are able to quickly trace sources and locations of contamination. We also ensure that equipment and venues are cleaned, disinfected and deodorised in addition to the provision of necessary medical attention to all affected persons.

Fire Safety Compliance

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

Our operations team also implements additional protocols to monitor:

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

Occupational Health & Safety Commitments

- Maintain zero workplace fatality across GENS' operations and direct contractors
- Effective guest health and safety management through monitoring, standards compliance, training & development

2022 Performance

Zero

serious work-related injuries, fatality, occupational disease nor dangerous occurrence reported

5%



year-on-year reduction for both work-related incidents and man-day lost figures

100%



of our workplace certified by bizSAFE STAR

bizSAFE STAR



for OHSMS, exceeding the minimum local requirement of bizSAFE Level 3



05

BUSINESS: GOOD AND ETHICAL BUSINESS

- Sustainable Tourism
- Governance and Ethics
- Responsible Gaming

STAYING
SAFE ISN'T
HARD
安全距离

SUSTAINABLE TOURISM

The World Tourism Organization defines sustainable tourism as “tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities”.¹ As a major player in Singapore’s tourism scene, accounting for approximately one-third of international visitor arrivals into Singapore; and as an early mover in sustainable tourism practices, we are well-positioned to meet changes in demand and champion sustainable tourism for the wider industry.

OUR APPROACH

Sustainable tourism is a holistic concept that addresses the needs and aspirations of our stakeholders – visitors, industry, environment, and host communities. As we expand, we ensure our communities are not adversely impacted by our activities, and actively engage and support the wider ecosystem to grow and thrive with us. And as a major player in Singapore’s tourism industry, we work to lead by example in the adoption of best practices in sustainable tourism, while remaining open to collaborate with like-minded partners. Our approach is to:

- **Adopt global standards and best practices:** We benchmark ourselves against global standards and best practices in the industry and the world, building credibility and legitimacy as a truly sustainable destination for everyone
- **Expand our range of sustainable programmes and experiences:** We look to creating exciting and refreshing experiences for our visitors and communities to enjoy, creating meaningful impact while advocating for sustainability in our everyday lives

- **Creating positive socio-economic impact:** As we expand our business operations, we must ensure our communities are not adversely impacted by our activities, and we should strive to ensure they are able to thrive with us as we grow
- **Leading the ecosystem:** We join forces at the precinct level and national level to shape the sustainability agenda, and lead by example in launching new initiatives

Part of the Sentosa Carbon Neutral Network

We are a founding member of Singapore’s first carbon neutrality-driven business alliance, the Sentosa Carbon Neutral Network (SCNN). The collective was established to achieve Sentosa’s ambitious sustainability goals, including carbon neutrality by 2030. Together, SDC and the network of industry players will develop Sentosa-wide sustainability solutions through the sharing of resources and expertise, while also leveraging economies of scale and a common network to introduce large-scale solutions.



1st in the world: Platinum Level certification for EIC’s 2022 Sustainable Events Standards

“The Events Industry Council congratulates Resorts World Sentosa on their Platinum Level Certification. This demonstrates a strong commitment to the environmental, regenerative and socially responsible practices that are needed to accelerate impact and support our sector now and into the future.”

Amy Calvert,
CEO, Events Industry Council (EIC)

Key Highlights

Recognitions



- Events Industry Council’s 2022 Sustainable Events Standards Platinum certification for Venue
- Maintained accreditation for both the GSTC Destination Criteria and GSTC Industry Criteria for Hotels
- Singapore Tourism Awards Special Award for Sustainability 2021-2022
- SACEOS MICE Sustainability Certification: Intermediate Tier for Venue
- Singapore Food Agency (SFA) Farm-to-Table Recognition Programme: Logo Recipient (Highest Tier)

Leadership engagement



- Founding member, Sentosa Carbon Neutral Network
- Co-Chair, Hotel Sustainability Committee
- Committee Member, MICE Sustainability Committee

¹ <https://sdgs.un.org/topics/sustainable-tourism>

SUSTAINABLE TOURISM

OUR PROGRESS

Adopting Global Standards

Accreditation to international standards developed by trusted third parties build credibility, as our guests and stakeholders can be assured that we have committed and performed to the highest industry standards available. We align our practices to internationally recognised standards such as:

- Global Sustainable Tourism Council (GSTC):**
 GSTC establishes and manages global standards for sustainable travel and tourism, known as the GSTC Criteria, of which there are the Destination and Industry Criteria for hotels and tour operators. The partnership was forged out of a worldwide effort by organisations such as the United Nations World Tourism Organization (UNWTO) and industry leaders to develop a common language about sustainability in tourism. RWS is the first destination in the world certified to both the GSTC Destination Criteria and GSTC Industry Criteria for Hotels, a strong testament to our ambition to be a global sustainable leader.

- Events Industry Council (EIC):** The Events Industry Council aims to be the global champion for event professionals and event industry excellence, with more than 30 member organisations represent over 103,500 individuals and 19,500 firms and properties involved in the events industry. In 2022, EIC released an enhanced EIC Sustainable Event Standards, which were written through a global collaborative process. The standard specifies performance criteria in the areas of organisational management, marketing, communications and engagement, climate action, water management, materials and circularity, supply chain management, diversity, equity and inclusion, accessibility, and social impact.

It was recently expanded in 2022 to include stronger focus on diversity, equity, inclusion, accessibility and climate actions such as renewable energy and innovation, following extensive consultations with more than 300 leading practitioners. RWS became the first destination in the world to be accorded the Platinum Level certification, which requires at least 90% achievement of the criteria set.

EIC CRITERIA		
Organisational Management	Marketing, Communication and Engagement	Climate Action
Water Management	Materials and Circularity	Supply Chain Management
Diversity, Equity and Inclusion	Accessibility	Social Impact



Interactive activities at S.E.A. Aquarium



The walkway leading into Equarius TreeTop Lofts

GSTC CRITERIA

Sustainability Management Demonstrate effective sustainable management to address social, economic, cultural and environmental issues and drive improvement	Socio-Economic Impact Maximise social and economic benefits to the local community. Eg: Support local employment and provide decent work	Cultural Impact Maximise benefits to cultural heritage. Eg: Protect local cultural heritage and promote cultural interactions	Environmental Impact Maximise benefits to the environment. Eg: Conserve energy and water, reduce waste and pollution
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SUSTAINABLE TOURISM

Ramping up our sustainable programme offerings

More consumers are looking for sustainable options when they travel such as carbon neutral hotel rooms or sustainable hotel amenities. This upward trend has provided a unique opportunity for us to not only showcase some of our sustainability initiatives, but also to engage and educate visitors about new areas of sustainability as well. Some of our initiatives include:

- Sustainability tours:** We curate and organise tours for different stakeholders, depending on their interest and what might be good learning points for them. For example, we organise regular RWS EcoTrail tours, bringing guests to various parts of the resort and sharing more about the sustainability initiatives in each area. On top of our regular programmes that we conduct at S.E.A. Aquarium, we have introduced two new learning journeys: the “Sustainability in Motion” tour, curated to align the aims of the United Nations Sustainable Development Goals (SDGs) and demonstrate our sustainability policies and goals in the context of the S.E.A.A.; and the S.E.A.A. Careers programme which aims to inspire secondary school students to think beyond traditional careers.
- Sustainability innovations:** As RWS ramps up its expansion plans, we have been integrating sustainable features into our buildings and facades, providing the added benefit of being a touchpoint for visitors to learn more about sustainability. Our Building Enhancement team has weaved in sustainability principles into their processes from design to construction phase, and regular features such as waste bins are an opportunity to engage guests to be sustainable.

- Food & Beverage:** For sustainable food options within the resort, the RWS procurement team works closely with F&B to source for sustainable food supply. RWS also started a 30m² Herb Garden in 2021 near Equarius Hotel, where over 50 species of edible plants are grown and cultivated. For example, our F&B team works closely with Landscape team to ensure that sufficient mugwort was cultivate to cater for seasonal menus. In addition, plants such as torch ginger flowers, blue pea flowers, pandan leaves and others to were grown to support Soi Social, a new contemporary Thai cuisine restaurant in RWS. Read more at our ‘Responsible Sourcing and Supply Chain’ chapter.



One of our featured docents at S.E.A. Aquarium, as part of community engagement efforts

Supporting our local community

When the local community around us thrives, we also do well as a business. We have revamped our CSR framework to better align with business objectives while serving the community in an impactful manner. We embarked on programmes with key strategic partners such as Food from the Heart and Community Chest’s Change for Charity initiative, among others to come. You may read more about our efforts at ‘Engaging and Empowering Local Communities’.

As part of 2030 Sustainability Masterplan, we also prioritise to source locally, supporting our local suppliers while we deliver exceptional dining experiences. We are accorded Singapore Food Agency (SFA)’s Farm-to-Table Recognition Programme’s Logo Recipient (Highest Tier), which is the top recognition tier possible for businesses that support local farms and sourcing.

Thought Leadership Engagement

With the recognitions and accolades that we have achieved, we are open in collaborating and sharing our knowledge and best practices with industry peers. We are a founding member of the Sentosa Carbon Neutral Network and have been working alongside other members to explore precinct-wide solutions such as sharing of solar panel learnings; as well as providing content and examples to develop playbooks for the rest of the island. We are also represented in Singapore’s Hotel Sustainability Committee as a co-chair, and in the MICE Sustainability Sub-Committee as a member, setting up industry-wide roadmaps for sustainability in Singapore. Aside from memberships, we also participate in speaking engagements both locally and regionally, such as GSTC’s APAC Sustainable Tourism Conference held in Jeonbuk, South Korea; and joining as event co-creator with TEDxSingapore, providing a stage for a series of six TEDx events focussing on sustainability, innovation, marine science and conservation, marine biodiversity, marine exploration and climate action.



Visitors at an interactive art installation at S.E.A. Aquarium’s Ocean Fest

GOVERNANCE AND ETHICS

A company's approach to governance and ethics can significantly impact stakeholder trust and its licence to operate. Key governance areas, such as risk management, anti-bribery and corruption, and more, are indicators of how management addresses strategy and long-term value creation.

Genting Singapore is committed to the highest standards of conduct and integrity in every aspect of our business. We have established robust governance practices to safeguard value creation for our guests, team members, investors, and other stakeholders.

OUR APPROACH

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

Our Corporate Governance Framework approach comprises:

- Enterprise risk management (ERM) policy and framework, which governs how the Company identifies, assesses, and acts on material risks
- Code of conduct and ethics (COCE), which are guiding principles to our team members on professional conduct in response to specific risks and circumstances

Enterprise Risk Management

Our ERM Policy and Framework is established to provide guidance to Genting Singapore and its subsidiaries in managing material risks and pursuing relevant opportunities to enhance organisational value. The scope covers operational risks including but not limited to operational disruptions, fraud, non-compliance to regulatory and legal requirements,

financial loss and reputational damage. GENS risk appetite statements are determined by the Board, with the assistance of the Audit and Risk Committee (ARC). Our ERM policy and framework are reviewed annually or when there is a substantial change to the business environment. Material risk management matters, including those relating to material ESG risks, are reported to the Board and the ARC every quarter via the GENS Management Risk Committee (MRC).

ERM Objectives

- 

Provide sound risk identification, assessment, management, monitoring and reporting
- 

Support the GENS Audit Risk Committee and GENS Board to provide good governance and management oversight of the risk function, to prevent foreseeable events from adversely affecting our corporate business objectives
- 

Provide assurance to the Board and stakeholders on the adequacy and effectiveness of the risk management and internal controls systems

To manage risks, the ERM Policy and Framework utilises three lines of defence: the business units have ownership and accountability for risks generated from their business activities. Risks are identified through a robust process that may include internal risk registers, incident and other reports, insights from corporate knowledge and experts, macro trends,

horizon scanning for emerging risks and more. To assess identified risks, the ERM Framework categorises risks in accordance with relevant industry activities, as well as establishing a risk rating that covers 'likelihood' and 'impact'. Rated risks are then grouped within the risk matrix as "Critical", "High", "Medium" and "Low Risk". Risks, including ESG risks, with significant ratings will require relevant controls and actions from relevant business units. The Risk Management Department forms the second line which establishes the risk management methodology and risk reporting structure. Internal Audit then forms the third line, providing independent assessment of the GENS' risk management and internal controls systems.

To ensure adequate knowledge on risk management at all levels, the following training types have been rolled out:

- All team members are required to complete an online training on general risk management awareness and principles, and
- All departments' risk champions are required to fulfil additional, more in-depth risk champion training.

Our policy and framework are based on the ISO 31000 Risk Management Standard, as well as the COSO ERM Framework, with the objective of meeting the requirements of SGX Securities Trading Limited Listing Rule 1207 (10) and Code of Corporate Governance 2018 Principle 9.

In 2022, we updated the ERM Policy and Framework to better support enterprise-wide identification and resolution of environment-related risks, with a focus on climate-related risks. Risk Management also worked with the Sustainability Department during the six-monthly department risk register review exercise to guide departments in identifying potential climate-related risks for their departments. Refer to 'TCFD Disclosure' in the Appendix. Through the departments'

GOVERNANCE AND ETHICS

risk register review exercises conducted in 2022, there was a noticeable upward trend of departments recognising and documenting more climate-related risks in their risk registers.

To elevate the general risk aware culture in the organisation including awareness towards climate-related risks, two risk management training modules were rolled out in 2022. Risk Champion Training, with the objective of equipping department risk champions with the required risk management skillset so that they are better able to assist their departments in the effective management of risks, was attended by the majority of risk champions and department reps conducted over two runs in 2022. A general risk awareness module targeted at general team members has also been rolled out in Dec 2022 with the purpose of raising general risk awareness among the team members.

Code of Conduct and Ethics (COCE)

The GENS COCE framework encompasses our Code of Conduct and its related policies. Each policy addresses a key area of compliance that team members are required to abide by. These policies ensure adherence with all rules and regulations, and are signed off by relevant business unit heads and senior management. The COCE demonstrates our commitments towards:



Respecting our team members



Conducting fair and ethical business



Safeguarding stakeholder interests



Creating value for the community and the natural environment

Our commitments are set out in our “Corporate Compliance Policy Statement”, and our Code of Conduct, which are part of the onboarding and induction training for all new team members, including part-timers. All team members are then required to acknowledge on an annual basis that they have read, fully understood and agree to comply.

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

In response to ever evolving stakeholder expectations, we regularly conduct screening and respond accordingly when needed. In 2022, we embarked on a disclosing benchmarking exercise to assess whether our code of conduct and ethics disclosure practices provide sufficient data for our stakeholders. The results have guided us in developing more robust disclosure, some of which have informed the disclosure practices in this Sustainability Report, while others will be progressively published in 2023 and beyond.

The sections below provide more detail on the core expectations of our team members and relevant progress made in 2022.

Core Principles and Code of Conduct

The GENS Code of Conduct provides core guidance principles in these areas:

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

Specifically, the Code of Conduct covers business-critical areas including:

- Professional conduct, including anti-bribery and corruption
- Fraud risk management, including conflicts of interest
- Anti-harassment and non-discrimination
- Representing the Group to external parties
- Workplace safety and the environment
- Compliance with laws and regulations, including prevention of money laundering
- Whistleblowing

Anti-Bribery and Corruption

Genting Singapore is committed to acting lawfully and with integrity in every aspect of our business, and in line with this commitment, we adopt a zero tolerance approach against bribery and corruption of any form and upholds all applicable laws in relation to anti-bribery and corruption.

Our Anti-Bribery and Corruption Policy applies to the Company and its subsidiaries, affiliates and overseas offices and any company that may come under the management oversight of the Company and all employees, officers, directors and any contract staff working under the supervision and/or management oversight of the Company. All Team Members are required to comply at all times with the Policy and all

GOVERNANCE AND ETHICS

applicable anti-bribery and corruption laws, including the Singapore Prevention of Corruption Act, and any similar anti-bribery and corruption laws in all other jurisdictions where the Group operates. In addition, every supplier is required to adhere to our Supplier Code of Conduct which details our zero tolerance stance against bribery and corruption.

The Policy will be regularly reviewed and updated as needed to ensure it continues to be adequate and effective. To raise awareness of team members, key bribery and corruption issues are communicated to new hires during induction training and all team members are required to submit an annual policy acknowledgement.

Prevention of Money Laundering and Terrorism Financing (PMLTF) Framework

The Board of Directors and senior management take the lead in emphasising the importance of PMLTF. The PMLTF Framework is established with a “three lines of defence” model, with each line fulfilling their responsibilities:

Our first line focuses on prevention, ensuring that all business units understand and control MLTF risks, while the PMLTF Committee is responsible for overseeing the effectiveness of controls and procedures, and reports PMLTF-related issues to the Board through the Compliance Committee and the Compliance Officer. Relevant team members are trained to be constantly vigilant for any indicators that our products or services could be used for money laundering through mandatory orientation training and annual refreshers, and they are supported by technology, such as our facial recognition programme, which screens for individuals on terrorist lists or barred patrons. To stay equipped to address the ever-changing MTLF landscape, we are continually further exploring technological solutions.

Our second line involves our Compliance Committee, which the PMLTF Committee reports to, and ensures regulatory compliance. Our third line is internal audit, which provides independent reviews on the effectiveness of the Framework.

Governance forums provide oversight, with PMLTF matters robustly deliberated and decided.

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

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

On a day-to-day basis, our operations are guided by these basic principles:

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

In 2022, our PMLTF programme was independently assessed by a recognised third party consultant, with the following results:

- The PMLTF culture was noted to prevail across the Company, with the Board of Directors and senior management taking a driving role
- Clear procedures and instructions were established and in place to implement the PMLTF framework effectively

Whistleblowing

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

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

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

The whistleblowing policy is disseminated in the following modes:

- Our [website](#)
- Team member induction programme
- Team member annual acknowledgement

The whistleblowing platform is overseen by the Audit and Risk Committee (ARC), and administered with the assistance of the Head of Internal Audit. We have

GOVERNANCE AND ETHICS

established a dedicated team within Internal Audit to handle whistle-blowing cases in confidence, under the purview of the ARC. All input via the whistleblowing channel will be copied to the ARC Chairman, an independent GENS Board Director, who has an overarching view of the entire investigation process and the authority to direct the investigation process. This arrangement aims to ensure transparency and independence. To further ensure robust monitoring and review, Internal Audit reports to the ARC on all whistleblowing cases on a quarterly basis. For the period of FY2022, there is one whistleblowing incident where internal investigations have concluded and the matter was handed to the authorities for further investigation into alleged corruption.

Anti-Harassment and Non-Discrimination

All team members have a responsibility to treat each other with dignity and respect at all times irrespective of race, ethnicity, nationality, gender, religion, disability, other demographics or backgrounds. In 2022, we launched our Diversity and Inclusion Policy to emphasise the importance of workforce diversity and the unique value that diverse team members can bring to the workplace. We want to build a work environment free of discrimination and harassment. Therefore, as aligned to our Code of Conduct, we prohibit any form of harassment – no team members shall be subject to any physical, psychological, emotional, verbal or sexual harassment. For more details on our work in diversity and inclusion, refer to our 'Diversity and Inclusion' chapter.

Anti-Competitive Behaviour

We adopt a zero-tolerance stance against anti-competition, and detail our stance in our Code of

Conduct and Supplier Code of Conduct. All our team members and suppliers are required to acknowledge, on an annual basis, that they have read, understood and will act in accordance with our Code of Conduct and Supplier Code of Conduct respectively. As part of ensuring that our policies and training remain up to date, in 2022, our Compliance training was updated to include information on the Competition Act.

Customer Privacy

We treat the personal data of every customer with respect and privacy. As data security threats increase in significance, we continuously strengthen our organisational controls to protect our customers' personal data. We make every effort to respect our customers' choices on the collection, use and disclosure of their personal information by practising responsible handling of customer data.

Our dedicated Data Protection Office ensures compliance with the Personal Data Protection Act (PDPA). Our personal data commitments to our customers are set out in our Personal Data Protection Statement. Our internal policies and procedures are routinely updated for team members to treat customer personal data responsibly and securely. Our team members undergo annual training and acknowledgement on internal data handling policies and procedures so that they are aware of their responsibilities to customers' personal data. We ensure organisational, physical and information security controls over access and sharing of customers' personal data through regular testing and monitoring.

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

Key Highlights



Zero confirmed incidents of corruption and money laundering



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



Zero breaches of customer privacy

PMLTF: No financial penalties or sanctions to date.

Customer privacy: Zero breaches of customer privacy

OUR PROGRESS

We conducted our businesses in alignment with the local community's rules and regulations. There was no significant operation with actual and potential negative impacts on local communities in 2022.

RESPONSIBLE GAMING

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

OUR APPROACH

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

Our RG Framework

Our RG Framework is focused on three key goals.

- 1 To implement a plan to identify patrons with observable problem gambling behaviours and provide information and referral to help services.
- 2 To deliver an ongoing responsible gambling education programme that promotes safer attitudes and gambling practices to enable patrons to make an informed choice.
- 3 Collaborate with the government and stakeholders to build a responsible gambling culture based on continuous improvement and the adoption of best practices.

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



RG policies - integrated corporate policies and strategies to actively address problem gambling



Staff training - strong focus on training to ensure employees are well-equipped when carrying out their role



Casino exclusions - robust and comprehensive self-exclusion framework which facilitates access to help and support



Assisting patrons - readily available help for patrons, with clear policies and procedures



Informed decision making - easily accessible information to help patrons make objective decisions including access to setting voluntary spend and time limits, and tracking game play



Advertising and promotions - socially responsible advertising and promotions that do not mislead or target potentially vulnerable patrons



Access to money - controls for access to money that do not encourage excessive spending



Venue and game features - safe environment including promoting awareness of passage of time and responsible use of alcohol

Manage Game Play (MGP) Programme

Our 'Manage Game Play' (MGP) programme facilitates patrons' informed gaming decisions by providing information on real-time play across more than 2,400 Electronic Gaming Machines in our casino. The MGP tool is a free-to-use programme for our members and enrolment is conveniently available at Membership Hub terminals.



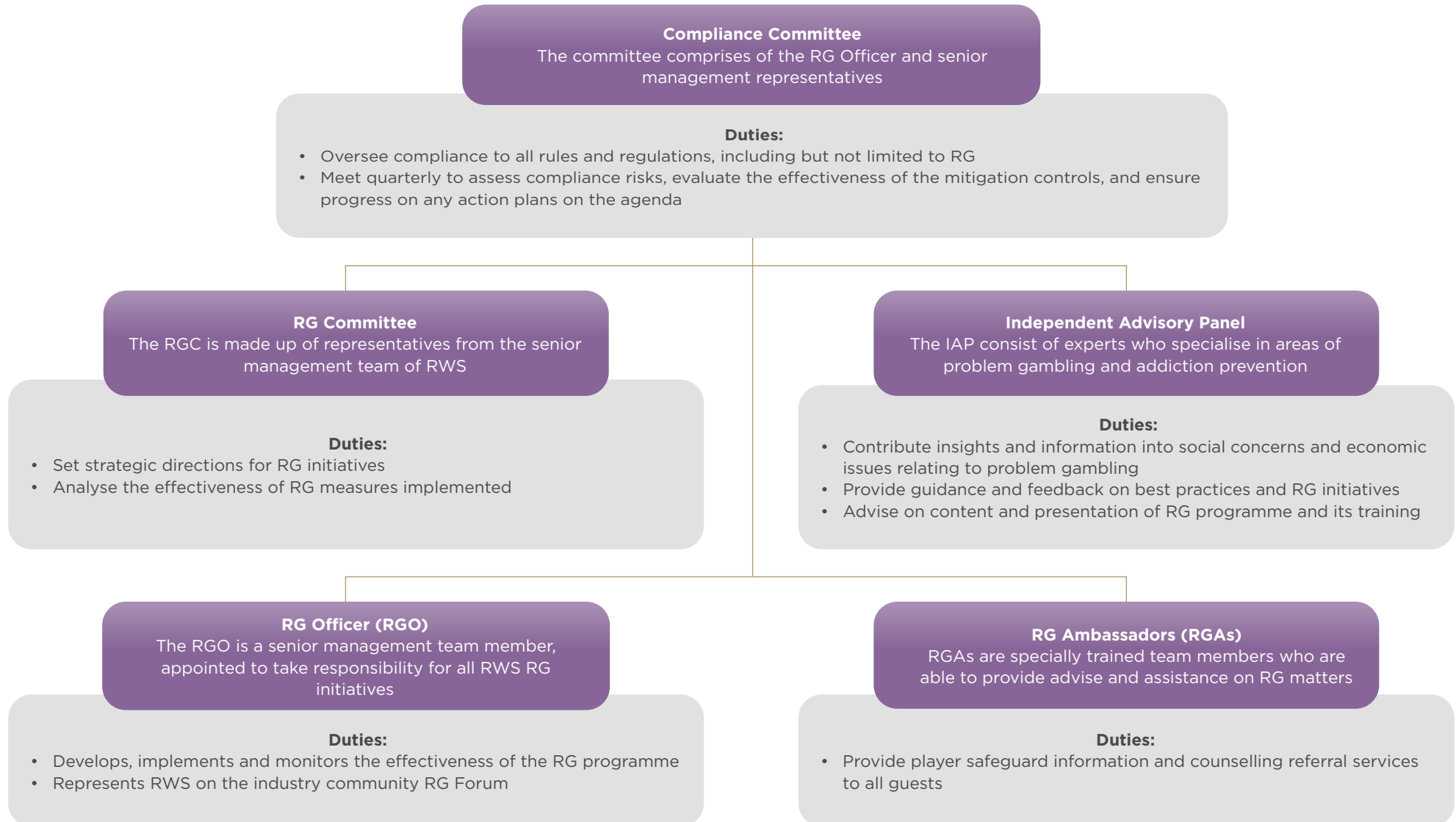
Patrons enrolled in MGP can set the length of time that they wish to play and/or the amount that they intend to spend. At selected notification intervals, patrons will receive personalised SMS notifications on their mobile phones.

Patrons may also select the option to have one of our trained Responsible Gambling Ambassadors (RGAs) to provide them a "shoulder tap" reminder if 200% of their self-determined limit is reached. Our RGAs would then take action by reminding the patrons and providing RG information or assistance, if required.

To-date, nearly 1,200 patrons have enrolled into our MGP. From a survey in 2021, more than 90% of respondents indicated that the programme is easy to use and is an effective tool to monitor and track their activities, and majority expressed that they do take a break or stop gambling when they receive the SMS notifications.

RESPONSIBLE GAMING

RG Governance and Management Structure



RESPONSIBLE GAMING

Accreditation by RG Check

RG Check is the world's most comprehensive and rigorous responsible gaming accreditation programme that has been developed by the Responsible Gambling Council (RGC) Centre for the Advancement of Best Practices. As part of RG Check's accreditation, our RG programme assessment is based on eight core standards that include 47 criteria.

At RWS, we are committed to providing a safe gambling environment for our patrons. RWS is proud that our RG programme has achieved and maintained the highest worldwide RG Check accreditation score for seven consecutive years, demonstrating RWS' leadership in responsible gambling marketing, policy, management and programmes.



Responsible Gambling Ambassadors

RWS has over 600 RG Ambassadors (RGAs) who are specially trained to provide assistance to patrons, promote and raise awareness of responsible gambling, provide tips for safe gambling and inform of various player safeguard options available at RWS. Patrons are able to directly approach the RGAs, who are identifiable by their badges.



Responsible Advertising

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

All casino advertisement and promotions undergo a screening process to ensure adherence to the policy that:

- Marketing communications do not reinforce misconceptions about gambling.
- Marketing communications do not target at-risk groups or promote risky behaviours.
- Precautions are in place to limit marketing communications to high-risk players.

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

Player Education and Safeguards

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

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

Self-service Membership Kiosks

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

Self-Exclusion Programme

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

Casino Entry Checks

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

Responsible Gambling Training

Our RG Awareness training curriculum is reviewed regularly and approved by our RG Independent Advisory Panel to ensure relevance. All team members are provided a training on awareness of RG. In addition, Casino Special Employees (CSEL) licensed

RESPONSIBLE GAMING

by GRA must attend and pass the RG training before performing their casino-related work and thereafter required to attend annual refresher training which is tracked and reported to the senior management.

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

Highest RG Check Accreditation Score Worldwide

We continue to hold the highest RG Check accreditation score worldwide, and for our 7th consecutive year, a notable achievement as RG Council is the leading independent accreditation body for the global gaming industry.

We are committed to maintaining the highest standards through our longstanding commitment to responsible advertising, player education and providing player safeguard options.

Key Highlights

Top 10 worldwide venues
accredited by Responsible Gambling Council

100% RG training for casino team members

>25% customer-facing casino team members trained and certified as RG Ambassadors

100% casino entry checks using facial recognition system



Testimonial

"We commend RWS for achieving the best RG Check accreditation score worldwide for seven years running. RWS's commitment to RG sets the standard for excellence."

Ms. Shelley White,
CEO, Responsible Gambling Council

OUR PROGRESS

RG outreach efforts

In conjunction with the annual national RG Awareness Week, RWS partnered with the Ministry of Social and Family Development (MSF) to run two roadshows in November 2022 in our casino. The theme of this year's RG Awareness week was "Are you Playing Smart? Play Safe, Act Now".

In addition, RWS held four other roadshows during the year as part of our efforts to raise awareness of responsible gambling amongst patrons. During the roadshows, RG Ambassadors engaged 1,245 patrons and saw 131 patrons enrolling in the MGP programme. RWS also continues to proactively promote the Manage Game Play (MGP) programme to our patrons to help them make better informed decisions about their gambling habits and develop healthy gambling habits. The MGP programme has seen nearly 1,200 enrolments to-date.



RG roadshow at RWS.



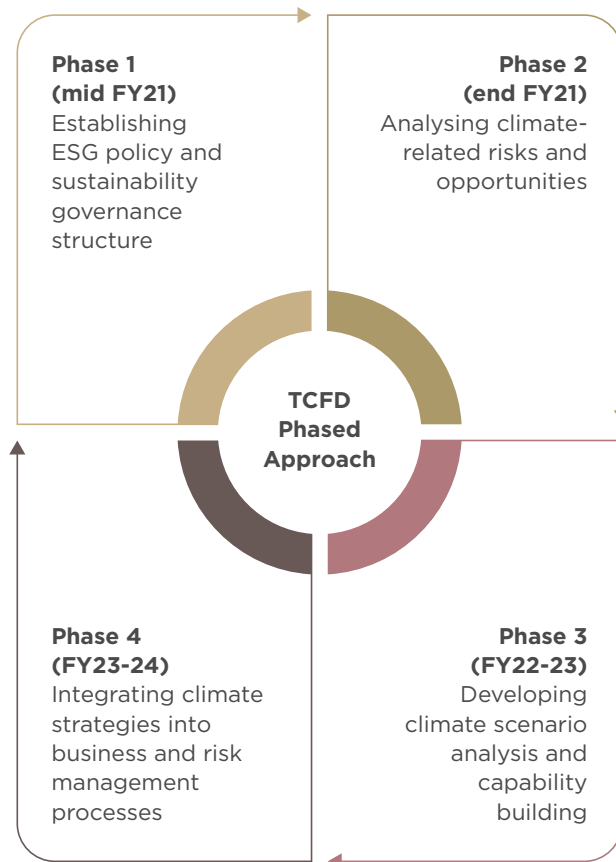
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APPENDIX

- TCFD Disclosure
- Performance Tables
- 10 Principles of UN Global Compact
- Independent Limited Assurance Report on Sustainability Information
- GRI Content Index

TCFD DISCLOSURE

In 2022, we completed Phase 3 of our Taskforce for Climate Disclosure Framework (TCFD) journey. The following sections detail the progress in accordance with the TCFD recommendations. References to other sections of this Report have been included where relevant to provide further details.



CLIMATE GOVERNANCE

The Board maintains oversight of GENS' sustainability strategy and programmes, manifested in the 2030 Sustainability Master Plan. Climate change is integrated into and elevated within the Master Plan through its representation under the "Decarbonisation" and "Green Infrastructure and Transport" categories, which combine to be the largest and most significant. This prioritisation acknowledges the criticality of emerging climate change impacts on GENS, alongside other environmental, social and governance (ESG) issues, providing context while allowing the organisation to focus more resources on climate-related strategy and initiatives. Refer to '2030 Sustainability Master Plan' for more details.

The Board is updated quarterly by the CEO on matters relating to sustainability strategies and developments in line with the 2030 Master Plan, complemented by progress updates against relevant targets as part of the annual sustainability reporting cycle. The CEO is supported by the Sustainability Department and the Sustainability Steering Committee, and monitors the Company's climate action progress on an ongoing basis through a combination of business meetings, project meetings and the annual reporting cycle. Read more details at 'Sustainability Governance'.

The Sustainability Steering Committee is co-chaired by the GENS Chief Corporate Officer and Senior Vice-President (SVP), Sustainability. It comprises management representatives from various business units, and is responsible for prioritising sustainability issues, including climate-related issues, and providing recommendations towards sustainability initiatives based on relevant risks and opportunities.

The organisation's Sustainability Department is led by the SVP, Sustainability and reports directly to the CEO. This department monitors and assesses macro sustainability trends and drives the Company's overarching sustainability efforts in collaboration with other departments and external partners.

To embed sustainability in all business units of the Company and to ensure accountability, environmental sustainability Key Performance Indicators have been included in the performance appraisals for all heads of business units across the Company.

CLIMATE STRATEGY

Our approach to managing climate-related risks and opportunities is based on a whole-of-company approach. We recognise that some departments may have more exposure to such issues compared to others by the nature of their operations, so the respective mitigation and management actions may vary significantly.

Since we started sustainability reporting, we have tracked our progress annually to evaluate our emission reduction targets, which can manifest in a short-term horizon of one to two years. These contribute to our Sustainability Master Plan, which aims to accomplish its targets within the medium term (by 2030), with the expectation that there will be iterations in the longer term, potentially in approximately 10 years, in response to changes in regulations, improved scientific understanding, evolving stakeholder expectations and more.

TCFD DISCLOSURE

In 2022, we conducted a scenario analysis exercise to better prioritise our climate-related risks and opportunities, and to start assessing these for qualitative business impacts. We also assessed these priority issues using our Enterprise Risk Management (ERM) Policy and Framework. This exercise corresponds to phases 2 and 3 of our phased approach towards better TCFD-aligned disclosures.

The scope of our scenario analysis exercise covers Genting Singapore's local operations, which is aligned to the scope of this sustainability report, as detailed in "About this Report" on page 5, with two time horizons, 2030 and 2050. The exercise was conducted to help visualise the future under two scenarios – "turquoise", in which world leaders pursue ambitious climate action, and "brown", in which further decarbonisation commitments are absent, and to identify relevant climate related risks and opportunities under these scenarios. The turquoise scenario focuses on addressing transition risks, while the brown scenario focuses on addressing physical risks. These scenarios were developed based on publicly available scenarios such as the Representative Concentration Pathways ("RCPs") and Shared Socioeconomic Pathways ("SSPs") by the Intergovernmental Panel on Climate Change ("IPCC"), and scenarios by the International Energy Agency ("IEA") and Network for Greening the Financial System ("NGFS") – see table below.

Details of the two scenarios chosen

Type of scenarios used in development	Provider	Turquoise		Brown	
		Pathways	Key characteristics / Assumptions	Pathways	Key characteristics / Assumptions
Physical risk scenarios	IPCC	RCP 2.6 (1.5 to 2°C)	Limits warming to the Paris Agreement's target of 2°C and preferably limit the increase to 1.5 °C by 2100	RCP 8.5 (4°C)	High emissions scenario, 4-5°C, consistent with no policy changes to reduce emissions
	IPCC	SSP1 (Sustainability)	Assumes both international mitigation measures and adaptation measures related to climate change are realised	SSP5 (Fossil-fueled Development)	Assumes the global economy continues growing with dependence on fossil fuels, and national and business decisions do not or only minimally take into account the impacts and implications of climate change
Transition risk scenarios	IEA	Sustainable Development Scenario ("SDS")	Combines climate and social targets for limiting global warming to 2°C	Stated Policy Scenario ("SPS")	Reflects the impact of existing policy frameworks and today's announced policy intentions.
	NGFS	Orderly Pathways	Early and ambitious actions to a net-zero CO ² emissions economy with measurable indicators to meet climate goals	Hot House World	Limited actions lead to a world with significant global warming and, as a result, increased exposure to physical risks

TCFD DISCLOSURE

The table below summarises the outcomes from the exercise:

Risk/Opportunity	Increased market demand for sustainable tourism	Tightened carbon regulations and taxes	Increased expectations on disclosure and transparency	Increase in average temperatures
Description	The tourism sector is experiencing a seismic shift in the way consumers, both international and domestic are expecting when it comes to leisure or business travel.	Governments around the world, including in Singapore, have either implemented or have given clear market signals towards carbon taxes or other types of mandates, such as green building standards.	Global expectations on corporate accountability are increasing, with growing clarity and uniformity of disclosure standards.	Singapore has been heating up at rates faster than the global average. Businesses with outdoor activities are expected to have disproportionately more operational disruptions.
Type	<ul style="list-style-type: none"> Transition, market risk Market opportunity 	<ul style="list-style-type: none"> Transition, policy and legal risk 	<ul style="list-style-type: none"> Transition, reputational risk 	<ul style="list-style-type: none"> Physical, chronic risk
Nature of Potential Impacts	There could be decreased revenues from not capturing new market segments or loss of existing segments. On the flip side there is opportunity for growth into new markets and segments.	There could be increased compliance or operational costs from reduced access to green grants or additional compliance or audits required.	There could be reduced access to capital from reduced investor confidence.	There could be increased operational costs to maintain physical comfort, or to address heat-related medical events arising from both guests and team members
Our Assessment	<p>Financial implications are not yet quantified.</p> <p>Based on qualitative outcomes and understanding of macro drivers, it is sufficient to accelerate climate-related activities.</p>	Detailed financial implications not yet quantified. Simplified assessment conducted on the potential cost of Singapore's carbon taxes based on current and future emissions, and taking into consideration the expansion of RWS - at the highest likely tax rate (S\$80/tCO ₂ e by 2030), the annual financial cost remains below the ERM impact indicator threshold of S\$50 million per year.	<p>Financial implications are not yet quantified.</p> <p>Based on our monitoring and assessment of trends, it will be prudent to build our capacity for response ahead of more regulatory mandates.</p>	<p>Financial implications are not yet quantified.</p> <p>We take guidance from the scientific community, and guidance from local authorities, which are unanimous on average temperature rises. With RWS being a resort with numerous outdoor attractions, we believe that we need to act now to adapt.</p>

TCFD DISCLOSURE

Risk/Opportunity	Increased market demand for sustainable tourism	Tightened carbon regulations and taxes	Increased expectations on disclosure and transparency	Increase in average temperatures
Our Response	<p>For other areas not directly related to climate change, refer to the 'Planet' section of this sustainability report.</p> <p>Our present focus on climate change mitigation is activated through these approaches:</p> <p>Energy reduction and offsets Reducing GENS' overall energy demand, increasing energy efficiency measures and investment, increasing renewable energy capability and as a last step, to utilise nature-based carbon offsets. Refer to the 'Energy' chapter for our decarbonisation progress.</p> <p>Greening infrastructure and transport Reducing the carbon footprint of our buildings and renovation projects in accordance with BCA Green Mark certification standards and utilising hybrid or electric vehicles. For more information refer to the 'Energy' chapter for our progress in these areas.</p>	<p>We recognise the drivers behind this risk are primarily emissions-based.</p> <p>As such, our strategy is to prioritise decarbonisation and associated innovations and partnerships to drive reduction and efficiency, and the transition to renewable energy. Refer to 'Energy' for details on our progress this year.</p> <p>Complementing this is our drive towards having at least 75% of our buildings certified by Singapore's BCA Green Mark standard. In addition, with the expansion of our significant subsidiary, Resorts World Sentosa has incorporated sustainable design elements to address evolving expectations from both guests and regulators. Refer to 'Sustainable Building and Design' for more information.</p>	<p>Beyond our annual sustainability report, we dedicate resources to participate in and disclose via major ESG rating and disclosure platforms, including CDP Climate, MSCI and Sustainalytics. Such regular disclosure exercises provide guidance on investor and other stakeholder expectations, and we use these as additional tools to inform our sustainability strategy and collaborate with internal and external stakeholders.</p>	<p>Working with leading consultants and institutions such as NUS, we are pilot testing an outdoor thermal comfort solution through a combination of shading, ventilation and use of biophilia. If successful, this will lay the foundation for further innovation and implementation across the rest of the resort.</p> <p>Many of our entertainment offerings are located outdoors, exposing our team members, especially performers in mascot costumes, to the tropical heat. We use a comprehensive heat stress management plan, which is regularly reviewed, to balance our team members' safety and well-being while optimising guest experiences. In 2022, we procured a device to monitor wet bulb temperature, and its readings are cross-referenced with online information. Should the reading indicate a high heat stress situation, the duration of our offerings will be reduced, and locations and types of show offerings may be adjusted. All performers are provided isotonic drinks regularly. The heat plan applies to all performers resort-wide and during media events away from the resort.</p>

TCFD DISCLOSURE



CLIMATE RISK MANAGEMENT

Climate-related risks are integrated in the GENS ERM Framework and associated processes. We included an “environmental” risk category for risk owners to identify and categorise such risks generated by their departments’ operations. These are recorded in the departments’ risk registers, which are actively updated every six months. To assist in the identification, additional clarifications, especially on types of climate risks and their examples, were appended both at the policy-level (in the Framework) and at operations level (during the risk register update exercise). The overall procedure aligns the established company-wide ERM process. Refer to the ‘Governance and Ethics’ chapter for more details on our ERM Framework.

For environmental and climate risks, the impact indicator defines substantive financial or strategic impact as crossing the threshold of S\$50 million and above annually. Combined with the likelihood indicator, the outcome of this exercise determines that at present, there is no climate-related risk that can be considered “Critical” or “High”, which require quarterly updates to the ARC and MRC. Climate-related risks identified (table above) are currently classified as “Medium/Low”, which means they are monitored and collectively updated to the MRC via the bi-annual department risk registers update.

Nonetheless, we recognise that climate-related risks and opportunities will increasingly influence business agendas in the coming years. As such, we have aligned our sustainability focus in expectation of such a future (refer to “Our Response” in previous page).

CLIMATE METRICS AND TARGETS

Our 2030 Sustainability Master Plan specifies quantitative targets for climate-related goals:

- Become carbon neutral by 2030 with an emissions reduction target of 30% against a 2015 baseline
- Quadruple renewable energy and procure from low energy sources
- Green 75% of buildings by gross floor area in accordance with BCA Green Mark certification standards
- Achieve 100% electric transportation
- Quadruple number of EV charging stations
- Reduce operational waste-to-landfill by 50% against a 2015 baseline

Refer to ‘Performance Tracking Table’ for our performance details.

Other relevant climate-related initiatives include:

- Industry collaborations, such as through the Sentosa Carbon Neutral Network, Hotel and MICE Sustainability Committees
- Academic collaborations, such as the RWS-NUS Living Laboratory (innovations in decarbonisation), and Sustainability@RWS with Ngee Ann Polytechnic (education on sustainability)

ENVIRONMENT PERFORMANCE INDICATORS

Environment ¹	Units	2020	2021	2022
Energy				
Direct Non-Renewable Energy	GJ	31,029	22,583	23,370*
Direct Renewable Energy	GJ	2,367 (657,455 kWh)	2,270 (630,666 kWh)	2,137* (593,480 kWh)
Indirect Energy – Electricity Grid	GJ	557,048 (154,735,562 kWh)	568,838 (158,010,624 kWh)	543,464* (150,962,315 kWh)
Total Energy Use	GJ	590,444	593,692	568,971*
Energy Intensity	GJ/m²/yr	1.47	1.49	1.42*
Emissions¹				
Scope 1 GHG Emissions				
Refrigerants	tCO ₂ e	3,060	2,242	2,803*
Stationary Fuels	tCO ₂ e	1,348	962	960*
Owned & Controlled Transport	tCO ₂ e	107	123	140*
Total Scope 1 GHG Emissions	tCO₂e	4,515	3,327	3,903*
Scope 2 GHG Emissions (Market-based/ Location-based)				
Electricity ²	tCO ₂ e	63,209	64,374	61,245*
Total Scope 1 & 2 GHG Emissions	tCO₂e	67,724	67,701	65,148*
Scope 1 & 2 GHG Emissions Intensity	tCO₂e/m²/yr	0.169	0.170	0.163*
Scope 3 GHG Emissions				
Cat 3: Fuel-and-Energy-Related Activities Not Included in Scope 1 and Scope 2	tCO ₂ e	10,902	17,693	16,920
Cat 4: Upstream Transportation and Distribution	tCO ₂ e	1,013	1,005	1,145
Cat 5: Waste Generated in Operations	tCO ₂ e	99	103	131
Cat 6: Business Travel	tCO ₂ e	966	19	431
Cat 7: Employee Commuting	tCO ₂ e	5,382	6,886	3,729
Cat 13: Downstream Leased Assets	tCO ₂ e	2,219	2,233	2,350
Water	tCO ₂ e	1,906	1,963	2,080
Total Scope 3 GHG Emissions	tCO₂e	22,488	29,901	26,724
Total Scope 1 to 3 GHG Emissions	tCO₂e	90,212	97,602	91,933

* The sustainability information has been externally assured for FY2022.

¹ Emissions data have been restated based on the updated emission factors. Emission factors are derived from both local and international sources such as the UK DEFRA BEIS Conversion Factors for Company Reporting.

² Electricity emission is calculated using the latest Grid Emission Factor by the Energy Market Authority.

Environment	Units	2020	2021	2022
Scope 1 to 3 GHG Emissions Intensity	tCO₂e/m²/yr	0.225	0.245	0.23
Change in Scope 1 to 3 GHG Emissions (Baseline 2015)	%	-38%	-32%	-38%
Water				
Potable water	m ³	892,912	906,211	1,050,681*
NEWater	m ³	340,062	358,464	326,174*
Seawater	m ³	765,000	660,000	578,502*
Total Water Withdrawal from (Third-party Water and Seawater)	m³	1,997,974	1,924,675	1,955,357*
Water Withdrawal Intensity (Third-party Water and Seawater)	m³/m²/yr	4.98	4.84	4.89
Reclaimed Water ¹	m ³	26,988	28,872	24,747
Rainwater Harvesting ²	m ³	-	-	178,392*
Waste				
Operational Waste				
Operational Waste Directed to Disposal	tonnes	4,025	4,157	5,337*
Operational Waste Diverted from Disposal	tonnes	831	933	1,080*
Total Operational Generated Waste	tonnes	4,856	5,090	6,417*
Operational Waste to Landfill Intensity	tonnes/m²/yr	0.0100	0.0105	0.0134
Construction Waste				
Construction Waste Directed to Disposal	tonnes	0	307	860*
Construction Waste Diverted from Disposal	tonnes	0	923	3,276*
Total Construction Generated Waste	tonnes	0	1,230	4,136*
Hazardous Waste				
Hazardous Waste	tonnes	0.07	0.36	1.72
Total Generated Waste	tonnes	4,856.07	6,320.36	10,554.72
Supply Chain				
Local Suppliers ³		2,057	1,878	2,030
Foreign Suppliers		456	328	298
Total Suppliers		2,513	2,206	2,328
Percentage of Local Suppliers (By Spend)	%	82%	87%	90%
BCA Green Mark Buildings				
GENS GFA	m ²	400,852	397,689	399,759
BCA Green Mark Certified Buildings by GENS GFA ⁴	%	63%	64%	64%

* The sustainability information has been externally assured for FY2022.

¹ Water reclaimed from the cooling tower blow-down water and surface run-off water.

² We began monitoring the rainwater harvested since 2022.

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

⁴ Revised GFA baseline to include total GENS GFA.

PEOPLE PERFORMANCE INDICATORS

Team Members Employment Contract

People	2020		2021		2022	
	Male	Female	Male	Female	Male	Female
Permanent	2,398	1,997	2,142	1,765	2,042*	1,675*
Contract ≥ 12 months	176	106	320	202	961*	810*
Contract < 12 months	9	16	45	43	13*	11*
Others	751	800	451	498	772*	924*
Total	3,334	2,919	2,958	2,508	3,788*	3,420*

Team Members by Gender and Employment Category

People	2020		2021		2022	
	Male	Female	Male	Female	Male	Female
Senior Management	35 (1%)	15 (1%)	32 (1%)	22 (1%)	32 (1%)*	26 (1%)*
Management	577 (17%)	431 (15%)	575 (19%)	407 (16%)	675 (18%)*	467 (14%)*
Executives and Supervisors	748 (22%)	722 (26%)	732 (25%)	747 (30%)	773 (20%)*	764 (22%)*
Rank and File	1,974 (59%)	1,701 (28%)	1,619 (55%)	1,332 (53%)	2,308 (61%)*	2,163 (63%)*
Total	3,334	2,919	2,958	2,508	3,788*	3,420*

Team Members by Age Group¹ and Employment Category

People	Under 30 Years Old			30-50 Years Old			Above 50 Years Old		
	2020	2021	2022	2020	2021	2022	2020	2021	2022
Senior Management	0 (0%)	0 (0%)	0 (0%)*	30 (1%)	33 (1%)	35 (1%)*	20 (3%)	21 (3%)	23 (3%)*
Management	30 (1%)	22 (2%)	44 (2%)*	882 (25%)	842 (25%)	947 (25%)*	96 (15%)	118 (17%)	151 (20%)*
Executives and Supervisors	336 (16%)	292 (21%)	269 (10%)*	1,059 (30%)	1,048 (31%)	1,117 (29%)*	125 (20%)	139 (21%)	151 (20%)*
Rank and File	1,707 (83%)	1,094 (77%)	2,310 (88%)*	1,566 (44%)	1,458 (43%)	1,746 (45%)*	402 (61%)	399 (57%)	415 (56%)*
Total	2,073	1,408	2,623*	3,537	3,381	3,845*	643	677	740*

* The sustainability information has been externally assured for FY2022.

¹ For year 2022, age was calculated using the end of the calendar year as the reference point. Consequently, age group figures for year 2020 and 2021 have been revised to also reflect this new calculation method.

Team Members by Nationality

People	2020	2021	2022
Singapore Citizens and Permanent Residents (SCPR)	5,126 (82%)	4,313 (79%)	4,990 (69%)*
Other ASEAN countries	875 (14%)	828 (15%)	1,742 (24%)*
Non-ASEAN countries	252 (4%)	325 (6%)	476 (7%)*
Total	6,253	5,466	7,208*

Localisation Split at Senior Management Level

People	2020	2021	2022
Singapore Citizens and Permanent Residents (SCPR)	82%	85%	83%*
All Others	18%	15%	17%*

New Team Member Hires¹ by Gender and Age Group²

People	2020	2021	2022
Gender			
Male	175 (58%)	408 (57%)	1,006 (52%)*
Female	128 (42%)	308 (43%)	942 (48%)*
Total	303	716	1,948*
Age Group			
Below 30	170 (56%)	316 (44%)	910 (47%)*
30-50	120 (40%)	364 (51%)	995 (51%)*
Above 50	13 (4%)	36 (5%)	43 (2%)*
Total	303	716	1,948*

Team Member Turnover¹ by Gender and Age Group²

People	2020	2021	2022
Gender			
Male	406 (53%)	472 (52%)	426 (51%)*
Female	358 (47%)	433 (48%)	410 (49%)*
Total	764	905	836*
Age Group			
Below 30	265 (35%)	290 (32%)	232 (28%)*
30-50	448 (58%)	561 (62%)	541 (65%)*
Above 50	51 (7%)	54 (6%)	63 (7%)*
Total	764	905	836*

^{*} The sustainability information has been externally assured for FY2022.

¹ Includes only permanent team members and those with a contract more than or equal to 12 months.

² For year 2022, age was calculated using the end of the calendar year as the reference point. Consequently, age group figures for year 2020 and 2021 have been revised to also reflect this new calculation method.

Parental Leaves in 2022

People	Male	Female
Total number of team members that were entitled to parental leave	871	570
Team members who took parental leave	809	541
Team members who returned to work after parental leave ended	804	538
Team members who returned to work after parental leave ended and were still employed 12 months after their return to work	713	469
Return to work rate (%)	99.4%	99.4%
Retention rate (%)	88.1%	86.7%

Average Training Hours by Employment Category and Gender

People	2020		2021		2022	
	Male	Female	Male	Female	Male	Female
Senior Management	12	48	38	49	33*	39*
Management	32	50	39	44	41*	48*
Executives and Supervisors	47	43	42	49	37*	40*
Rank and File	23	27	29	24	41*	40*

CSR Volunteer Hours

People	2020	2021	2022
Cumulative Volunteer Hours	457,888	469,688	471,734

Work-related Injuries

People	2020	2021	2022
Number of fatalities as a result of work-related injury	0	0	0
Number of high-consequence work-related injuries (excluding fatalities)	1	0	0
Number of recordable work-related injuries	157	102	137
Man days lost as a result of recordable work-related injuries	1,331	497	553
Number of hours worked	9,360,102	7,741,768	13,936,000

* The sustainability information has been externally assured for FY2022.

BUSINESS PERFORMANCE INDICATORS

Economic Performance

Business	2020	2021	2022
Revenue ('000)	S\$1,063,749	S\$1,067,296	S\$1,725,331
Operating Costs ('000)	S\$1,004,766	S\$886,899	S\$1,319,148
Team Member Wages and Benefits ('000)	S\$300,113	S\$264,457	S\$362,771
Payments to Providers of Capital ('000)	S\$304,676	S\$123,083	S\$243,057
Payments to Government ('000)	S\$272,855	S\$272,442	S\$311,449
Financial Assistance from the Government ('000)	S\$76,669	S\$47,493	S\$13,568

Guest Satisfaction Scores in 2022

Business	2022
USS	81.8%
ACW	81.0%
SEAA	85.9%
Hotels	95.8%
MICE (Organizers)	87.0%
MICE (Delegates)	94.0%
F&B	94.0%

Compliance Performance Indicators in 2022¹

Business	Number of Confirmed Non-Compliance Cases	
	Gaming	Non-Gaming
Environment-related rules and regulations	0	0
Incidents of corruption and money laundering	0	0
Health and safety impacts of products and services	0*	1*
Customer privacy	0	0

* The sustainability information has been externally assured for FY2022.

¹ The fine amounted to S\$200.

10 PRINCIPLES OF UN GLOBAL COMPACT

As a signatory to the UN Global Compact since 2022, we conduct business in line with its Ten Principles and the UN Guiding Principles on Business and Human Rights.

Principle	Report Section
Human Rights	
Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and	Responsible Sourcing and Supply Chain Diversity and Inclusion
Principle 2: make sure that they are not complicit in human rights abuses.	Responsible Sourcing and Supply Chain Diversity and Inclusion
Labour	
Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	Diversity and Inclusion Training and Education
Principle 4: the elimination of all forms of forced and compulsory labour;	Responsible Sourcing and Supply Chain Diversity and Inclusion Wellbeing Governance and Ethics
Principle 5: the effective abolition of child labour; and	Responsible sourcing and Supply Chain Governance and Ethics
Principle 6: the elimination of discrimination in respect of employment and occupation.	Diversity and Inclusion Wellbeing Training and Education
Environment	
Principle 7: Businesses should support a precautionary approach to environmental challenges;	Planet: Care for our Planet TCFD
Principle 8: undertake initiatives to promote greater environmental responsibility; and	Empowering and Engaging Local Community Sustainability Education and Advocacy Sustainable Tourism
Principle 9: encourage the development and diffusion of environmentally friendly technologies.	Planet: Care for our Planet
Anti-corruption	
Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.	Governance and Ethics Responsible Gaming

INDEPENDENT LIMITED ASSURANCE REPORT ON SUSTAINABILITY INFORMATION

INDEPENDENT PRACTITIONER'S LIMITED ASSURANCE REPORT ON SUSTAINABILITY INFORMATION OF GENTING SINGAPORE LIMITED

To the Board of Directors of Genting Singapore Limited

We have been engaged by Genting Singapore Limited (“the Company”) to undertake a limited assurance engagement in respect of the selected sustainability information from the 2022 Sustainability Report of the Company described below for the year ended 31 December 2022 (“the Identified Sustainability Information”).

Identified Sustainability Information

The respective Identified Sustainability Information for the year ended 31 December 2022 is set out in Appendix 1 of this report.

Our assurance engagement was with respect to the year ended 31 December 2022. We have not performed any procedures with respect to (i) earlier periods and (ii) any other elements included in the Company’s 2022 Sustainability Report, and in the annual report, website and other publications, and therefore do not express any conclusion thereon.

Reporting Criteria

The Identified Sustainability Information has been assessed against the Global Reporting Initiative (“GRI”) Sustainability Reporting Standards 2021 (“the Reporting Criteria”).

Management’s Responsibility for the Identified Sustainability Information

Management of the Company is responsible for the preparation of the Identified Sustainability Information in accordance with the Reporting Criteria. The responsibility includes designing, implementing and maintaining internal control relevant to the preparation of Identified Sustainability Information that is free from material misstatement, whether due to fraud or error.

Practitioner’s Independence and Quality Management

We have complied with the independence and other ethical requirements of the Accounting and Corporate Regulatory Authority (ACRA) Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities (ACRA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

Our firm applies Singapore Standard on Quality Management 1 which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

INDEPENDENT LIMITED ASSURANCE REPORT ON SUSTAINABILITY INFORMATION

Practitioner's Responsibility

Our responsibility is to express a limited assurance conclusion on the Identified Sustainability Information based on the procedures we have performed and the evidence we have obtained. We performed our limited assurance engagement in accordance with Singapore Standard on Assurance Engagements 3000 (Revised) – Assurance Engagements other than Audits or Reviews of Historical Financial Information and, in respect of greenhouse gas emissions included in the Identified Sustainability Information, Singapore Standard on Assurance Engagements 3410 – Assurance Engagements on Greenhouse Gas Statements (collectively the “Standards”). These Standards require that we plan and perform our work to form the conclusion about whether the Identified Sustainability Information is free from material misstatement. The extent of our procedures depends on our professional judgment and our assessment of the engagement risk.

A limited assurance engagement involves assessing the suitability in the circumstances of the Company's use of the Reporting Criteria as the basis for the preparation of the Identified Sustainability Information, assessing the risks of material misstatement of the Identified Sustainability Information whether due to fraud or error, responding to the assessed risks as necessary in the circumstances, and evaluating the overall presentation of the Identified Sustainability Information. A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks.

The procedures selected included inquiries, observation of processes performed, inspection of documents, analytical procedures, evaluating the appropriateness of quantification methods and reporting policies, and agreeing or reconciling with underlying records. Given the circumstances of the engagement, we also performed the following:

- interviewed management and personnel in Compliance, Legal, Facilities Management and Engineering, Transport and Tech Services, Life Support Systems, Landscaping, Estate Management and Group Human Resources in relation to the Identified Sustainability Information;
- obtained an understanding of how the Identified Sustainability Information is gathered, collated and aggregated internally;
- performed limited substantive testing, on a selective basis, of the Identified Sustainability Information (i) to verify the assumptions, estimations and computations made in relation to the Selected Sustainability Information; and (ii) to check that data had been appropriately measured, recorded, collated and reported, to the extent we considered necessary and appropriate to provide sufficient evidence for our conclusion; and
- assessed the disclosure and presentation of the Identified Sustainability Information.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Accordingly, we do not express a reasonable assurance opinion about whether the Company's Identified Sustainability Information has been prepared, in all material respects, in accordance with the Reporting Criteria.

Inherent Limitations

In designing these procedures, we considered the system of internal controls in relation to the Identified Sustainability Information and reliance has been placed on internal controls where appropriate. Because of the inherent limitations in any accounting and internal control system, errors and irregularities may nevertheless occur and not be detected.

The absence of a commonly used generally accepted reporting framework or a significant body of established practice on which to draw to evaluate and measure subject matter allows for different, but acceptable, measurement techniques that can affect comparability between entities.

INDEPENDENT LIMITED ASSURANCE REPORT ON SUSTAINABILITY INFORMATION

The quantification of the greenhouse gas emissions data underlying the Identified Sustainability Information is subject to inherent uncertainty because of incomplete scientific knowledge used to determine emissions factors and the values needed to combine emissions of different gases, and the estimation uncertainty from the measurement and calculation processes used to quantify emissions within the bounds of existing scientific knowledge. This can affect the ability to draw meaningful comparison of the Company's greenhouse gas emissions over time.

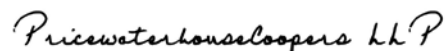
Conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Identified Sustainability Information for the year ended 31 December 2022 is not prepared, in all material respects, in accordance with the Reporting Criteria.

Purpose and Restriction on Distribution and Use

This report, including our conclusion, has been prepared solely for the Company in accordance with the agreement between the Company and us. Save for the disclosure of our report on the Company's website or pursuant to regulatory requests or requirements, neither this report nor its contents or any part thereof may be distributed to, discussed with or otherwise disclosed to any third party without our prior written consent. The Company is responsible for all other information, other than our report, on the Company's website and our report does not cover this other information, and we do not express any form of assurance conclusion thereon. To the fullest extent permitted by law, we do not accept any liability or assume any responsibility to anyone else other than the Company for our work or this report. Any reliance placed on this report by any third party is entirely at its own risk. The Company is responsible for its website and that we do not accept responsibility for any changes that may have occurred to the Identified Sustainability Information or Reporting Criteria since they were initially presented on the website.

Yours faithfully



PricewaterhouseCoopers LLP
Public Accountants and Chartered Accountants

Singapore

INDEPENDENT LIMITED ASSURANCE REPORT ON SUSTAINABILITY INFORMATION

Appendix 1

Identified Sustainability Information	Environmental Performance Indicators	Units	FY 2022
GRI 302-1: Energy consumption within the organisation	Energy		
	Direct Non-Renewable Energy	GJ	23,370
	Direct Renewable Energy	GJ	2,137
	Indirect Energy - Electricity Grid	GJ	543,464
	Total Energy Used	GJ	568,971
GRI 302-3: Energy intensity	Energy Intensity	GJ/m ² /yr	1.42
GRI 303-3: Water withdrawal	Water		
	Potable water	m ³	1,050,681
	NEWater	m ³	326,174
	Seawater	m ³	578,502
	Total Water Withdrawal (Third-Party and Seawater)	m³	1,955,357
	Rainwater Harvesting	m ³	178,392
GRI 305-1: Direct (Scope 1) GHG emissions	Emissions		
	Refrigerants	tCO ₂ e	2,803
	Stationary Fuels	tCO ₂ e	960
	Owned & Controlled Transport	tCO ₂ e	140
	Total Scope 1 GHG Emissions	tCO₂e	3,903
GRI 305-2: Energy indirect (Scope 2) GHG emissions	Electricity	tCO ₂ e	61,245
	Total Scope 2 GHG Emissions	tCO₂e	61,245
GRI 305-4: GHG emissions intensity	Scope 1 & 2 GHG Emissions Intensity	tCO ₂ e m ² /yr	0.163
GRI 306-3: Waste generated	Waste		
	Total Operational Generated Waste	tonnes	6,417
	Total Construction Generated Waste	tonnes	4,136
GRI 306-4: Waste diverted from disposal	Operation Waste Diverted from Disposal	tonnes	1,080
	Construction Waste Diverted from Disposal	tonnes	3,276
GRI 306-5: Waste directed to disposal	Operation Waste Directed to Disposal	tonnes	5,337
	Construction Waste Directed to Disposal	tonnes	860

INDEPENDENT LIMITED ASSURANCE REPORT ON SUSTAINABILITY INFORMATION

Appendix 1 (continued)

Identified Sustainability Information	Environmental Performance Indicators	Units	FY 2022	
GRI 401-1: New employee hires and employee turnover	New Team Member Hires by Gender and Age Group			
	Male	headcount	1,006	
		%	52%	
	Female	headcount	942	
		%	48%	
	Total (by gender)		headcount	1,948
	Age group (below 30)	headcount	910	
		%	47%	
	Age group (30-50)	headcount	995	
		%	51%	
	Age group (above 50)	headcount	43	
		%	2%	
	Total (by age group)		headcount	1,948
GRI 401-1: New employee hires and employee turnover	Team Member Turnover by Gender and Age Group			
	Male	headcount	426	
		%	51%	
	Female	headcount	410	
		%	49%	
	Total (by gender)		headcount	836
	Age group (below 30)	headcount	232	
		%	28%	
	Age group (30-50)	headcount	541	
		%	65%	
	Age group (above 50)	headcount	63	
		%	7%	
	Total (by age group)		headcount	836

INDEPENDENT LIMITED ASSURANCE REPORT ON SUSTAINABILITY INFORMATION

Appendix 1 (continued)

Identified Sustainability Information	Environmental Performance Indicators	Units	FY 2022
GRI 404-1: Average hours of training per year per employee	Average Training Hours by Employment Category and Gender		
	Senior Management (Male)	hours	33
	Senior Management (Female)	hours	39
	Management (Male)	hours	41
	Management (Female)	hours	48
	Executives and Supervisors (Male)	hours	37
	Executives and Supervisors (Female)	hours	40
	Rank and file (Male)	hours	41
	Rank and file (Female)	hours	40
GRI 405-1: Diversity in governance bodies and employees	Team Members Employment Contract		
	Permanent (Male)	headcount	2,042
	Contract ≥ 12 months (Male)	headcount	961
	Contract < 12 months (Male)	headcount	13
	Others (Male)	headcount	772
	Total (Male)	headcount	3,788
	Permanent (Female)	headcount	1,675
	Contract ≥ 12 months (Female)	headcount	810
	Contract < 12 months (Female)	headcount	11
	Others (Female)	headcount	924
	Total (Female)	headcount	3,420
	Team Members by Gender and Employment Category		
	Senior Management (Male)	headcount	32
		%	1%
	Management (Male)	headcount	675
		%	18%
	Executives and Supervisors (Male)	headcount	773
%		20%	
Rank and file (Male)	headcount	2,308	
	%	61%	
Total (Male)	headcount	3,788	

INDEPENDENT LIMITED ASSURANCE REPORT ON SUSTAINABILITY INFORMATION

Appendix 1 (continued)

Identified Sustainability Information	Environmental Performance Indicators	Units	FY 2022
GRI 405-1: Diversity in governance bodies and employees	Team Members by Gender and Employment Category (cont'd)		
		headcount	26
	Senior Management (Female)	%	1%
		headcount	467
	Management (Female)	%	14%
		headcount	764
	Executives and Supervisors (Female)	%	22%
		headcount	2,163
	Rank and file (Female)	%	63%
	Total (Female)	headcount	3,420
	Team Members by Age Group and Employment Category		
		headcount	0
	Senior Management (below 30)	%	0%
		headcount	44
	Management (below 30)	%	2%
		headcount	269
	Executives and Supervisors (below 30)	%	10%
		headcount	2,310
	Rank and file (below 30)	%	88%
	Total (below 30)	headcount	2,623
		headcount	35
	Senior Management (30-50)	%	1%
		headcount	947
Management (30-50)	%	25%	
	headcount	1,117	
Executives and Supervisors (30-50)	%	29%	
	headcount	1,746	
Rank and file (30-50)	%	45%	
Total (30-50)	headcount	3,845	

INDEPENDENT LIMITED ASSURANCE REPORT ON SUSTAINABILITY INFORMATION

Appendix 1 (continued)

Identified Sustainability Information	Environmental Performance Indicators	Units	FY 2022
GRI 405-1: Diversity in governance bodies and employees	Team Members by Age Group and Employment Category (cont'd)		
	Senior Management (above 50)	headcount	23
		%	3%
	Management (above 50)	headcount	151
		%	20%
	Executives and Supervisors (above 50)	headcount	151
		%	20%
	Rank and file (above 50)	headcount	415
		%	56%
	Total (above 50)	headcount	740
	Team Members by Nationality		
	Singapore Citizens and Permanent Residents (SCPR)	headcount	4,990
		%	69%
	Other ASEAN countries	headcount	1,742
	%	24%	
Non-ASEAN countries	headcount	476	
	%	7%	
Total	headcount	7,208	
GRI 405-1: Diversity in governance bodies and employees	Localisation Split at Senior Management Level		
	Singapore Citizens and Permanent Residents (SCPR)	%	83%
	All others	%	17%
GRI 416-2: Incidents of non-compliance concerning the health and safety impacts of products and services	Compliance		
	Confirmed non-compliance cases (Gaming)	Number	0
	Confirmed non-compliance cases (Non-Gaming)	Number	1

GRI CONTENT INDEX

Statement of Use	The GENS Sustainability Report 2022 is prepared with reference to the GRI Universal Standards 2021.
GRI 1	GRI 1: Foundation 2021
Applicable GRI Sector Standards	Not applicable

GRI STANDARDS	DISCLOSURES		REFERENCES
General Disclosures			
GRI 2: General Disclosures 2021	2-1	Organizational details	Page 3-4
	2-1	Entities included in the organization's sustainability reporting	Page 3-4
	2-3	Reporting period, frequency and contact point	Page 3, Back Cover
	2-4	Restatements of information	Page 72, 74-75
	2-5	External assurance	Page 3, 14, 79-86
	2-6	Activities, value chain and other business relationships	Page 4
	2-7	Employees	Page 74-76
	2-8	Workers who are not employees	Page 73-74
	2-9	Governance structure and composition	Page 11
	2-10	Nomination and selection of the highest governance body	GENS Annual Report 2022 – Page 26-47
	2-11	Chair of the highest governance body	Page 11 GENS Annual Report 2022 - Page 26-47
	2-12	Role of the highest governance body in overseeing the management of impacts	Page 11 GENS Annual Report 2022 - Page 26-47
	2-13	Delegation of responsibility for managing impacts	Page 11 GENS Annual Report 2022 - Page 26-47
	2-14	Role of the highest governance body in sustainability reporting	Page 11, 67
	2-15	Conflicts of interest	GENS Annual Report 2022 – Page 26-47
	2-16	Communication of critical concerns	GENS Annual Report 2022 – Page 26-47
	2-17	Collective knowledge of the highest governance body	GENS Annual Report 2022 – Page 26-47
	2-18	Evaluation of the performance of the highest governance body	GENS Annual Report 2022 – Page 26-47
	2-19	Remuneration policies	GENS Annual Report 2022 – Page 26-47
	2-20	Process to determine remuneration	GENS Annual Report 2022 – Page 26-47

	2-21	Annual total compensation ratio	Not reported due to confidentiality and sensitivity of the information.
	2-22	Statement on sustainable development strategy	Page 11
	2-23	Policy commitments	Page 3, 4, 10
	2-24	Embedding policy commitments	Page 37, 58-61, 78
	2-25	Processes to remediate negative impacts	Page 68-70
	2-26	Mechanisms for seeking advice and raising concerns	Page 14, 60
	2-27	Compliance with laws and regulations	Page 58-61, 77
	2-28	Membership associations	Page 7
	2-29	Approach to stakeholder engagement	Page 12-14
	2-30	Collective bargaining agreements	Page 40-41, 45
Material Topics			
GRI 3: Material Topics 2021	3-1	Process to determine material topics	Page 14
	3-2	List of material topics	Page 14-17
Planet			
Energy			
GRI 3: Material Topics 2021	3-3	Management of material topics	Page 23
GRI 417: Marketing and Labeling 2016	417-1	Requirements for product and service information and labeling	Page 62-65
GRI 302: Energy 2016	302-1	Energy consumption within the organization*	Page 72
	302-2	Energy consumption outside of the organization	Page 72
	302-3	Energy intensity*	Page 72
	302-4	Reduction of energy consumption	Page 72
	302-5	Reductions in energy requirements of products and services	Page 23-25, 72
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions*	Page 72
	305-2	Energy indirect (Scope 2) GHG emissions*	Page 72
	305-3	Other indirect (Scope 3) GHG emissions	Page 72
	305-4	GHG emissions intensity*	Page 72
	305-5	Reduction of GHG emissions	Page 72

* Identified sustainability information has been externally assured for FY2022.

Water			
GRI 3: Material Topics 2021	3-3	Management of material topics	Page 26
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	Page 26-27
	303-2	Management of water discharge-related impacts	Aligned with national regulations and requirements set for the quality of effluent discharge
	303-3	Water withdrawal*	Page 73
	303-4	Water discharge	Developing methodology to estimate
	303-5	Water consumption	Developing methodology to estimate
Waste			
GRI 3: Material Topics 2021	3-3	Management of material topics	Page 28
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	Page 28-30, 73
	306-2	Management of significant waste-related impacts	Page 28-30, 73
	306-3	Waste generated*	Page 28-30, 73
	306-4	Waste diverted from disposal*	Page 28-30, 73
	306-5	Waste directed to disposal*	Page 28-30, 73
Sustainable Building Design and Facilities			
GRI 3: Material Topics 2021	3-3	Management of material topics	Page 31
Biodiversity and Conservation			
GRI 3: Material Topics 2021	3-3	Management of material topics	Page 34
GRI 304: Biodiversity 2016	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Page 34-36
	304-2	Significant impacts of activities, products and services on biodiversity	Page 34-36
	304-3	Habitats protected or restored	Page 34-36
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Page 34-36
Responsible Sourcing and Supply Chain			
GRI 3: Material Topics 2021	3-3	Management of material topics	Page 37
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	Page 38, 73
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	Page 37-38
	308-2	Negative environmental impacts in the supply chain and actions taken	Page 37-38

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People			
Diversity and Inclusion			
GRI 3: Material Topics 2021	3-3	Management of material topics	Page 40
GRI 202: Market Presence 2016	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Page 38
	202-2	Proportion of senior management hired from the local community	Page 74-75
GRI 401: Employment 2016	401-1	New employee hires and employee turnover*	Page 74-75
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 40-43
	401-3	Parental leave	Page 76
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees*	Page 74 -75 GENS Annual Report 2022 - Page 8-11
	405-2	Ratio of basic salary and remuneration of women to men	Page 40
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	Page 40
GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Page 37-38
Wellbeing			
GRI 3: Material Topics 2021	3-3	Management of material topics	Page 42
Training and Education			
GRI 3: Material Topics 2021	3-3	Management of material topics	Page 44
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee*	Page 44, 76
	404-2	Programs for upgrading employee skills and transition assistance programs	Page 44-45
	404-3	Percentage of employees receiving regular performance and career development reviews	Page 76
Empowering and Engaging Local Communities			
GRI 3: Material Topics 2021	3-3	Management of material topics	Page 46
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	Page 46-47
	413-2	Operations with significant actual and potential negative impacts on local communities	Page 46-47

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Sustainability Education and Advocacy			
GRI 3: Material Topics 2021	3-3	Management of material topics	Page 48
Health and Safety			
GRI 3: Material Topics 2021	3-3	Management of material topics	Page 51
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	Page 51-53
	403-2	Hazard identification, risk assessment, and incident investigation	Page 51-53
	403-3	Occupational health services	Page 51-53
	403-4	Worker participation, consultation, and communication on occupational health and safety	Page 51-53
	403-5	Worker training on occupational health and safety	Page 51-53
	403-6	Promotion of worker health	Page 51-53
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Page 51-53
	403-8	Workers covered by an occupational health and safety management system	Page 51-53
	403-9	Work-related injuries	Page 76
GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	Page 51-53, 62-65
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services*	Page 77
Business			
Sustainable Tourism			
GRI 3: Material Topics 2021	3-3	Management of material topics	Page 55
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	Page 77
	201-2	Financial implications and other risks and opportunities due to climate change	Page 67-71
	201-3	Defined benefit plan obligations and other retirement plans	GENS Annual Report 2022 - Page 55, 72
	201-4	Financial assistance received from government	Page 77
Governance and Ethics			
GRI 3: Material Topics 2021	3-3	Management of material topics	Page 58-61
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	Page 58-61
	205-2	Communication and training about anti-corruption policies and procedures	Page 58-61
	205-3	Confirmed incidents of corruption and actions taken	Page 77

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GRI 206: Anti-competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Page 58-61
GRI 307: Environmental Compliance 2016	307-1	Non-compliance with environmental laws and regulations	Page 77
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page 77
GRI 419: Socioeconomic Compliance 2016	419-1	Non-compliance with laws and regulations in the social and economic area	Page 77
Responsible Gaming			
GRI 3: Material Topics 2021	3-3	Management of material topics	Page 62-65



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