



GENTING
SINGAPORE

GENTING SINGAPORE LIMITED

SUSTAINABILITY REPORT 2020



UNITY AND RESILIENCE



TABLE OF CONTENTS

01	Business in Brief	
02	Message from Our President	
03	Board of Directors' Statement	
04	Managing Sustainability	
	Sustainability Governance	09
	Our Sustainability Focus	09
	Materiality Assessment	11
	How We Report	12
	Stakeholder Engagement	12
	Sustainability Highlights 2020	14
05	Doing Good Business	
	Economic Performance	16
	Market Presence	16
	Procurement Practices	16
	Anti-Competitive Behaviour	20
	Anti-Corruption	22
	Socioeconomic Compliance	22
	Environmental Compliance	22
06	Environmental Stewardship	
	Waste	24
	Energy	26
	Emissions	29
	Water and Effluents	30
	Biodiversity	32
07	Customers: The Heart of What We Do	
	Customer Health And Safety	37
	Marketing and Service Labelling	42
	Customer Privacy	45
08	Putting Our People First	
	Employment	47
	Non-Discrimination	48
	Training and Education	48
	Occupational Health and Safety	50
	Forced or Compulsory Labour	53
09	Making a Positive Impact on Our Communities	
	RWS Cares	55
	Responsible Gambling Advocacy	58
10	GRI Content Index	



BUSINESS IN BRIEF

GENTING SINGAPORE

Widely recognised for our award-winning flagship project, Resorts World Sentosa, Genting Singapore is one of the largest companies in Singapore listed on the Mainboard of Singapore Exchange Securities Trading Limited, and a constituent stock of the Straits Times Index.

OUR MISSION

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

WHO WE ARE

Global brand leader in sustainable integrated resort development

CORE VALUES

Trustworthiness; Integrity;
Mutual Respect;
a Kampung Spirit of caring, sharing and community engagement

AN ECOSYSTEM OF RECREATION & ENTERTAINMENT



AWARD-WINNING INTEGRATED RESORT

Resorts World Sentosa (RWS) has been named “Best Integrated Resort” for nine consecutive years from 2011 - 2019 at the Travel Trade Gazette (TTG) Travel Awards which recognises the best in Asia-Pacific’s travel industry. In 2020, RWS was conferred the “Best Business Event Venue Experience” for Singapore MICE Forum 2019 (SACEOS) and “Special Recognition (Integrated Resorts)” awards.

WORLD-CLASS ATTRACTIONS

Endless excitement and wonder at Resorts World Sentosa’s attractions: *Universal Studios Singapore (USS), S.E.A. Aquarium (S.E.A.A.), Adventure Cove Waterpark & Dolphin Island.*



A GAMING CLASS OF ITS OWN

We are always committed to offering responsible entertainment and a quality guest experience at our 15,000m² gaming arena.

DIVERSE RETAIL AND LIFESTYLE OFFERINGS

Shop to your heart’s content at our outlets featuring luxury goods, fashion, lifestyle, and family-friendly products and services.



ONE-STOP DESTINATION FOR MEETINGS AND EVENTS

Take advantage of the integrated resort’s sprawling facilities: hotels, dining, attractions and event specialists for your next meeting and event.



NON-STOP ENTERTAINMENT

Immerse in a world of entertainment with a wide variety of curated seasonal offerings, show-stopping performances and more.

GASTRONOMIC DELIGHTS

From casual dining to celebrity and specialty restaurants, we are here to satisfy all palates.



* Note: Image used to illustrate ‘Diverse retail and lifestyle offerings’ was taken before COVID-19 restrictions.

PERFORMANCE REVIEW 2020

MAKING A POSITIVE IMPACT TO COMMUNITIES

Managing Agent at
2 OF THE LARGEST
 Community Care Facilities (CCF)



Over **2,000**
 RWS volunteers



344,000
 hours in volunteerism through RWS Cares



Over **11,000**
 beds serving the community



PUTTING PEOPLE FIRST

Over **2,000**
 Team Members trained in Safe Management Measures
 Average training hours rose 25% to **32.2 HOURS**

ENVIRONMENTAL STEWARDSHIP



Over **81%** cumulative energy savings since 2013



Over **64%** cumulative water savings since 2013



46% reduction in waste sent for incineration (vs 2019)



17% of waste produced is recycled (Non-recyclable waste increased due to COVID-19)

DOING GOOD BUSINESS

Chartered Institute of Procurement & Supply (CIPS) Asia Supply Management Awards 2020

- Winner for Digital Procurement Transformation
- High Commendation for Ethical Procurement

Singapore Packaging Agreement Awards 2020

- Top Achievement Award (for 3rd year running)



CUSTOMERS: THE HEART OF WHAT WE DO

High Efficiency (HE) filters and Ultraviolet Germicidal Irradiators installed to disinfect the air



Over **600 SETS** of Plasmacluster ionisers deployed

Over **500 TONNES OF WASTE REDUCTION** through sustained sourcing and supply chain innovation



e-invoices



e-sourcing

Paperless supply chain transactions

The world experienced one of the most significant periods of public health challenge with the COVID-19 pandemic and climate threats with extreme weather events. Whilst they created massive disruptions to people and businesses around the world, they also raised awareness of the importance of Environment, Social and Governance (ESG) and created a strong urgency to tackle environmental, social and public health issues.

RWS is fully committed to the advancement of our sustainability efforts in five key focus areas – People, Customer, Community, Environment and Marketplace. We responded to the pandemic in multiple ways to support not only our customers, partners and employees but also the communities where we live and work. We fully support the Singapore Government's efforts in deed and action in the fight against the community spread of COVID-19 by stepping forward as Managing Agent of Singapore's two largest national Community Care Facilities (CCF) at the Singapore EXPO and MAX Atria, and the Big Box warehouse mall which represents 27% of total national bed space. Leveraging on our strength in hospitality and expertise in managing large-scale, non-medical facilities, more than 2,000 of our employees heeded the call for volunteers and put themselves on the frontline to help contain the national outbreak of COVID-19 successfully.

The safety of our guests and employees remains our priority. In our efforts to safeguard them from COVID-19, we implemented multiple Safe Management Measures (SMM) to keep them protected as much as possible. Anti-microbial coatings are applied on the high-touch point surfaces, over 600 sets of Plasmacluster ionisers are deployed resort-wide and High Efficiency Particulate Air (HEPA) filters are installed in the air exchange system.

On the responsible gambling front, we launched the Manage Game Play (MGP) Programme in 2020 – a voluntary tool developed with the Ministry of Social and Family Development (MSF) to help patrons self-regulate time spent at gaming machines. The programme proved successful, with 90% of survey respondents confirming their positive views of the programme's efficacy.

2020 marks the beginning of the climate mitigation decade with minimum time of just over 10 years to achieve halved GHG emissions to keep global warming to 1.5°C. Thus it comes as no surprise that climate action initiatives continue to dominate government agenda with strong focus on roles and responsibilities that businesses need to play. We continue to make good stride on climate actions with over 81% and 64% cumulative energy and water consumption savings respectively versus 2013 levels, and 46% reduction in waste sent for incineration. In recognition of our sustained efforts in packaging water reduction, we were accorded Top Achievement Award for the 2020 Singapore Packaging Agreement Award for the third

consecutive year. Additional infrastructure was also installed to support the use of electric vehicles.

Our sustainability strategy also entails focus on responsible sourcing, and fair and ethical business dealings. For advancements made in these areas, we were accorded the 2020 CIPS Asia Award (Chartered Institute of Procurement & Supply) for successful digital procurement transformation, and earned high commendation for impactful positive contribution from sustained responsible sourcing efforts.

With the devastating effects of the pandemic and manifested consequences of climate change, more collaborative and collective actions need to be taken urgently. We are reviewing our long term sustainability targets for 2021 to 2030 with the view of improving our achievements and instilling urgency to our business units to better address targets in support of the United Nation's Sustainable Development Goals, Paris Climate Agreement and the Singapore Sustainable Blueprint plans.

I would like to extend our gratitude to our employees, partners and stakeholders for their 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.



** Note: Image used in this page was taken before COVID-19 restrictions.*



BOARD OF DIRECTORS' STATEMENT

DEAR STAKEHOLDERS,

Sustainability Report 2020 sets out what we have accomplished in 2020 and marks the end of the Sustainability21 Strategy.

Since 2019, the Sustainability21 has been built on five pillars of Marketplace, Environment, Customers, People and Community. The five pillars, which are aligned with the national and international interests, have enabled us to sharpen our focus on the ESG issues that are most pertinent to Genting Singapore.

Our Sustainability Focus underpins our management's approach in developing policies and practices, setting performance targets and action plans with a goal of creating sustainable value for all stakeholders.

In 2020, the Board maintained oversight over the Sustainability Working Committee and Sustainability

Steering Committee, ensuring the continued relevance of the ESG material matters to our operations, taking into account of the global dynamics, local trends and emerging regulatory developments.

When reviewing, monitoring and managing the sustainability risks and opportunities, the Board emphasised on improving the sustainability performance of business practices and the transparency of disclosures.

Despite the COVID-19 disruption to our business, Genting Singapore has remained committed to good sustainability performance. We will remain vigilant and steadfast in our commitments to sustainability efforts for the sustainable growth and development of the community and environment which we are a part of.

** Note: Images used in this page were taken before COVID-19 restrictions.*

MANAGING SUSTAINABILITY

- Sustainability Governance
- Our Sustainability Focus
- Materiality Assessment
- How We Report
- Stakeholder Engagement
- Sustainability Highlights 2020



SUSTAINABILITY GOVERNANCE

Genting Singapore's Sustainability Steering Committee oversees and drives ESG practices across the organisation. The Committee, guided by our sustainability strategy, meets quarterly to initiate, run and monitor practices and initiatives that support the effective integration of sound ESG practices into our business operations and corporate objectives.

OUR SUSTAINABILITY FOCUS

Aligned with national and international interests such as the Sustainable Singapore Blueprint (SSB) and United Nations Sustainable Development Goals (UNSDG), our Sustainability Focus is a framework that supports the strategic commitment of Genting Singapore to be a brand leader in sustainable integrated resort developments. The framework is built on five key focuses – Marketplace, Environment, People, Customers and Community. These key focuses underpin the management approach in developing policies and practices, setting performance targets and action plans to address key ESG factors. The goal is to create sustainable value for all stakeholders.








● UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

● SUSTAINABLE SINGAPORE BLUEPRINT

MATERIALITY ASSESSMENT

Genting Singapore focuses on 21 material topics, which are grouped under five key focus areas, based on the ESG issues that are most pertinent. To ensure their continued relevance, the Sustainability Working Committee and Sustainability Steering Committee will review these material matters once every three years against current global and local trends and emerging regulatory development. In addition, stakeholders' interests garnered from Genting Singapore's engagement channels are also taken into account when identifying the material topics.

OUR SUSTAINABILITY FOCUS	DESCRIPTION	MATERIAL TOPICS
 <p>MARKETPLACE Doing Good Business</p>	<p>RWS is a socially responsible corporate citizen that drives stakeholder value and supports social good.</p>	<ul style="list-style-type: none"> • Procurement Practices • Economic Performance • Market Presence • Anti-Corruption • Anti-Competitive Behaviour • Socioeconomic Compliance • Environmental Compliance
 <p>ENVIRONMENT Environmental Stewardship</p>	<p>RWS is committed to sustainability and environmental conservation in all its practices.</p>	<ul style="list-style-type: none"> • Waste • Energy • Emissions • Water and Effluents • Biodiversity
 <p>CUSTOMERS The Heart of What We Do</p>	<p>RWS is dedicated to creating rewarding, memorable, high quality and safe consumer experiences.</p>	<ul style="list-style-type: none"> • Customer Health and Safety • Marketing and Service Labelling • Customer Privacy
 <p>PEOPLE Putting Our People First</p>	<p>RWS is a fair and forward-looking employer that cares for and develops the talents of its team members.</p>	<ul style="list-style-type: none"> • Employment • Non-Discrimination • Training and Education • Occupational Health and Safety • Forced or Compulsory Labour
 <p>COMMUNITY In Service to Communities</p>	<p>RWS serves the community it operates in through giving back, and encouraging volunteerism to positively impact the lives of the needy and underprivileged.</p>	<ul style="list-style-type: none"> • Local Communities

HOW WE REPORT

Genting Singapore has been releasing annual sustainability reports since 2013. In our eighth edition, we continue to pursue the ESG matters that are of significance to our business, and will continue to update the progress of our sustainability journey to our valued stakeholders. This report has been prepared in accordance with the Global Reporting Initiatives (GRI) Standards – ‘Comprehensive’ option, compliant with Singapore Exchange Securities Trading Limited’s “Comply or Explain” requirements for sustainability reporting. The GRI Standards was chosen as it is an internationally recognised reporting framework that provides robust guidance suited for Genting Singapore’s business model and complex operations.

The reporting period covers 1 January 2020 to 31 December 2020 (FY2020), and the reporting scope covers:



RESORTS WORLD SENTOSA (RWS)

An integrated resort destination located on Sentosa island



GENTING HOTEL JURONG (GHJ)

A “hotel in a garden”, in the Jurong Lake District






GENTING CENTRE (GC)

Corporate office of the Genting Singapore Group

STAKEHOLDER ENGAGEMENT



We welcome any feedback or suggestions which can be directed to csr@RWSentosa.com


STAKEHOLDERS	INTERESTS & CONCERNS	ENGAGEMENT CHANNELS
 <p>GUESTS Create memorable and personalised experiences to drive engagement and increase loyalty.</p>	<ul style="list-style-type: none"> • Privilege, recognition, quality and value 	<ul style="list-style-type: none"> • Guest satisfaction surveys • Personalised services • Loyalty programmes: RWS Invites and Genting Rewards • Customer feedback channels
 <p>TEAM MEMBERS Provide training and career progression opportunities based on merit and create an open and engaging workplace that values their contribution.</p>	<ul style="list-style-type: none"> • Career development and training opportunities • Team building activities • Internal department transfer opportunities 	<ul style="list-style-type: none"> • Annual performance appraisal • Training programmes • Career development programmes • Bite-sized learning initiatives • Network sessions • Focus group discussions • Internal communications • CEO and Business Unit town halls
 <p>GOVERNMENT & REGULATORS Comply with all regulations and laws that impact our businesses.</p>	<ul style="list-style-type: none"> • Performance indicators in compliance with relevant laws and regulations • Achieving common goals through synergies 	<ul style="list-style-type: none"> • Partnerships • Regular meetings and dialogues • On-site visits

STAKEHOLDERS	INTERESTS & CONCERNS	ENGAGEMENT CHANNELS
 <p>INVESTORS Provide timely and regular updates on financial performance, business strategy and other shareholder issues to support informed decisions.</p>	<ul style="list-style-type: none"> • Growth prospects of the business • Operational efficiency • Sustainable shareholder value • Return on investment • Navigating the COVID-19 Crisis 	<ul style="list-style-type: none"> • Dedicated Investor Relations team • Close to 300 briefings/ engagements per year including individual and group meetings as well as major investor conferences • Quarterly business updates and half-yearly financial results announcements • Regular updates on the Company's website, with dedicated Investor Relations section • Annual General Meeting for shareholders • Half-yearly earnings calls
 <p>LOCAL COMMUNITIES Improve lives and bring hope to the communities we operate in through engagement, empowerment and environmental conservation.</p>	<ul style="list-style-type: none"> • Family bonding opportunities • Daily necessities support • Living condition improvements • Financial assistance • Employment opportunities • Needs of our environment • Plastic waste reduction • Food waste reduction • Marine protection 	<ul style="list-style-type: none"> • RWS Cares Programme • Ongoing dialogue • Charity and donations • Responsible Gambling (RG) Programme
 <p>MEDIA Increase awareness of offerings to strengthen the positioning of our integrated resort through the provision of timely and accurate information about products, services and the Company's performance.</p>	<ul style="list-style-type: none"> • Media transparency • Early engagement • Speedy dissemination of information • More interview opportunities 	<ul style="list-style-type: none"> • Press releases • Media interviews • Media hospitality • Timely response to media queries and requests
 <p>NON-GOVERNMENTAL ORGANISATIONS (NGOs) Foster collaborative partnerships and hold ongoing dialogues to improve lives.</p>	<ul style="list-style-type: none"> • Public education and awareness • Updates on latest trends and developments 	<ul style="list-style-type: none"> • Regular online meetings • Ongoing online dialogues
 <p>SUPPLIERS Selection of suppliers based on a fair and competitive value policy.</p>	<ul style="list-style-type: none"> • Tender shortlisting process and award criteria 	<ul style="list-style-type: none"> • Tender evaluation procedure and panel • Ongoing and collaborative dialogues
 <p>TRADE UNION Foster collaborative partnerships and hold ongoing dialogues to ensure we mete out fair and equal treatment to our team members.</p>	<ul style="list-style-type: none"> • Fair and progressive employment practices • Team Members' well-being 	<ul style="list-style-type: none"> • Membership in trade union • Industry forums and dialogues

SUSTAINABILITY HIGHLIGHTS 2020

 ❖ **Workplace Safety and Health (WSH) Awards 2020:**
WSH Innovation Awards

 ❖ **Singapore Packaging Agreement Awards 2020:**
Top Achievement Award

 ❖ **Certified as SG Clean**


 ❖ **Safe Management Measures**

❖ **Managing Agent of Community Care Facilities**



 ❖ **Upskilling and Virtual Trainings**

❖ **Outreach and Engagement at S.E.A. Aquarium**



 ❖ **Ethical and Paperless Procurement**

- Procurement Transformation Award
- High Commendation – Ethical Procurement

 ❖ **Anti-Microbial Coating**

❖ **Sustainable Seafood: Ocean Restaurant**



* Note: Image used to illustrate 'Upskilling and virtual trainings' was taken before COVID-19 restrictions.

DOING GOOD BUSINESS

- Economic Performance
- Market Presence
- Procurement Practices
- Anti-Competitive Behaviour
- Anti-Corruption

ECONOMIC PERFORMANCE ('000)

YEAR	REVENUE	OPERATING COSTS	TEAM MEMBER WAGES & BENEFITS
2020	S\$1,063,749	S\$1,004,766	S\$300,113
2019	S\$2,480,340	S\$1,708,382	S\$497,674

YEAR	PAYMENTS TO PROVIDERS OF CAPITAL	PAYMENTS TO GOVERNMENT	FINANCIAL ASSISTANCE FROM THE GOVERNMENT
2020	S\$304,676	S\$272,855	S\$76,669
2019	S\$434,532	S\$490,054	S\$4,034

MARKET PRESENCE

Localisation split at Senior Management level (SM1 – SM 5):



PROCUREMENT PRACTICES WHERE SUSTAINABILITY BEGINS

Genting Singapore works closely with our suppliers to constantly create new and innovative products and services while minimising our negative environmental and social impact.

Our efforts earned us the
**2020 CIPS ASIA
 SUPPLY MANAGEMENT
 AWARDS**

in the following categories:



Procurement Transformation Award, which is accorded for our procurement transformation.
 Refer to the figure below for our transformation.



High Commendation for Ethical Procurement, which is accorded for our socially and environmentally responsible procurement projects.

Procurement Transformation Summary

SOURCING

- Reorganisation from business -unit-centric to category-centric
- United Nations Standard Products and Services Code (UNSPSC) categories revamp
- Differentiated procurement support model
- Bidder self-registration and profiling
- e-Vendor creation
- e-Sourcing request
- e-RFX*
- Reverse auction
- Paperless transactions

PROCURING TO PAY

- Catalogue purchase
- Catalogue punch out
- Self-service procurement (low dollar value)
- e-PO (Purchase Order) acknowledgement
- e-Invoice
- Automatic three-way match
- Contract invoicing
- Mobile receiving
- Mobile approval
- Paperless transactions

* e-RFQ: Electronic Request for Quote; e-RFI: Electronic Request for Information; e-RFP: Electronic Request for Proposal; e-RFT: Electronic Request for Tender

Our responsible procurement strategy is anchored on three pillars:

1

REDUCE SOCIAL & ENVIRONMENTAL IMPACTS
 Sustainable Sources

- Materials used and harvested in ways so that sources are not depleted/permanently damaged
- Integrate circularity in sourcing
- Reduce environmental impact

2

ADVOCATE & DRIVE SUPPLY CHAIN
 Supply Chain Influence

- Incorporate sustainability considerations in the supply chain system
- Drive Supplier Code of Conduct (SCoC)

3

ENHANCE COMPLIANCE & CORPORATE GOVERNANCE
 Supply Chain Assurance

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

FOCUS AREA #1 | **REDUCE SOCIAL & ENVIRONMENTAL IMPACTS**

We are committed to identifying sustainable sources for our key material categories, including food and beverages, hotel amenities, and other disposables without compromising the quality of goods and services procured.

In addition, 88% of our procured products and services are locally sourced to support the local supply chain and reduce our carbon footprint.

FOCUS AREA #2 | **ADVOCATE & DRIVE SUPPLY CHAIN**

We partner with suppliers who share the same values. We incorporate sustainability considerations in our award decisions and influence our supply chain towards sustainable business practices via joint supplier development projects for new and innovative sustainable solutions.

Our suppliers have to comply with our Supplier Code of Conduct as part of our Purchase Orders (PO) Standard Terms and Conditions. The Code of Conduct sets out our expectations for Ethical Business Practice, Labour and Human Rights, Health and Safety and Environmental Responsibility.

FOCUS AREA #3 | **ENHANCE COMPLIANCE & CORPORATE GOVERNANCE**

Genting Singapore adopts fair and ethical tendering and supplier selection processes and abides 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 audit trail.

We establish goals, monitor performances in sustainable procurement and drive certifications across our supply chain based on the established certifications documented in the Procurement Sustainability playbook.

FOCUSES	TARGETS FOR 2020	OUR PERFORMANCES	GOING FORWARD: 2021
1	30% of our seafood to be responsibly sourced	<ul style="list-style-type: none"> 54% of our seafood is responsibly sourced 	<ul style="list-style-type: none"> Drive circular procurement and decarbonisation initiatives
2	Reduce single-use disposables	<ul style="list-style-type: none"> Alternative material for single-use plastic face mask holders 	
3	Adopt sustainable options for Building, Mechanical and Electrical (BME) category	<ul style="list-style-type: none"> Achieved 50% low Volatile Organic Compound (VOC) paint Achieved 40% biodegradable/eco-friendly cleaning chemicals 	
4	Joint initiative with suppliers to reduce packaging waste for goods purchased	<ul style="list-style-type: none"> Optimised F&B merchandise' and uniforms' inner packaging to achieve 250kg of plastic waste reduction per year 	

FOCUSES	TARGETS FOR 2020	OUR PERFORMANCES	GOING FORWARD: 2021
5	Drive paperless transactions including sourcing and e-invoicing (Target: 90%)	<ul style="list-style-type: none"> Paperless supply chain transactions > Achieved 100% e-sourcing > Achieved 92.5% for e-invoicing Included the small and medium-sized enterprises (SME) supply chain in the CCF scope Supported COVID-19 health and safety suppliers' development and innovation 	<ul style="list-style-type: none"> Three new supply chain initiatives Digital transformation enabled sustainability > Source-To-Pay adoption > E-forms > Efficiency
6	Implement three new supply chain initiatives		
7	Incorporate safety assessment in supplier prequalification for on-site works	<ul style="list-style-type: none"> Implemented for safety assessment for facility and maintenance works 	<ul style="list-style-type: none"> Sustainable procurement self-assessment
8	Formalise sustainability specifications for key categories	<ul style="list-style-type: none"> Integrated sustainability requirements/ certifications as specifications for 15 key categories 	

OUR CORPORATE GOVERNANCE FRAMEWORK

For our full Corporate Governance report, with specific reference to the principles and provisions of the Code of Corporate Governance 2018, please refer to our Annual Report 2020.

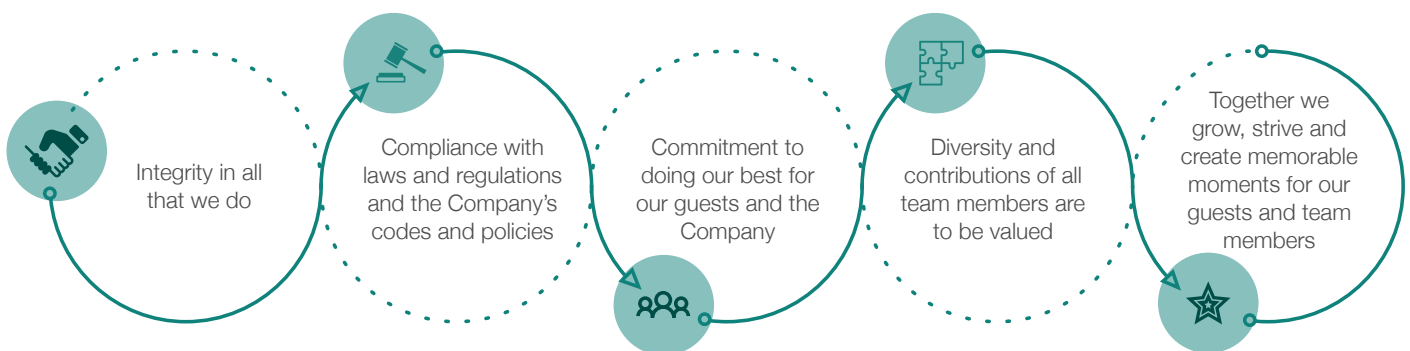
Our corporate governance practices are aimed at driving our long-term sustainability and successes.



CORPORATE GOVERNANCE FRAMEWORK

1. CORE PRINCIPLES AND CODE OF CONDUCT

The Board and Senior Management remain steadfast in conducting business with integrity, consistent with the high standards of business ethics, and in compliance with all applicable laws and regulatory requirements. Our core principles and code of conduct guide us in these areas.



CORE PRINCIPLES



CODE OF CONDUCT

2. ENTERPRISE RISK MANAGEMENT (ERM)

Our robust ERM framework is established to manage our operational risks and safeguard our assets to create long-term stakeholder value. The ERM framework (as illustrated below) is based on the Singapore Exchange Securities Trading Limited Listing Rule 1207(10) and Code of Corporate Governance 2018 Principle 9.



ERM Objectives

Risk management matters are reported to the Audit and Risk Committee and the Board every quarter, playing a pivotal role in providing Management action and direction on risk matters.

3. ANTI-COMPETITIVE BEHAVIOUR

We comply with the Competition Act and competition laws of countries we have business dealings with, and are strictly against and do not take part in any anti-competitive behaviour. This includes activities that prevent, restrict, or distort competition. We commit to zero tolerance of anti-competitive behaviour, achieving:

- ⌘ No legal actions or outcomes regarding anti-competitive, anti-trust or monopoly practices
- ⌘ No dealings or co-operation with other companies involving anti-competitive, anti-trust or monopoly practices

Our Supplier Code of Conduct also requires our suppliers to practice fair competition by avoiding activities that restrict competition and ensuring that commercial decisions are made independent of understandings or agreements with competitors.

In 2020, we achieved zero incidences of confirmed cases related to anti-competitive behaviour.

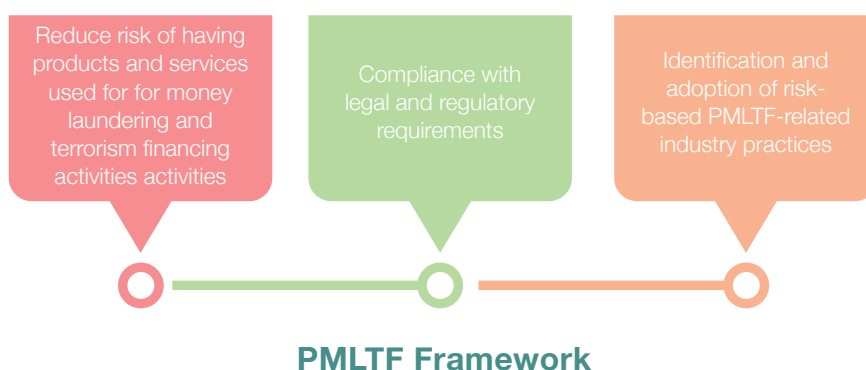
4. PREVENTION OF MONEY LAUNDERING AND TERRORISM FINANCING (PMLTF) FRAMEWORK

We are committed to abiding by all applicable laws and regulations related to the prevention of money laundering and terrorism financing, and to deter patrons and external parties from using Genting Singapore as a conduit for illegal activity.

Overseen by the Board, a three-line defence model has been adopted to prevent money laundering and terrorism financing, and to comply with the relevant PMLTF legislation.



The PMLTF Committee has been established to prevent money laundering and terrorism financing and to comply with the Casino Control Act PMLTF Regulations 2009. The PMLTF Committee oversees the PMLTF framework, which is reviewed and updated annually and approved by the Board to remain relevant and commensurate with RWS’ risk profile. To guide team members on the PMLTF framework, internal policies and standard operating procedures have been established and are communicated during orientation and annual refresher training conducted by appointed PMLTF officers.



5. ENTERTAINMENT AND GIFTS AND WHISTLEBLOWER POLICIES

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

In 2020, there were no serious irregularities, such as fraud, breaches of corporate governance or corruption, from the whistle-blowing channels.

ANTI-CORRUPTION: A ZERO TOLERANCE APPROACH

We adopt a zero-tolerance stance against bribery or corruption. Every supplier is required to adhere to our Supplier Code of Conduct which details our stance on zero tolerance against bribery or corruption. All our team members are required to acknowledge online that they have read, understand and agree to comply with our Code of Conduct on an annual basis.

As part of our commitment to conducting business in compliance with all applicable laws (including the Singapore Prevention of Corruption Act) and maintaining the highest ethical standards, we have whistle-blowing channels to ensure that concerns can (whether anonymously or otherwise) be raised in a safe, transparent and accountable manner, without fear of reprisal in any form. This whistle-blowing policy is also applicable for anyone who has a business relationship with Genting Singapore. The whistle-blowing platforms include whistleblower hotline and email channels, which are overseen by the Audit and Risk Committee, and administered with the assistance of the Head of Internal Audit.

In 2020, we achieved zero incidences of confirmed incidents related to corruption.

COMPLIANCE

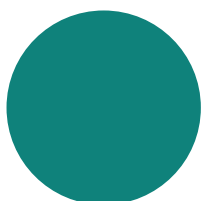
The Compliance Committee – which comprises RWS Director and Senior Management personnel from the Legal, Gaming, Information Technology, Finance and Compliance Departments – is dedicated to overseeing compliance-related matters. All incidents of non-compliance will be reviewed by our compliance team and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

In 2020, we did not incur any significant fine* from the Casino Regulatory Authority (CRA) and the National Environment Agency (NEA). We will continue to strive towards achieving zero non-compliance cases.

**Significant fines refer to fines amounting to S\$10,000 and above.*

ENVIRONMENTAL STEWARDSHIP

- Waste
- Energy
- Emissions
- Water and Effluents
- Biodiversity



WASTE

Waste management and minimisation are key strategies for our organisation to ensure sustainable and responsible use of resources. To move towards a Zero Waste Nation, Genting Singapore remains committed in identifying innovative ways to promote the 3Rs (Reduce, Reuse and Recycle) principles across the resort, and being more efficient in our waste management.



◆ *Dyson Airblade 9kJ hand dryers installed at S.E.A.A. Discovery Pool to reduce the usage of single-use paper towels.*

MAKE RECYCLING FUN AND REWARDING

REVERSE VENDING MACHINE (RVM)

In collaboration with NEA, an RVM was placed at RWS since July 2020. It is one of the 45 smart RVMs placed across Singapore to encourage Singaporeans to adopt eco-conscious lifestyles.

The RVM allows our guests to deposit empty beverage containers, such as bottles and cans, for recycling. It can store up to 400 polyethylene terephthalate (PET) bottles and 800 cans in separate compartments. The items are crushed automatically to increase storage capacity and prevent liquid spillage before being transferred to recycling facilities. Thereafter, the recyclable items will be transferred to the recycling facilities.

Guests contributing to this green effort are rewarded with small appreciation tokens, which are offered in partnership with Sentosa Development Corporation (SDC).

Since its implementation in July 2020, the RVM has recycled 76kg of recyclable waste. The volume of recyclables has increased gradually as more guests visit RWS after the easing of the Circuit Breaker's restrictions.



◆ *Reverse Vending Machine placed at RWS to encourage recycling.*

ENVIRONMENTALLY-FRIENDLY PRODUCTS

Across the organisation, we strive to minimise printed materials by encouraging the use of electronic materials among our team members as well as external exhibitors and event organisers. In the event where use of physical materials is necessary, we offer eco-friendly products as much as possible, including reusable aluminium banner extrusions, biodegradable signboards and Forest Stewardship Council (FSC)-certified paper.

In partnership with Dyson to promote a more eco-friendly integrated resort, we installed two Dyson Airblade 9kJ hand dryers at the S.E.A.A. Discovery Pool. As guests have to wash their hands before experiencing the Discovery Pool, the Dyson hand dryers eliminate the use of single-use paper towels. This reduces the amount of waste generated across the resort, thereby reducing carbon emissions that can cause ocean acidification and accelerate climate change. The dryers are also equipped with High Efficiency filters that can purify air blown onto guests' and team members' hands.

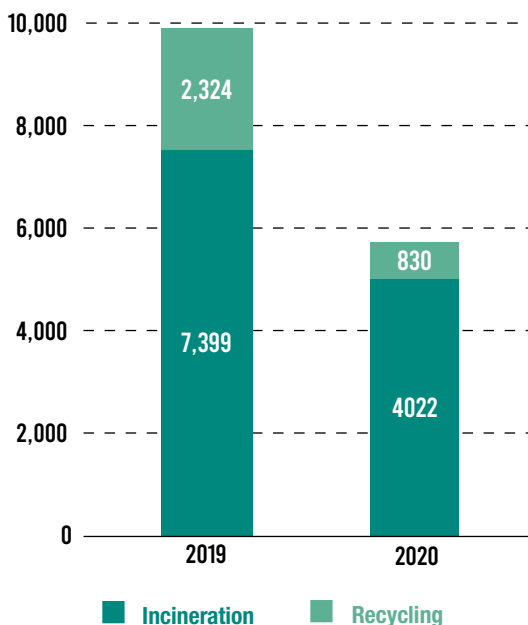
EFFICIENT WASTE MANAGEMENT

FOOD GRINDER STATIONS AND SMART BINS

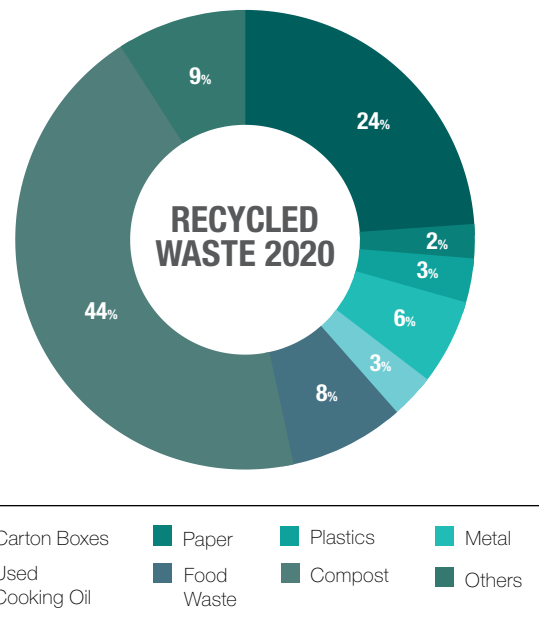
To improve our ecological footprint, we have implemented three food grinder stations. These machines automatically grind food waste to a pulp, which is automatically transported to a bio-digester that converts 95% of food waste it receives into liquid to reduce waste volume. As a result, lesser waste are sent for incineration and to Singapore’s landfill - Pulau Semakau. In addition, 72,000 plastic trash bags are saved every year with this more efficient waste management.

We have also deployed 17 Smart Bins, which reduce the number of regular bins from 104 to 43. These energy-saving solar-powered, larger-capacity compactor bins are able to compact trash, increasing trash capacity by eight fold. This reduces labour as less trips are needed by cleaners to clear trash. Instead, cleaners are notified via SMS once the bin is full, reducing the frequency of trash clearing by 25%.

TYPES OF NON-HAZARDOUS WASTE RECYCLED (TONNES)



2019 vs 2020



Recycled Waste 2020

In 2020, there was a decrease in the amount of waste generated across the resort due to our business suspension during the Circuit Breaker. The total recycling ratio, which signifies the amount of waste recycled, dropped from 24% in 2019 to 17% in 2020 due to an increase of non-recyclable waste in the pandemic year.

TARGETS FOR 2020	OUR PERFORMANCES	GOING FORWARD: 2021
<ul style="list-style-type: none"> • Visit Pulau Semakau • 3Rs awareness workshop • Install more food digesters within RWS 	<ul style="list-style-type: none"> • In-progress • In-progress • In-progress 	<ul style="list-style-type: none"> • Visit Pulau Semakau • 3Rs awareness workshop • E-waste receptacles available for public use

Moving forward, Genting Singapore will continue to support NEA in promoting recycling. We will continue to seek innovative ways to better engage both our team members and guests in sustainability. We aim to offer more recycling receptacles across RWS to encourage our team members and guests to recycle. We will also work closely with our waste management service provider in increasing the efficiency of waste transportation and facilities.

ENERGY

As an integrated resort, RWS requires a sizeable amount of energy to ensure smooth-running of operations. As a result, we are on a continuous lookout for methods to conserve energy and maximise our energy efficiency.



◆ A bird's eye view of RWS.

ENERGY CONSERVATION

Genting Singapore implemented a Building Energy Management System (BEMS), which is also called the Integrated Utilities Monitoring System (IUMS), to monitor major utility consumption of electricity, water and chilled water. The IUMS allows the Facilities Management and Engineering (FME) department to track and monitor various consumption trends across the resort, detect abnormalities, explore new energy-saving opportunities, and more importantly, track the effectiveness of energy saving projects. The system better helps us to plan and execute initiatives that can boost our energy and water efficiencies.

Due to the COVID-19 pandemic, some of our energy-saving projects, which were planned to be implemented in 2020, were deferred.

As part of the Safe Management Measures for our guests and team members during the Circuit Breaker, we mass

deployed various disinfecting equipment like the portable air purifiers and Ultraviolet (UV) germicidal irradiators across RWS, which resulted in an unplanned increase in the electricity usage.

Nevertheless, we were able to gather and streamline resources to focus on existing operational savings, such as optimising the air-conditioner temperature set points during the Circuit Breaker. With these continual efforts, a total of 2,637,640 kWh was saved in 2020. We have also attained a cumulative energy savings of 276,666,325 kWh since 2013, which can power more than 39,900 units of four-room Housing Development Board (HDB) flats for a year and well exceeded our five-year target set in 2015.

COOLING & HEATING

Our award-winning district cooling plant, which is an industry leader in plant efficiency, is a significant factor in optimising our electricity and water usage. The plant is able to function at benchmark Coefficient of Performance (COP) with its advanced controllers that run on customised algorithms that control and vary multiple, complex operational parameters of the chillers, pumps, cooling towers and heat exchangers automatically for optimal efficiency.

In addition, we upgraded the water heaters at the Beach Villas with state-of-the-art heat pumps, which consume less energy to produce hot water. The heat pumps also generate cooling energy for the cooling applications as a by-product.

CARPARK SENSORS

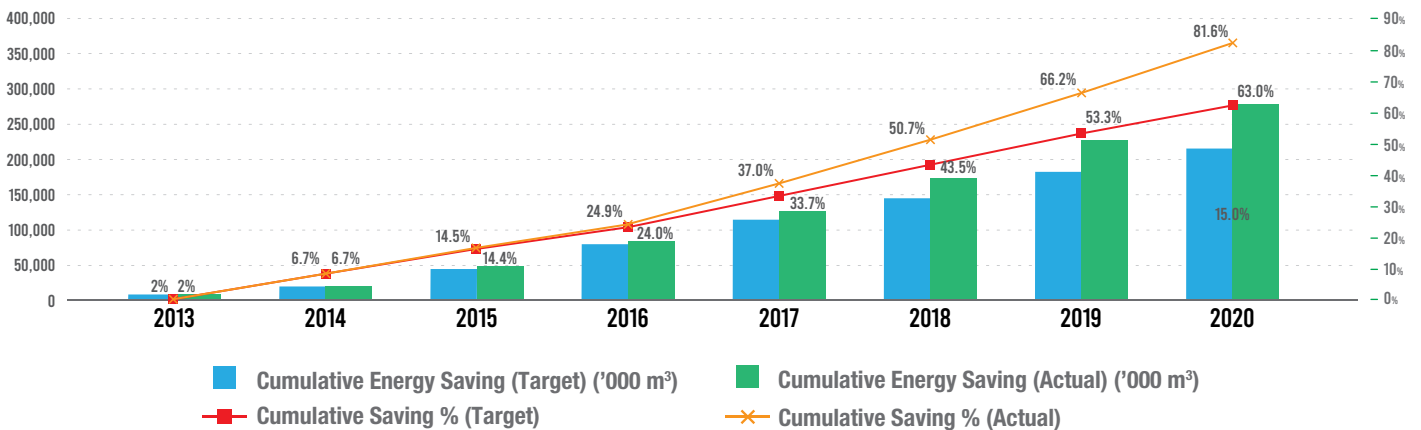
As part of our energy-saving measures, air quality monitoring sensors were installed in RWS' underground carparks. These sensors enabled us to operate the ventilation fans in our carparks optimally by monitoring the air quality and run the ventilation fans only when necessary.

ENERGY FROM THE SUN – SOLAR PANELS

We also use renewable energy to decrease our carbon footprint. Our photovoltaic solar farm, which can be found in USS, spans about 4,500 sqm in total and generated 657,445 kWh of energy in 2020. This is sufficient to power about 155 four-room HDB flats for a year.

CLEAN ENERGY DRIVE

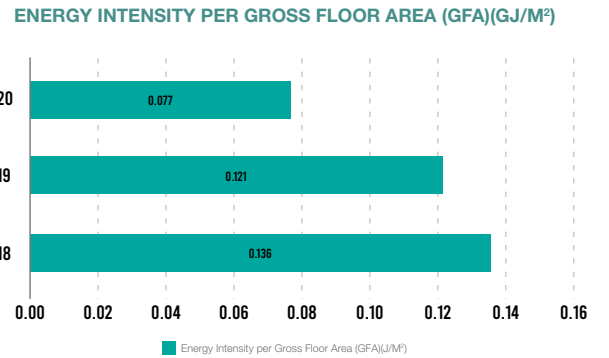
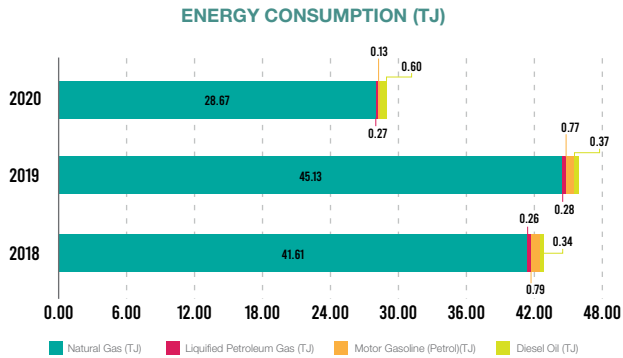
To increase our utilisation of clean energy and support the growing reception of Electric Vehicles (EV), we partnered with Singapore Power Mobility (SPM) to introduce eight EV fast chargers across four locations. Since the introduction of these EV fast chargers, they have been used more than 1,200 times. In addition, four EV lots have been allocated for the BlueSG vehicles to support the EV-sharing ecosystem.



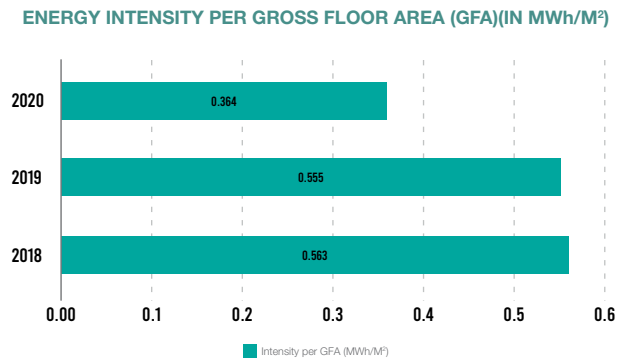
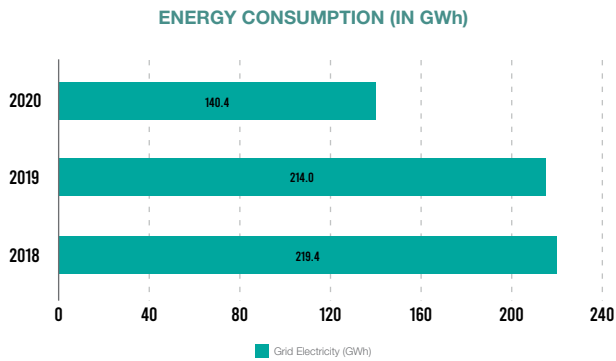
Cumulative Energy Savings and Performance against Target

ENERGY CONSUMPTION (TJ)

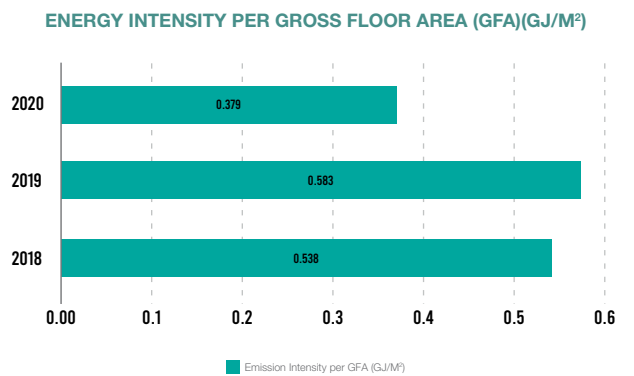
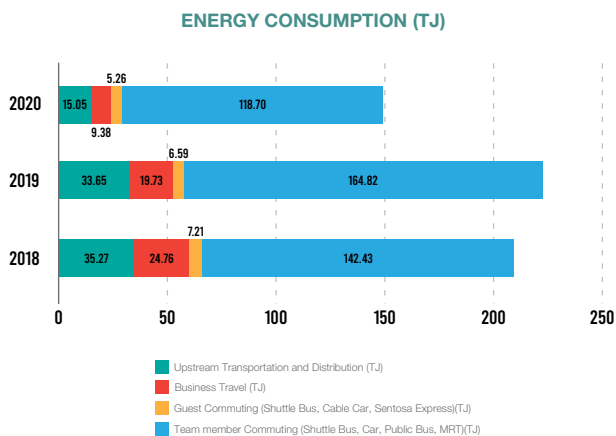
Direct Energy Use and Intensity from Non-Renewable Fuel Consumption



Indirect Energy Use and Intensity from Electricity Used



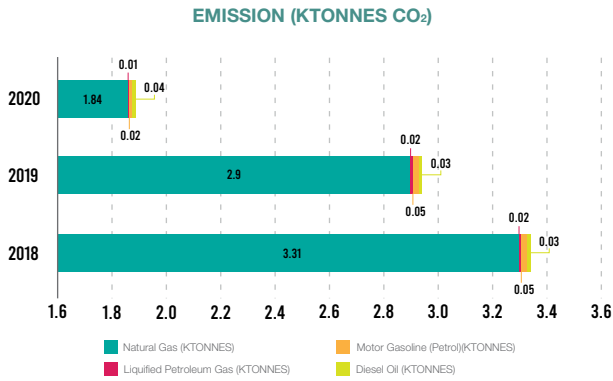
ENERGY CONSUMPTION (TJ) ARISING FROM UPSTREAM AND DOWNSTREAM ACTIVITIES



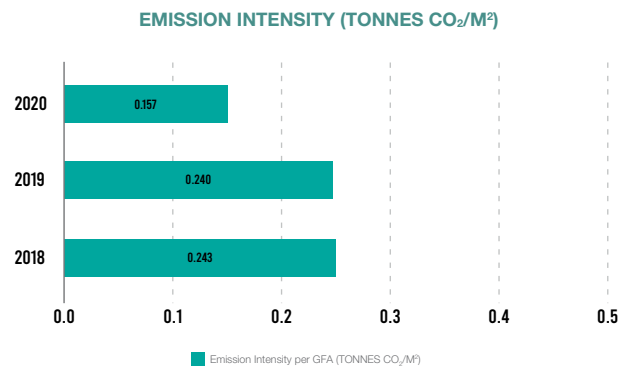
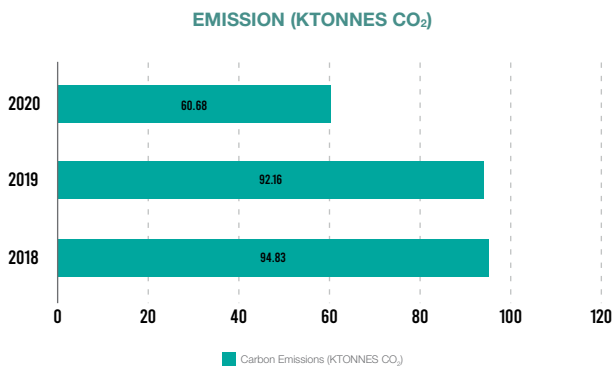
EMISSIONS

As an environmentally conscious organisation, we track and monitor all three scopes of greenhouse gas (GHG) emissions in Genting Singapore. They are the direct (Scope 1), energy indirect (Scope 2) and other indirect (Scope 3) GHG emissions. As shown in the figures below, all three scopes of GHG emissions have decreased over the years.

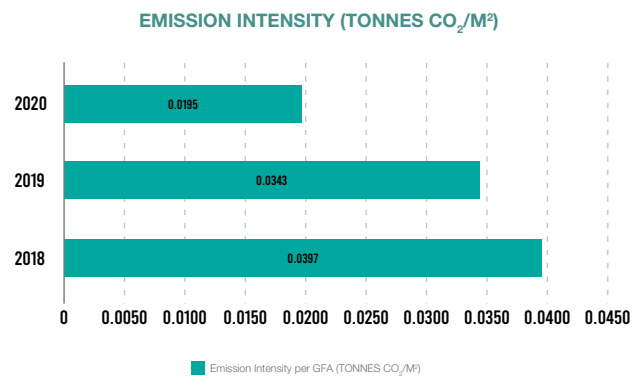
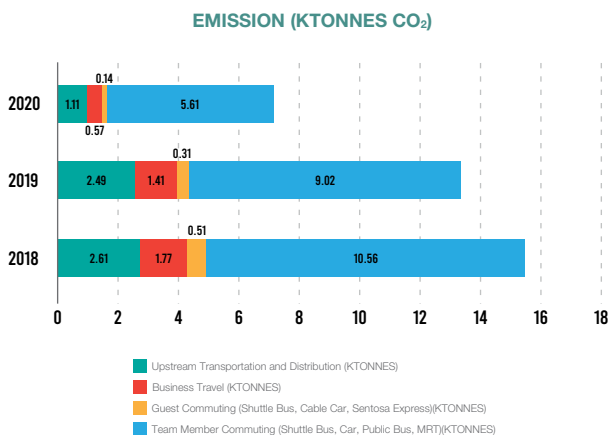
Scope 1 Emissions



Scope 2 Emissions

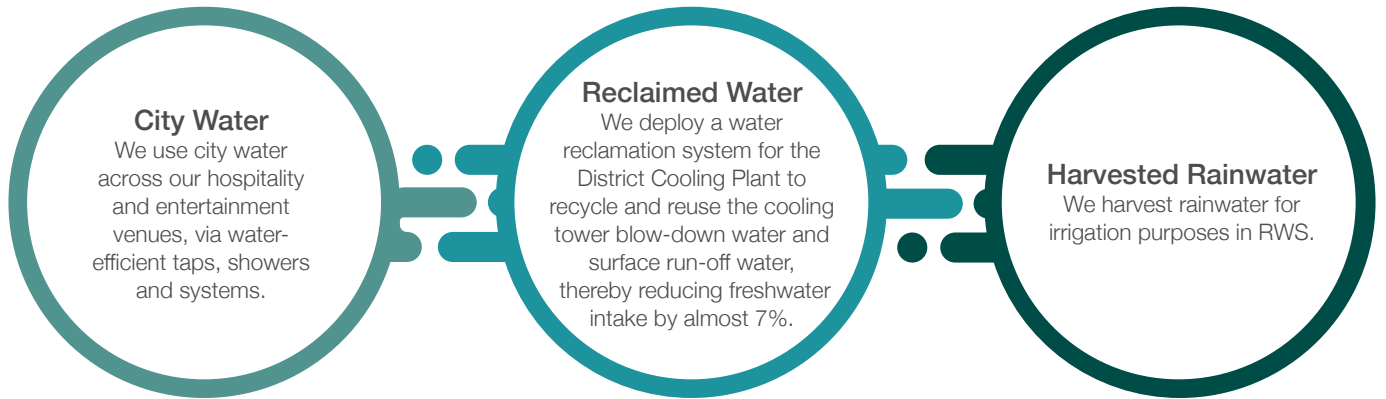


Scope 3 Emissions

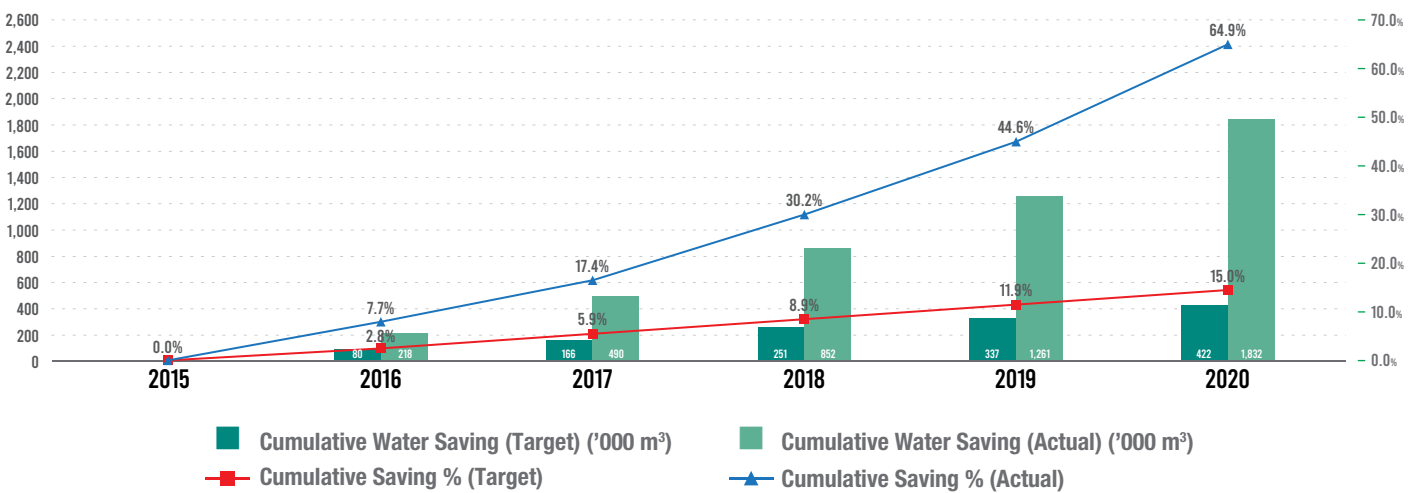


WATER AND EFFLUENTS

Water is a natural resource that we highly value and use with the utmost efficiency. In Genting Singapore, we monitor, use and deploy various sources of water strategically across the resort:

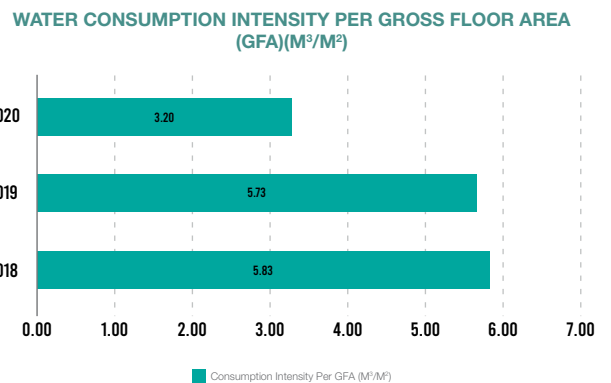
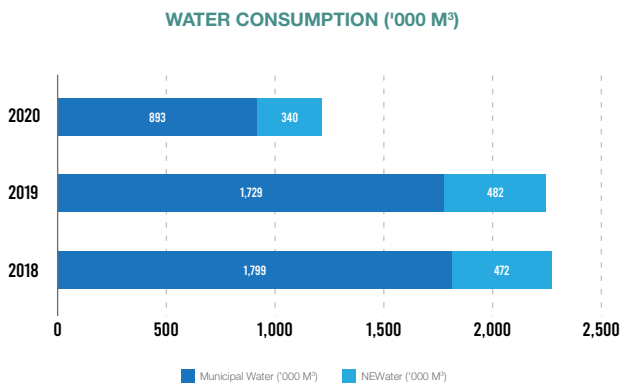


Our team members conduct monthly meetings to identify new opportunities in water conservation and threats of abnormal water consumption. Overall, we have attained a total cumulative of 1,831,923 m³ water savings since 2015, well exceeding our 5-year target set back in 2015.



Cumulative Water Savings and Performance Against Target

Water Consumption





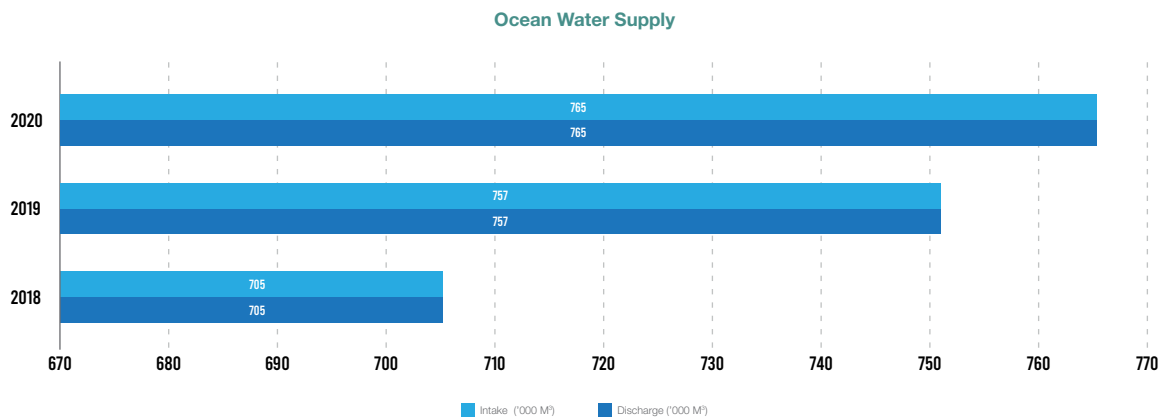
◆ RWS' buildings lit up in blue during the Singapore World Water Day.

WATER CONSERVATION CAMPAIGN

We have been working closely with Singapore's national water agency, Public Utilities Board (PUB), to raise awareness about water conservation. During Singapore World Water Day in 2020, we supported the GoBlue4SG campaign by lighting up our buildings in blue to mark our commitment towards water sustainability.

OCEAN WATER SUPPLY

S.E.A. Aquarium is an Association of Zoos and Aquariums (AZA)-accredited aquarium where we follow its guidelines in operating a public aquarium. At S.E.A. Aquarium, we take in the seawater and ozonate it for eight hours before discharging it back to the harbour.



BIODIVERSITY

RWS has the privilege of housing 2.9 hectares of protected secondary forest and more than 100,000 marine animals in our establishment. As such, we greatly value this co-existence and strive to build and sustain a supportive relationship with our environment. We are conscious that we are part of the larger Sentosa Island biodiversity system and that our secondary forest serves as a buffer for Mount Imbiah, one of the two nature areas on the island.

Our Holistic Biodiversity Conservation Approach

LAND BIODIVERSITY	MARINE BIODIVERSITY
<ul style="list-style-type: none"> ■ Use compost to enrich soil and organic pesticides to biologically control plant pests and diseases ■ Protect trees in the forest against damage ■ Monitor the health and safety of the trees within our premises 	<ul style="list-style-type: none"> ■ Careful collection planning in line with the Association of Zoos and Aquariums' Animal Programme Standards ■ Sourcing of sustainable fish feed ■ Monitoring the health and safety of our marine life ■ Inter-institutional exchange to share best veterinary and husbandry practices with other aquariums

RWS also records the native plants and marine species within our premises. Among plants and animals under our care, several species are listed under national and international conservation lists for their vulnerable status.

SINGAPORE RED DATA BOOK	CONVENTION ON INTERNATIONAL TRADE IN ENDANGERED SPECIES (CITES) I OR II LISTS
<ul style="list-style-type: none"> ■ 59 plant species 	<ul style="list-style-type: none"> ■ 64 marine species



◆ Conservation of Heritage Tree

LAND BIODIVERSITY

We conserve and care for trees that are found naturally in RWS, especially the Heritage Tree - *Garcinia hombroniana* (Seashore Mangosteen) in USS. This seashore mangosteen is the largest among its species in Singapore.

Visual Tree Assessment (VTA), with levels 1, 2, and 3, is conducted periodically on the Heritage Tree to monitor its health. In addition, regular tree pruning is done to manage its tree crown, and to establish the Root Protection Zone (RPZ) to reduce any negative impact on the tree's growth. Soil treatment is also conducted on a regular basis to prevent any termite infestation.

LANDSCAPE ACTIVITY DURING CIRCUIT BREAKER

During the Circuit Breaker, our lean landscaping team of five worked closely to maintain greenery in our 49 hectares of land. These include trees and shrubs pruning, plants watering, waste disposal management, trees' safety maintenance and auto-irrigation system inspection.

MARINE BIODIVERSITY

ENGAGEMENT

Despite the COVID-19 pandemic, the environment remains in need of care and conservation. As RWS resumed its operations, we had to consider new approaches to maintain efforts in outreach and engagement for both team members and the general public.

The months of April to June 2020 were designated as the Attractions' "Conservation Quarter". During the year, environmentally-friendly recommendations and energy-saving tips were uploaded weekly onto our RWS Attractions page with more than 500 followers to encourage fellow team members to take up and support the cause.

To further scientific advancement opportunities, a team consisting of aquarists and Education, Research and Conservation (ERC) team members worked closely to conduct a study on preferred feeding methods of the vulnerable bumphead parrotfish housed in S.E.A. Aquarium. The capacity building of scientific knowledge for our team members can go a long way in efforts toward caring for bumphead parrotfish in S.E.A. Aquarium, other facilities and institutions, and even researchers worldwide in the future.



◆ *Bumphead parrotfish*

OUTREACH AND PUBLIC ENGAGEMENTS

In conjunction with Earth Day (22 April 2020), S.E.A. Aquarium organised a one-day online engagement event with Youth Corps Singapore (YCS), discussing the effects of climate change on the marine environment. As the Circuit Breaker halted all physical events, the event was held over social messaging app, Telegram, where participants were engaged with quizzes, infographics and bite-sized videos.

World Oceans Day is a significant annual event for S.E.A. Aquarium. While we were unable to celebrate World Oceans Day (8 June 2020) physically with our guests in the aquarium this year, we leveraged on the reach of our social media accounts, creating content to engage our fans and followers to celebrate World Oceans Day with us wherever they may be.

In conjunction with World Jellyfish Day, we partnered with Seven Clean Seas, an ocean clean-up organisation dedicated to removing plastic pollution, to organise an online sharing session. Conducted over Zoom, the session touched on how S.E.A. Aquarium cares for its sea jellies, as well as how plastic pollution affects marine life and these ethereal creatures. The session was well-received and all participants enjoyed learning about conservation in a fun and engaging way.



◆ *Guests experiencing the Discovery Pool in S.E.A.A.*

ONSITE ENGAGEMENT AT S.E.A. AQUARIUM

Learning is a lifelong journey. Lessons about marine biodiversity and conservation should be made available to everyone in all age groups. With that in mind, educational content and its visual presentation within S.E.A. Aquarium were re-designed as part of S.E.A. Aquarium's enhancement project.

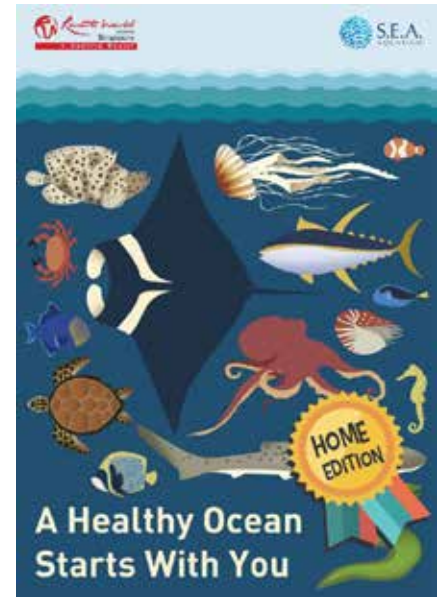
Through the refreshed content and experience, as well as the incorporation of bright colours and fun graphics, we hope to bring edutainment to all who visit the aquarium and inspire the protection of the ocean. The ocean's future lies in (y)our hands!

EDUCATION

Anchored in our belief that learning starts young, we partnered with the Early Childhood Development Agency (ECDA) in their annual “Start Small, Dream Big” initiative to inspire preschoolers to make a difference. Due to Circuit Breaker regulations, we created online resources, which parents could do together with their children, to explore how they can protect the ocean in accordance to year 2020’s theme - A Healthy Ocean Starts With You.

We also partnered with ECDA on the Innovation Grant Project (IGP), targeted to train and equip 24 preschool educators with knowledge and ideas to bring the aquarium, marine animals and conservation messages into their classrooms.

In summary, we engaged 15 preschools, trained and equipped 24 teachers, and engaged more than 500 preschoolers in the pursuit of marine conservation.



◆ *Guests dining at Aqua Gastronomy*

SUSTAINABLE SEAFOOD AT OCEAN RESTAURANT

The ERC team acts as an internal advisor for sustainable seafood regulations in RWS. In 2020, the team established a comprehensive, yet easy-to-follow set of sustainable seafood guidelines for internal procurement when purchasing ingredients for Ocean Restaurant. Suppliers who have not obtained the relevant certification according to industry standards are subjected to a secondary round of research and assessment by the team. Cross-referencing to other internationally recognised guides for sustainable seafood such as the Seafood Watch and existing research on sustainable fishing methods, the team is able to conclude if the proposed ingredients adhere to sustainable fishing practices.

In that regard, the ERC team plays an active role in providing guidance on the use of sustainable seafood and procurement practices for RWS' aquarium dining experience at the Ocean Restaurant. The sought-after multi-sensory pop-up dining event held in front of the Open Ocean Habitat, Aqua Gastronomy, also featured 100% sustainable seafood menus, exemplifying that it is possible to create extravagant flavours while ensuring that our oceans are well-protected.

TARGETS FOR 2020	OUR PERFORMANCES	GOING FORWARD: 2021
To introduce more native plant species where possible, and continue until a good standard is achieved.	Ongoing.	To introduce more native plant species where possible, and continue until a good standard is achieved.
Ongoing and increased use of organic material to improve plant health and soil condition in the resort.	Ongoing, of which compost was extensively used.	Ongoing and increased use of organic material to improve plant health and soil condition in the resort.
Embark on collaborative studies with academic institutions and/or AZA partners to enhance the understanding of animals in our care. Promote internal science advancement by setting up a platform for ex-situ study proposals and advancements.	On-track with ongoing discussions and projects with the James Cook University and National Parks Board. Internally, team members have done a one-year observation and behavioural study on the bumphead parrotfish in our care.	Initiate new collaborations with more institutions and/or AZA partners. Continue to support internal science advancement for ex-situ studies.
Expand and extend outreach and engagement initiatives to all members of the society via collaborative and meaningful partnerships with like-minded organisations, communities, and individuals. Interest and empower the next generation of drivers for marine conservation through initiatives targeted at children and youths.	Ongoing. Despite disruptions to physical outreach efforts due to COVID-19, we took new approaches to maintain efforts in outreach and engagement for both team members and the general public using social media, and online sharing sessions.	Continue to generate awareness of the marine environment and its conservation through online platforms and community outreach events. Seek out collaborative opportunities with like-minded organisations to interest and empower the next generation.

Moving forward, we are also looking to resume sharing sessions about environmental sustainability for team members using the induction and orientation programme platforms, and explore the option of using e-learning platforms to advocate environmental sustainability within RWS. If the situation permits, we hope to strengthen our partnership with the local communities through annual cleanups at the beach and reef, as well as increase our presence at eco-carnivals organised by external organisations.

CUSTOMERS: THE HEART OF WHAT WE DO

- Customer Health and Safety
- Marketing and Service Labelling
- Customer Privacy

CUSTOMER HEALTH AND SAFETY

MANAGING GUEST HEALTH AND SAFETY

Genting Singapore cares about our guests' health and safety. To ensure the comfort and safety of our guests, our Guest Health and Safety Framework guides relevant business units on the protocols, procedures and competencies required to not only comply with regulations, but also achieve comprehensive and proactive oversight of their well-being.

GUEST HEALTH AND SAFETY FRAMEWORK

	INTERNAL CHECKS AND MONITORING	SAFETY STANDARDS COMPLIANCE	TRAINING AND DEVELOPMENT
HOTELS	<ul style="list-style-type: none"> ❑ Daily property walk-about and operational checks ❑ Daily housekeeping checks and fault reporting ❑ 4-hour limit for food exposure ❑ Controlled access to guest floors 	<ul style="list-style-type: none"> ❑ Compliant with chlorine and pH levels used by NEA for pools ❑ Use of low-dust, durable and laminated floors in guest rooms ❑ Use of non-toxic, non-irritating and biodegradable cleaning products 	<ul style="list-style-type: none"> ❑ Workforce Skills Qualifications (WSQ) orientation training on food safety, workplace safety and security for all team members ❑ First aid certification and refresher training for all hotel first responders
F&B	<ul style="list-style-type: none"> ❑ Daily quality assurance inspection ❑ Monthly audits on food hygiene ❑ Formalised food incident investigation checklist ❑ Standardised microbiological investigations for ready-to-eat and cooked food, ice and equipment ❑ SOPs for investigating incidents and implementation of corrective measures 	<ul style="list-style-type: none"> ❑ Robust Hazard Analysis and Critical Control Point (HACCP)-based food safety management system for vendors ❑ Singapore Food Agency (SFA) "A" grade at all F&B outlets in RWS and GHJ 	<ul style="list-style-type: none"> ❑ Mandatory food safety training for all new F&B hires ❑ Mandatory SFA-approved F&B hygiene course prior to on-boarding ❑ Regular WSQ training courses

EMERGENCY PREPAREDNESS AND RESPONSE PLAN

It is our responsibility to ensure the health and safety of our guests. An emergency preparedness and response plan is critical to us as an organisation. The plan is reviewed regularly by the Safety and Emergency Planning (S&EP) department and the response plan's owners for its continued relevance, and communicated to all operational team members.

Pandemic Response Protocols

- Comprehensive pandemic response plan aligned with the Ministry of Health’s (MOH) national plan
- Control measures in place for four Disease Outbreak Response System Condition (DORSCON) alert levels as defined by MOH’s DORSCON framework
- Established temperature screening protocols
- Ready stock of Personal Protective Equipment for front-line team members
- Targets and performances for guest health and safety

Tackling Food Incidents Speedily

- Established source identification, tracking and isolation procedures
- Protocols for cleaning, disinfecting and deodorising of all areas associated with food incidents
- Provision of necessary medical attention to affected persons
- Tracing of food suspected to be contaminated
- Robust internal investigation procedures

Fire Safety Compliance

- Regular maintenance and testing of our automated fire detection and protection system
- Frequent fire drills with stakeholders and relevant authorities, with a focus on high-risk areas

Terrorism Preparedness

- Mandatory security and bag checks with handheld metal detectors deployed at entry points
- Armed security personnel strategically stationed within the resort

PANDEMIC RESPONSE PLAN IN 2020

SAFE MANAGEMENT MEASURES (SMMs)

RWS’ pandemic response plan is aligned with the MOH’s DORSCON framework. These SMMs were implemented across all properties of Genting Singapore, from the front-of-house to the back-of-house.



◆ Team members applying anti-microbial coating on high-touch surfaces.

Anti-Microbial Coating

In our effort to keep everyone safe, anti-microbial coating was applied across the resort on surfaces with high touch frequencies, such as gaming tables, slot machine buttons and touch-screen kiosks. The coating, which lasts three to six months, suppresses viral loads and lowers the transmission risk of COVID-19.

RWS also collaborated with researchers from Nanyang Polytechnic in an independent efficacy testing and monitoring of the anti-microbial coating, and its effectiveness against virus loads, measured in relative light units (RLU). Research results showed that on the single-coated slot machine buttons, there were only 59 RLU. Any surface with less than 250 RLU is considered safe for usage and touch.



◆ Increased cleaning resort-wide.



◆ Plasmacluster ionisers deployed across RWS.

Plasmacluster Ionisers

RWS deployed more than 600 sets of Plasmacluster ionisers across the resort in 2020. Plasmacluster ionisers emit both positive and negative ions into the air, which can break down airborne microbes by removing the hydrogen from their protein surface.

According to independent research by the Kitasato Research Center of Environmental Sciences in Japan, Plasmacluster ionisers were proven to have the ability to destroy SARS and H1N1, which are coronaviruses similar to the COVID-19 virus.

High Efficiency (HE) Filters and Ultraviolet Germicidal Irradiators in the Air Exchange System

Our air exchange system is installed with HE filters, which can eradicate more than 95% of viruses, bacteria and particles. The system is boosted by a germicidal irradiators system with Ultraviolet-C (UV-C) rays, which further disinfects the air and kills pathogens that pass through.



◆ Safe Distancing Ambassadors were stationed to ensure that all guests abided by the SMMs.



Safe Distancing Ambassadors (SDAs)

RWS deployed SDAs throughout the resort to ensure that everyone maintained at least one metre apart and stayed within their safe distancing markers when in queue. At its hotels, SDAs would enforce the number of visitors permissible within each room. Even characters in Universal Studios Singapore played their part in following the SMMs by standing at a safe distance of more than one-metre apart from guests during their segregated meet-and-greet sessions.

Cleaning, Disinfection and Sanitisation

The increased demand of cleaning and disinfection brought about by the COVID-19 pandemic necessitates the usage of innovative tools more than ever. Throughout the year, to improve our efficiency in cleaning, we have been using the robotic scrubber extensively within the resort. For the disinfection of high-touch areas, we use an electrostatic spray gun to complement traditional cleaning methods. This new technology allows us to disinfect a much larger area within a shorter time period.

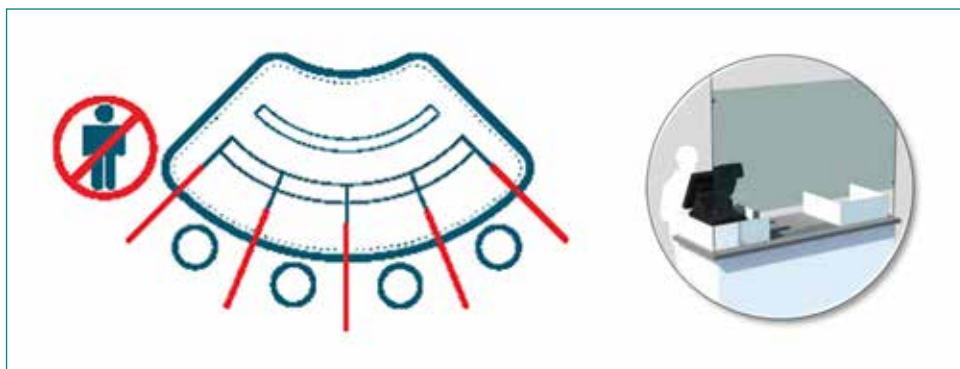


◆ A team member sanitising the hotel room prior to guests' check-in.

At the Casino

The casino in RWS has been a TraceTogether-only SafeEntry venue since October 2020, which is a higher standard of contact tracing using smart devices and TraceTogether tokens.

In the casino, acrylic perspex shields were installed at the table games, gaming machines and counters. Contactless transactions were highly encouraged in the casino too. Gaming chips were sanitised before securing into the chip trays while progressive game cards were replaced regularly and gaming tiles were cleaned at fixed intervals.



◆ Acrylic perspex shields are installed at table games, gaming machines and counters



◆ A team member sanitising the turnstiles at the entrance of USS.

At the Attractions

In Phase 2 of the post-Circuit Breaker re-opening, Universal Studios Singapore and S.E.A. Aquarium operated at a controlled capacity, with real-time monitoring, of not more than 25% of the original capacity. The capacity subsequently increased to 50% of the initial capacity when SMMs were relaxed in Phase 3 of the re-opening.

Contactless payments, virtual food menus and acrylic perspex shields were also implemented at the attractions to minimise contact between team members and guests.



◆ A team member cleaning the hotel room prior to guests' check-in.



◆ A sticker is pasted after each hotel room has been sanitised.

At the Hotels

RWS' hotels implemented a range of hotels-specific SMMs to fight the spread of COVID-19. For instance, we provided baggage sanitisation during check-in and key card sanitisation with UV cabinets. Increased sanitisation of high-touch surfaces in rooms and common areas, as well as staggered check-in timings were also scheduled to ensure the health and safety of our guests.

Other SMMs

Over 270 hand sanitisers were also made available across RWS. In addition, SafeEntry check-in with temperature screening was made mandatory at strategic entry points. Self-service drinking points were suspended and guests were served personally by our team members instead.

In summary, we complied with the requirements set by the SG Clean programme, and SMMs regime laid out by the government. Genting Singapore has implemented a wide range of SMMs to combat COVID-19.



◆ A team member conducting temperature screening for guests.

HIGH-RISK RESPONSE PLAN EXERCISES IN 2020

In Genting Singapore, all exercises for high-risk response plans were duly executed. In 2020, most of the exercises were conducted through tabletop exercises due to the COVID-19 pandemic.

In the last quarter of 2020, our Company Emergency Response Team (CERT) and Singapore Civil Defence Force (SCDF) conducted a joint fire-and-rescue exercise in USS. The yearly affair is meant to familiarise SCDF responders from the Sentosa Fire Station with various high-risk installations in RWS. Both CERT and SCDF form an integral part of our emergency management protocols in RWS.



◆ A team member disinfecting high-touch surfaces at S.E.A. Aquarium.



◆ Signages are placed across RWS to remind guests to abide by SMMs.

MARKETING AND SERVICE LABELLING

Guest satisfaction is one of the top priorities for RWS. We want to create positive experiences for all guests and ensure that everyone who passes through our doors leaves with a smile. To achieve this, our team members remain our most valuable asset in delivering professional services that drive guest satisfaction. Our service DNA - creating fun-filled memorable experiences through a safe environment and warm and caring services - defines the shared values that we hold when we engaging our guests.



◆ *Quality food and services are provided at RWS.*

SERVICE EXCELLENCE TRAINING

To achieve service excellence, it is important for team members to be equipped with the necessary skills for their respective diverse and unique service roles.

Even in the midst of a pandemic, we strived to sustain workplace learning as we believe that learning is a lifelong journey. We developed new contextualised service programmes and enabled multiple delivery modes of learning such as in-person learning, virtual live learning and virtual self-directed learning.

Attractions:

⌘ One of the learning programmes developed is “Work in a Diverse Service Environment”, which aims to equip team members with the knowledge and skills to handle diversity, recognise the importance of inclusiveness, apply emotional intelligence, demonstrate resilience and monitor their own actions in handling diversity. This is especially useful as we receive guests from different archetypes.

⌘ In 2020, we provided over 19,133 training hours related to service delivery.

Hotels:

- ⌘ Team members can enroll themselves in various hotel training programmes, including “Develop a Continuous Improvement Culture” and “Internet-of-Things in the Hospitality Sector”, which are guided by industry professionals. Upon completion, team members were encouraged to think about how these new skills could be implemented in the workplace o further improve our service standards.
- ⌘ Virtual self-directed learning was also available through micro-learning courses held in partnership with Temasek Polytechnic. The four-hour courses provided our team members an opportunity to learn on-the-go through a mobile application that can be accessed at their convenience. Covering a range of topics from “Customer Service 1010” to “Creating Unforgettable Experiences through Customer Service”, the sessions refreshed the existing customer service knowledge of our team members to better provide service standards when welcoming visitors back to the resort.
- ⌘ In 2020, a total of 672 hours of self-directed customer service learning was completed by our team members.

Recognising that health and safety is a top priority for guests, a number of training programmes have been developed to address this area specifically. These included the SMM training. Sessions were conducted via small group briefings and virtual platforms, and all team members were trained on the SMMs before interacting with guests. We are confident that with these initiatives, RWS is well-positioned to meet guest satisfaction targets upon the resumption of international leisure travel.



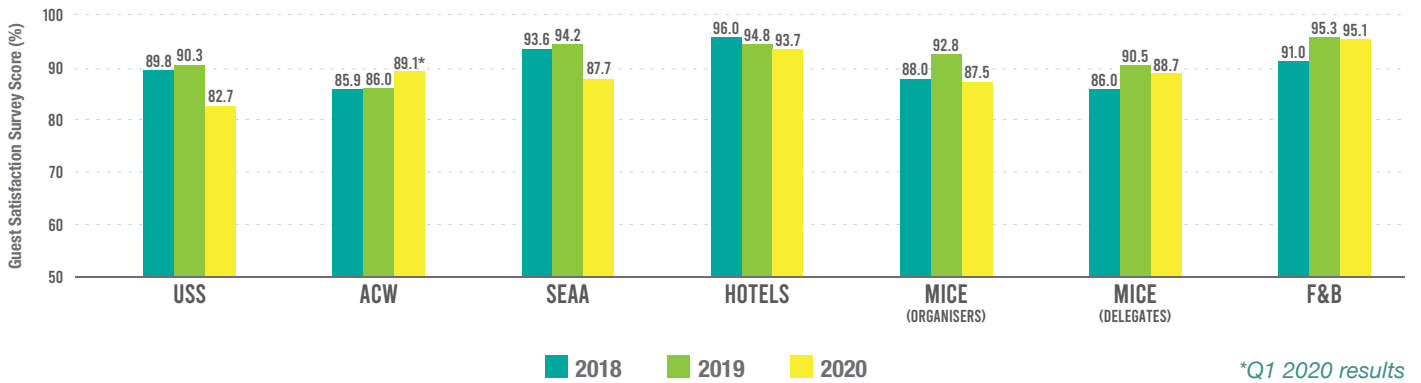
◆ Attractions team members attending the SMMs training

GUEST SATISFACTION SURVEYS

We conduct guest satisfaction surveys to gather feedback from guests about their experiences at the resort.

While the strict implementation of the SMMs resulted in the less-than-expected experience for guests, we are still able to achieve more than 80% in guest satisfaction.

GUEST SATISFACTION PERFORMANCE



TARGETS FOR 2020	OUR PERFORMANCES	GOING FORWARD: 2021
Achieve Guest Satisfaction Score (GSS) rating of 90% and above across all attractions	In-progress	Aim to target GSS rating of 90% and above across all attractions
Maintain GSS rating of 90% and above across all hotels	Achieved	Maintain GSS rating of 90% and above across all hotels
Maintain GSS rating of 85% for both MICE organisers and delegates	Achieved	Maintain GSS rating of 85% for both MICE organisers and delegates
Maintain GSS rating of 90% and above for F&B (Hotels and Specialty Restaurants)	Achieved	Maintain GSS rating of 90% and above for F&B

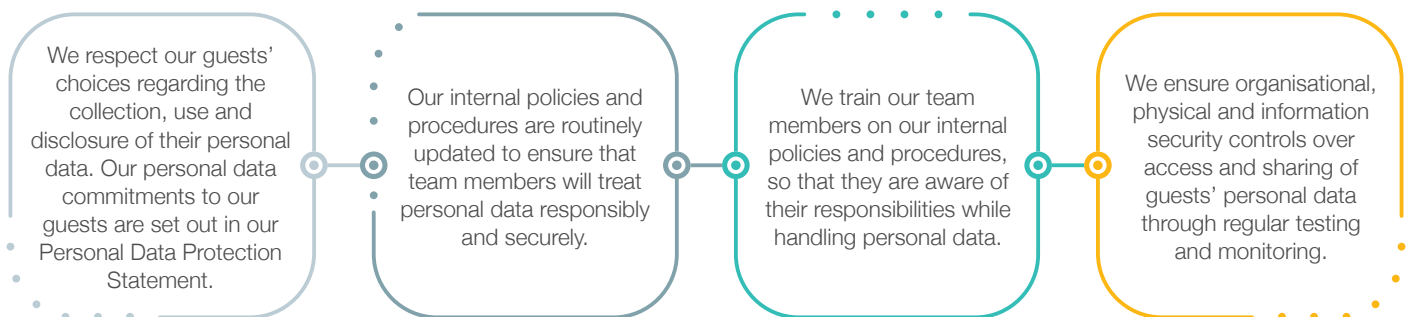


◆ Team member attending to guests' needs at the hotel.

CUSTOMER PRIVACY

At Genting Singapore, we treat the personal data of every guest with respect and privacy. As data security threats become more prevalent, we continue to strengthen our controls to protect our guests' personal data. Our dedicated Data Protection Office ensures compliance with the Personal Data Protection Act (PDPA).

GUEST SATISFACTION PERFORMANCE

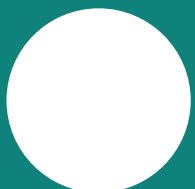


We did not experience any breach of PDPA in 2020. We will continue to enhance our governance and accountability processes to safeguard our guests' personal data.



PUTTING OUR PEOPLE FIRST

- Employment
- Non-Discrimination
- Training and Education
- Occupational Health and Safety
- Forced and Compulsory Labour



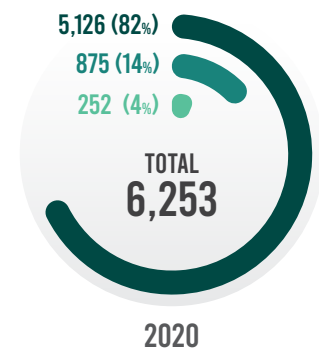
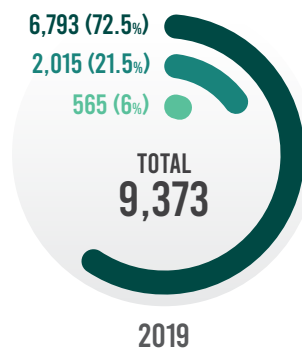
EMPLOYMENT

We are committed towards a fair and inclusive workplace that supports local employment in Singapore. In 2020, we had a total staff strength of 6,253. 303 new team members were hired to support our business operations while our resignation rate was 12.6% - lower than the industry average in the services sector.

The COVID-19 pandemic brought about unprecedented challenges to the travel and tourism industry. Business circumstances drove us to the very difficult decision of reducing our workforce. In accordance to the Tripartite Guidelines on Managing Excess Manpower and Responsible Retrenchment, we conducted the retrenchment exercise responsibly by working with the Ministry of Manpower (MOM), Workforce Singapore (WSG), Employment and Employability Institute (e2i) and Attractions, Resorts and Entertainment Union (AREU) to provide assistance to the affected team members.

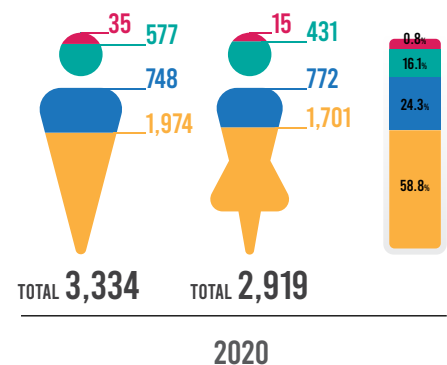
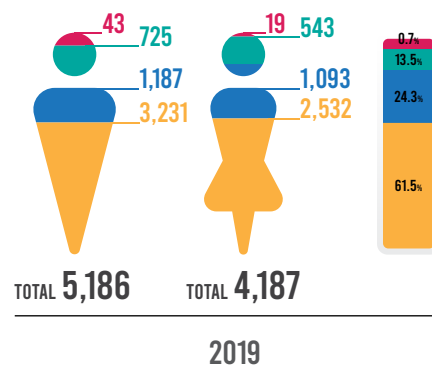
TEAM MEMBERS BREAKDOWN BY NATIONALITY

- Singapore Citizens and Permanent Residents (SCPR)
- Other ASEAN Countries
- Non-ASEAN Countries



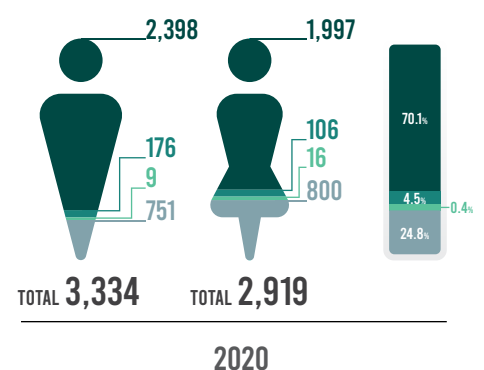
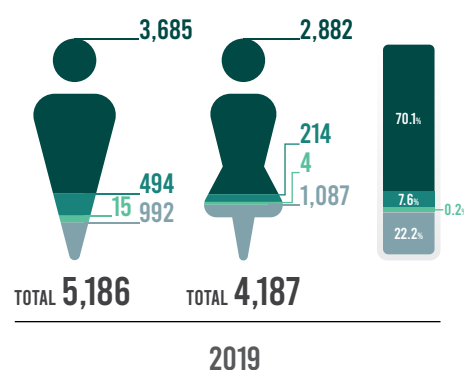
TEAM MEMBERS BREAKDOWN BY EMPLOYMENT CATEGORY

- Senior Management
- Management
- Executives and Supervisors
- Rank and File



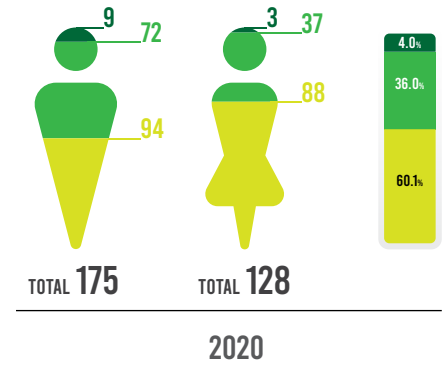
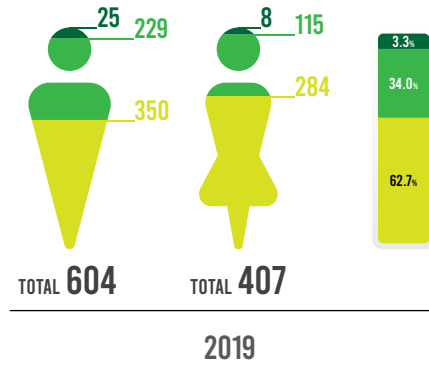
TEAM MEMBERS BREAKDOWN BY EMPLOYMENT CONTRACT

- Permanent
- Contract > 12 Months
- Contract < 12 Months
- Others



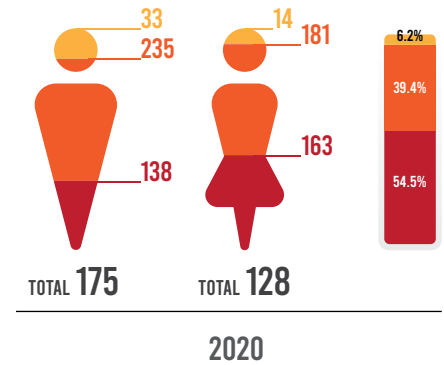
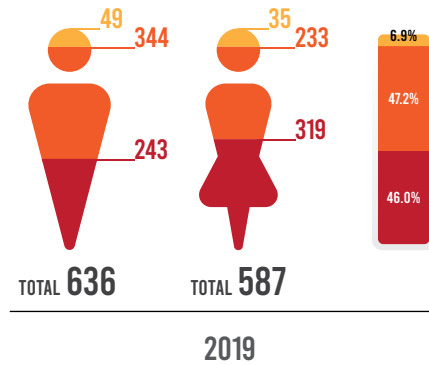
TEAM MEMBERS BREAKDOWN BY NEW HIRES

- Age < 30
- Age 30 - 50
- Age > 50



TEAM MEMBERS BREAKDOWN BY TURNOVER (VOLUNTARY ONLY)

- Age < 30
- Age 30 - 50
- Age > 50



NON-DISCRIMINATION

In keeping with our organisational values of promoting an inclusive culture, we adopted the International Labour Organisation’s 20 conventions, as well as the five principles of Singapore’s Tripartite Alliance for Fair and Progressive Employment Practices.

Our recruitment process is fair and just. We do not discriminate against race, age, gender, religion or nationality. We continue to search for talent through various channels, including job portals, social media platforms, Institutes of Higher Learning, career fairs and collaborations with partners such as the Devan Nair Employment and Employability Institute, Community Development Councils and Workforce Singapore.

TRAINING AND EDUCATION

The RWS Academy, which is the Centre of Excellence for capability development in integrated resort management, aims to raise the professionalism of team members and groom the future leaders.

In the midst of the COVID-19 pandemic and the need for strict adherence to regulated and stringent safe distancing measures, RWS Academy has actively explored several new training approaches to continue providing learning opportunities to team members. These include:

- ⌘ Introduction of virtual live classroom training
- ⌘ Introduction of micro-learning courses with accredited training providers
- ⌘ Conversion of existing classroom courses to synchronous online courses such as the “Team Members Induction Programme”, “Respond to Service Challenges”, “Work in Team” and “Game Skills”
- ⌘ Conversion of existing classroom materials to suit e-learning platforms

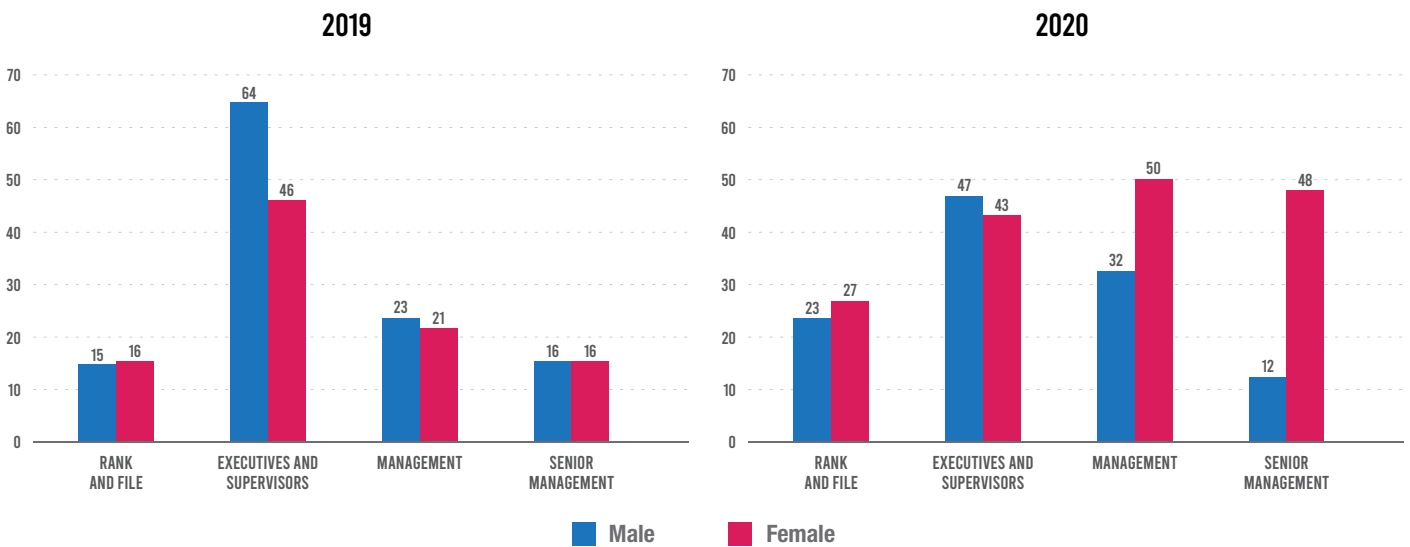
The Academy has fostered strong partnerships and collaborations with the government agencies and accredited training providers in extending emerging and future-ready skills plus Worker 4.0 training to transform our workforce for digital technology innovations. A total of 2,500 team members have undergone training under the Enhanced Training Support Package (ETSP) for the tourism and hospitality sector by SkillsFuture Singapore.

The upskilling of existing team members, which resulted from initiatives such as job-redesign and technology advancements, are mapped out collectively with their respective business units. A total of 260 team members underwent job-redesign training through upskilling, job enrichment and cross-training.

The Academy has also mapped out a Talent Development Plan in 2020 to equip the organisation’s leaders with leadership competencies and attributes. The plan entails a self-assessment tool to create self-awareness among the leaders, online leadership modules by established overseas educational institutions as well as group mentoring by senior management of RWS on their respective business topics.

PERPETUAL TARGET	PERFORMANCE IN 2020
Maintain an average of 25.7 training hours	Clocked an average of 32.2 training hours

AVERAGE TRAINING HOURS BY EMPLOYMENT CATEGORY AND GENDER



OCCUPATIONAL HEALTH AND SAFETY

Safety is one of Genting Singapore’s top priority and is led by the Safety Steering Committee that oversees the Safety Working Committee, Safety and Emergency Planning Department, and Safety Working Groups.



Collectively, our structured approach ensures the implementation of a company-wide Workplace Safety and Health (WSH) policy that meets all regulatory requirements.

A ROBUST OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM (OHSMS)

We are certified to have attained bizSAFE STAR status for our OHSMS, exceeding the minimum local requirement of bizSAFE Level 3. Our Facilities Management and Engineering (FM&E) adheres to the ISO45001 standard, with SGSecure components incorporated.

NAME OF OHSMS	INTERNALLY AUDITED	EXTERNALLY AUDITED	NO. OF WORKERS COVERED
Safety Management System (FM&E) - ISO45001	Yes	Yes	242
Safety Management System (Contractors)	Yes	No	Varies

PROMOTING A CULTURE OF SAFETY

We believe that safety and accident prevention is everyone's responsibility. All team members are empowered with the skills and knowledge to take ownership of workplace safety.

There is a safety committee in each department that engages team members to promote safe practices relevant to their roles and responsibilities. They conduct monthly safety inspections with their respective Heads of Departments.

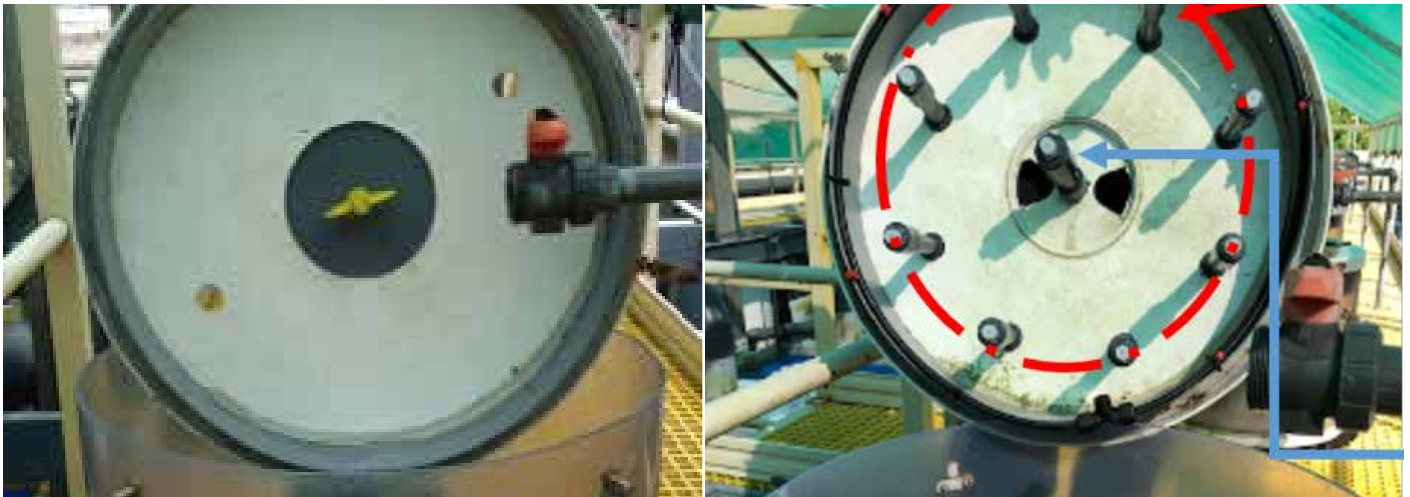
To build a culture of open communication and mutual learning, work-related incidents are investigated and communicated to team members during department safety committee meetings, pre-shift briefings, safety videos at wardrobe areas, induction training, safety bulletins, safety alerts and monthly safety reports. To ensure that these messages are effectively shared, safety messages are provided in various languages for ease of understanding.

Most importantly, our team members are encouraged to report any unsafe acts through various channels such as the whistle-blowing channels, RWS Shout Out, HR touchpoints and the WSH common mailbox.

WSH INNOVATION AWARDS 2020: CELEBRATING THE BEST

For three consecutive years since 2018, RWS was nominated by the Workplace Safety and Health Council for the various innovative projects that can help to minimise workplace hazards and risks. The most recent winning project was spearheaded by the Projects and Technical Services department, and implemented by the WSH Lead from Life Support Systems.

Featured on the 2020 National WSH Commemorative Book, the winning project - Foam Fractionator Enhancement of Automated Washdown System - is a semi-automated two-ring water nozzle spray system that keeps the Life Support System's Foam Fractionator Cone and Collection Cup in S.E.A. Aquarium clean. The new design reduces the frequency of manual cleaning significantly, thereby increasing productivity and minimising workplace safety risks and hazards.



◆ Before - Cleaning done manually

◆ After - Semi-automated nozzle spray system

PREVENTION THROUGH PROACTIVE RISK MANAGEMENT

Hazard identification and elimination is the keystone in our safety efforts. Safety risk management is monitored by the Safety and Emergency Planning department via on-site inspections with area owners and input from near miss and accident reporting processes.

Safety risk assessments are reviewed using the Hierarchy of Controls framework when an incident happens or when there are significant process changes. Otherwise, such reviews will be conducted three times a year. For all work-related incidents, corrective and preventive actions are implemented, and monitored for their effectiveness, appropriateness and adequacy.

Besides team members, we extend the same standard to all external contractors and service providers. Mandatory safety induction and meetings with contractors are held before starting work, and the prioritisation of safety is part of the criteria when selecting vendors during the procurement process. Appointed contractors and service providers will be reviewed regularly for their safety robustness and performance at work – which forms an important factor in our contract renewal process.

HAZARDS THAT POSE RISK OF HIGH-CONSEQUENCE INJURY	ACTIONS TAKEN/ UNDERWAY TO ELIMINATE HAZARDS AND MINIMISE RISKS USING THE HIERARCHY OF CONTROLS
Slips, trips and falls while working within RWS premises	<p>For tripping hazards:</p> <ul style="list-style-type: none"> ☐ Adequate housekeeping (frequent inspection) and repairs are emphasised ☐ Additional middle handrails for wide staircases are provided ☐ Prominent demarcation of uneven surfaces <p>For slipping hazards:</p> <ul style="list-style-type: none"> ☐ Anti-slip application enhancements at strategic locations ☐ Raised perforated platforms ☐ Prominent signages used when floors are wet ☐ Deployment of cleaning services at semi-outdoor areas during rainy days
Over-exertion/ Strenuous movements	<p>For housekeeping:</p> <ul style="list-style-type: none"> ☐ Job rotation with buddy-to-buddy system <p>For performers:</p> <ul style="list-style-type: none"> ☐ Active warm-ups prior to sets ☐ Adhering to proper time limits on costume-wearing performances ☐ Waist guard and back braces for costumes with heavy headgear and props
Cutting/ Stabbing by objects	<p>For F&B:</p> <ul style="list-style-type: none"> ☐ Anti-cut gloves for chopping and shucking activities ☐ Safe operation advisory posters on slicers <p>Others:</p> <ul style="list-style-type: none"> ☐ Replacement of tools and operational equipment in poor condition (frequent inspection)



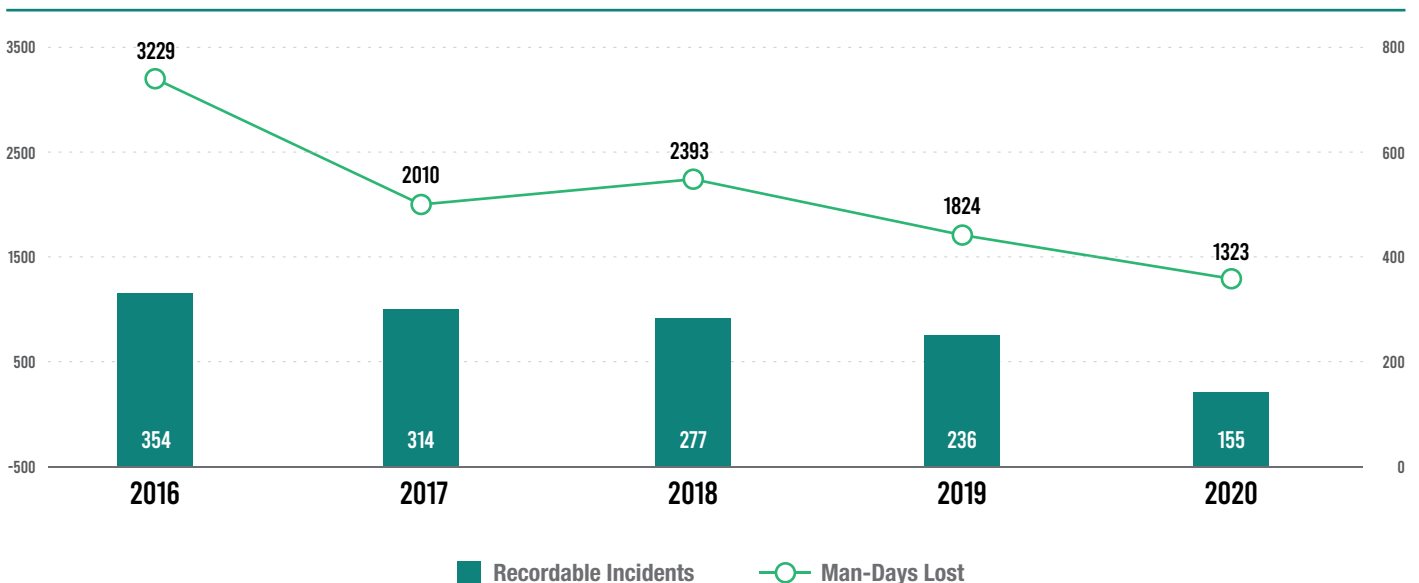
◆ RWS accredited as SG Clean, showing our commitment to care for the health and safety of team members and guests.

WORKPLACE HEALTH AND SAFETY

Genting Singapore once again achieved zero fatalities and zero high-consequence work-related injuries internally. The total number of recordable injury cases has also declined from 236 in 2019 to 155 in 2020. There have been no accidents (including occupational diseases) resulting in death, permanent disablement or classified as a Dangerous Occurrence in 2020.

PERPETUAL TARGETS	PERFORMANCES IN 2020
5% reduction in man-days lost as compared to the previous year (Medical Certificates)	Improved by 27% Year 2019 = 1,824 Year 2020 = 1,323
5% reduction in total lost day incidents as compared to the previous year (Cases)	Improved by 33% Based on number of workplace cases, Year 2019 = 236 Year 2020 = 155

TOTAL NUMBER OF RECORDABLE WORK-RELATED INJURIES AND MAN-DAYS LOST



FORCED OR COMPULSORY LABOUR

Genting Singapore provides a platform for team members to seek redress for labour practices or human rights grievances through the Grievance Handling Procedure.

DISCLOSURES ON PARENTAL LEAVE

DISCLOSURE	MALE	FEMALE	TOTAL
Number of team members entitled to parental leave	1,267	767	2,034
Number of team members who took parental leave	1,079	707	1,786
Number of team members who returned to work after parental leave ended	1,071	702	1,773
Number of team members who returned to work after parental leave ended and were still employed after 12 months	812	537	1,349
Return to work rate (%)	99.26%	99.29%	99.27%
Retention rate (%)	75.25%	75.95%	75.53%

MAKING A POSITIVE IMPACT ON OUR COMMUNITIES

- RWS Cares
- Responsible Gambling Advocacy

RWS CARES: OUR COMMITMENT TO COMMUNITIES

Genung Singapore remains committed to giving back and positively impacting the community through RWS Cares – our corporate social responsibility platform – even during an unprecedented year marked by the COVID-19 pandemic.



◆ *RWS volunteers at the Community Care Facilities.*

MANAGING AGENT OF COMMUNITY CARE FACILITIES

RWS supports and stands united with the Singapore Government in the national effort to contain the community spread of COVID-19. Staying true to our kampung spirit, RWS stepped forward as the Managing Agent at two of the largest national Community Care Facilities at the Singapore EXPO & MAX Atria, and the Big Box warehouse mall with a combined capacity of more than 11,000 beds.

More than 2,000 team members have volunteered for this community effort since April 2020, testament to the Group's strong culture of volunteerism. As part of a whole-of-society effort demonstrating public-private partnership in action, RWS contributed our expertise and capabilities in managing large-scale, non-medical facilities to support the Ministry of Health and the Ministry of National Development. Working closely alongside government agencies, healthcare professionals and industry partners, our role – as Managing Agent – was to provide a comfortable environment for COVID-19 patients to rest and recover.

TIMELY RESPONSE

Within a short time span of six days when the Community Care Facility at Singapore EXPO & MAX Atria was first announced when the first residents arrived, RWS was able to successfully and efficiently install systems infrastructure, and mobilise volunteers in critical non-medical roles to run operations at the facility.

TRANSFERABLE SKILLS

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

PROFESSIONAL TRAINING

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

HOLISTIC CARE

On top of looking after the daily needs of residents, our volunteers also organised many engagement sessions to encourage them and keep them motivated and in good spirits. For example, residents participated in exercise workouts, art therapy sessions and tucked into delicious treats during festive celebrations.



◆ Team members gathered for a meeting regarding the CCF.



◆ Team members received training before commencing their duties.



◆ Team members packed and transported daily necessities to CCF residents.

“ “ “

Even though we have to pack about 800 – 1,000 kits for the residents, it is important that we deliver this so that we can support the onsite operations and make a difference. It may be back-breaking work, but the positive energy and sense of teamwork that I feel when working with my colleagues and volunteers motivates me.

– Genevieve Tan,
Event Services

We are both familiar with the logistics of handling park operations, and seeing how stretched the healthcare workers were, we thought that it was a perfect time for us to step in and help. It's not always about what you'll get. To us, it's about what you can give, and that's all that matters.

– Zyman Tan and Angeline Ooi,
Universal Studios Singapore

While volunteering at the CCF, I saw many worried faces among the residents and many of them miss their families or are concerned about their recovery. It is my privilege to be able to help the residents rest and recover, and cheer them up whenever we can. This will help build a positive mindset in the residents and keep their spirits high.

– Azkhairulzafie bin Azman,
Hotel Michael and Crockfords Tower

” ” ”



◆ Young performers at the first-ever virtual Children for Children event.

CHILDREN FOR CHILDREN

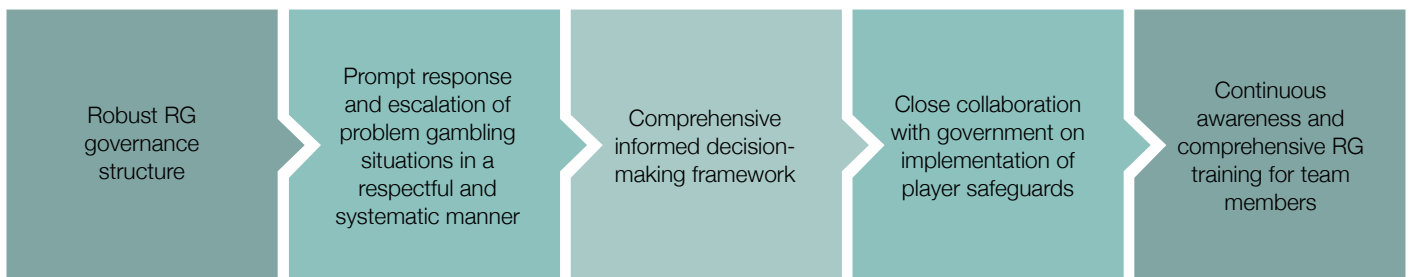
RWS has supported Children for Children, an annual community fundraising event held in Singapore to celebrate Children’s Day. This year, RWS sponsored 1,000 primary school children from low income homes with a pair of tickets each to Universal Studios Singapore. At a time when families are transitioning to a new normal in this pandemic, RWS wants to bring hope and cheer to underprivileged children and help them discover their potential. A trip to Universal Studios Singapore means a lot to our young friends where they can enjoy the many thrilling rides and meet their favourite characters. As RWS resumed operations of its award-winning and popular attractions, we are proud to play a role as a community venue for family bonding and friendship especially after one-and-a-half months of Circuit Breaker measures.

RESPONSIBLE GAMBLING ADVOCACY

At RWS, we aim to provide patrons with an enjoyable gaming experience by encouraging Responsible Gambling (RG) and are committed to the prevention of problem and underage gambling in our premises.

We are committed to ensuring regulatory compliance with all applicable laws and regulations and collaborating with the Government, RG bodies and the community to minimise any negative social impact due to gambling in the casino.

To deliver this corporate commitment, we have adopted a holistic approach via our RG Programme which is based on the five main tenets as follows:



One of our core commitments is to provide a safety net (i.e. player safeguards options) to our patrons to help them manage their gambling through awareness and making informed decisions.



In 2020, we collaborated with the Ministry of Social and Family Development (MSF) and relevant stakeholders in the industry to implement and enhance our RG initiatives and safeguards to ensure that players’ gaming experiences are safe and enjoyable.

MANAGE GAME PLAY

RWS collaborated with MSF on a joint study to explore the use of technology to further encourage responsible gambling and help patrons make informed decisions about gambling.

The study looked into the effectiveness of possible measures to promote informed play such as providing patrons with notifications on time spent in the casinos and encouraging patrons to voluntarily set limits on duration of play.

RWS engaged subject matter experts to conduct benchmarking and feasibility studies on an informed play system. As a result, we developed the Manage Game Play (MGP) Programme - a voluntary tool that helps patrons self-regulate and manage the time that they spend at gaming machines. This programme completed a successful month-long trial at RWS in February 2020 and has been in service since the end of September 2020.

The MGP tool is voluntary. It aims to empower patrons with near real-time information to help patrons make more informed gambling decisions and better manage their play at the casino.

A survey of patrons who enrolled during the trial period determined that more than 90% of respondents found the programme to be effective as it is easy to use and helps them keep track and manage their time spent on gambling activities. Additionally, a large majority of respondents praised the effectiveness of both the outreach efforts by the RWS RG Ambassadors and RWS' efforts in promoting RG through roadshows, brochures and electronic displays that are located around the casino floor.

In future, RWS will continue to work closely with MSF to explore more measures around informed play such as allowing patrons an option to set a spend limit for their gaming activities.

Features of the MGP tool

- ⌘ Voluntary informed play tool
- ⌘ Enrolment and use are free
- ⌘ Patrons may self-register for this programme at the Membership Hub
- ⌘ Allows patrons to set daily/ weekly/ monthly time limit on Electronic Gaming Machines (EGMs)
- ⌘ Patrons can receive SMS notifications via mobile phone at selected intervals based on the duration set
- ⌘ Patrons can choose to continue or stop playing



Illustrated by a new logo using EGMs' elements, which patrons can relate to, MGP encourages patrons to set an appropriate limit when playing at EGMs.

The letters in PLAY are arranged in a non-linear fashion depicting that the winning probability is random and conveying that play at the casino is a game of chance. It also serves to remind patrons that keeping it fun means playing within their means.

The above will support patrons to spend only what they can afford, which encapsulates the essence of RG.

RG TRAINING

RWS places emphasis on team member training to ensure that they are equipped with the essential knowledge and skills to support the RG Programme when carrying out their respective functions, especially for our RG Ambassadors.

Before team members are appointed as RG Ambassadors, they must undergo additional special training conducted by external RG specialists from National Addictions Management Service (NAMS) to equip them with skills to recognise the observable indicators or signs of distress related to problem gambling as well as to provide appropriate information and assistance to patrons.

Additionally, we worked closely with MSF to provide enhanced training to our existing pool of RG Ambassadors. The aim of the enhanced training is to increase the knowledge and engagement skills of our RG Ambassadors to provide more effective interaction and assistance to our casino patrons.

The trained RG Ambassadors also actively engage patrons during various roadshows held at our casino premise. These roadshows aim to increase awareness of RG and help services available at the casino (e.g. Pre-commitment programme, MGP programme, tips on RG etc.).

RG ROADSHOWS 2020

Despite the COVID-19 pandemic, RWS organised four RG roadshows in 2020. To comply with SMMs, we stationed our RG Ambassadors at strategically throughout the casino such as the Membership Hub, cage counters, and F&B outlets to reach out to our patrons directly with brochures containing RG messages and a QR code leading to RWS' dedicated RG website where guests can find out more about the various RG measures available at RWS.

RG ACCREDITATION

To ensure our RG Programme is of the highest standard, RWS' RG Programme has been accredited by RG Check since 2015. The RG Check standard is one of the most comprehensive and rigorous RG accreditation programmes in the world.

This independent accreditation by the Responsible Gambling Council (RGC) is an affirmation of our commitment to implementing effective player safeguards, including the prevention of underage gambling and the prevention and reduction of problem gambling.

In November 2015, RWS became the first casino in Asia Pacific to receive the RG Check accreditation from the RGC. From December 2018, RWS has continuously held the highest score amongst all venue accreditations and re-accreditations.

RWS will continue to collaborate with the government and relevant authorities to enhance our RG measures and initiatives.

TARGETS AND PERFORMANCES FOR RESPONSIBLE GAMBLING

PERPETUAL TARGETS	PERFORMANCES IN 2020
Existing RG Ambassadors to achieve 100% completion and 100% assessment score for RG Ambassador training	Achieved
All casino team members to achieve 100% assessment score for RG Awareness Training and 100% completion	Achieved
Ensure our RG programme maintains its world-class standard by benchmarking it against industry best practices	Achieved

RWS 2.0: OUR NEXT STEPS GOING BEYOND SUSTAINABILITY²¹

The RWS 2.0 Waterfront Development – part of our expansion and evolution – is a master plan to better integrate and improve our offerings as a resort. The final built form will resemble a mountain sitting partially on decking over water, a design that minimises ecological impact on marine life by reducing construction footprint into the water. The development will also include more sustainable modes of transport into RWS by better integrating multiple modes of Singapore’s public transportation, linking the interchange at Harbourfront MRT station with the new Driverless Transport System (DTS). Cyclists are also connected to the development, and there will be parking facilities for bicycles.

RWS 2.0 will be a green icon, featuring a rich variety of nature, flora and fauna. Lush and water-efficient landscaping will enhance biodiversity around the development, while providing visual relief to guests and visitors. Green roofs on the waterfront development and Forum extension as well as other extensive shading structures will reduce heat island effect and minimise thermal heat gain into the interior, enhancing indoor comfort. Additionally, passive cooling – recycling of the development’s cooling tower water usage to lower radiant temperatures – within the naturally ventilated forum further enhances thermal comfort and also reduces electricity load.



GRI STANDARDS	DISCLOSURE	SECTION OF REPORT	PAGE REFERENCE & REMARKS
GRI 102: General Disclosure 2016			
ORGANISATIONAL PROFILE			
102-1	Name of the organisation	Business in Brief	Page 03
102-2	Activities, brands, products and services	Business in Brief	Page 04
102-3	Location of headquarters	Managing Sustainability – How We Report	Page 12
102-4	Location of operations	Managing Sustainability – How We Report	Page 12
102-5	Ownership and legal form	Business in Brief	Page 03
102-6	Markets served	Business in Brief	Page 03
102-7	Scale of the organisation	Business in Brief	Page 03
102-8	Information on employees and other workers	Putting Our People First – Employment	Page 46
102-9	Supply chain	Doing Good Business – Procurement Practices	Page 16
102-10	Significant changes to the organisation and its supply chain	Not applicable	<i>There is no significant changes to organisation and its supply chain in FY2020</i>
102-11	Precautionary principle or approach	Doing Good Business	Page 19
102-12	External initiatives	Making a Positive Impact on Our Communities	Page 54
102-13	Membership of associations	GRI Content Index	<i>Singapore Business Federation; Association of Zoos and Aquariums (AZA); World Association of Zoos and Aquariums (WAZA); The Asian Association for Investors in Non-Listed Real Estate Vehicles Limited; Urban Land Institute; Singapore Green Building Council (SGBC)</i>
STRATEGY			
102-14	Statement from senior decision-maker	Message from Our President Board of Directors' Statement	Page 06 Page 07
102-15	Key impacts, risks and opportunities	Message from Our President Board of Directors' Statement	Page 06 Page 07
ETHICS AND INTEGRITY			
102-16	Values, principles, standards, and norms of behaviour	Doing Good Business	Page 19
102-17	Mechanisms for advice and concerns about ethics	Doing Good Business	Page 19
GOVERNANCE			
102-18	Governance structure	Doing Good Business	Page 19
102-19	Delegating authority	Doing Good Business	Page 19

GRI STANDARDS	DISCLOSURE	SECTION OF REPORT	PAGE REFERENCE & REMARKS
102-20	Executive-level responsibility for economic, environmental, and social topics	Doing Good Business	Page 19
102-21	Consulting stakeholders on economic, environmental, and social topics	Doing Good Business	Page 19
102-22	Composition of the highest governance body and its committees	Annual Report 2020: Corporate Governance Section	Page 22
102-23	Chair of the highest governance body	Annual Report 2020: Corporate Governance Section	Page 22
102-24	Nominating and selecting the highest governance body	Annual Report 2020: Corporate Governance Section	Page 22
102-25	Conflicts of interest	Annual Report 2020: Corporate Governance Section	Page 22
102-26	Role of highest governance body in setting purpose, values, and strategy	Board of Directors' Statement	Page 07
102-27	Collective knowledge of highest governance body	Annual Report 2020: Corporate Governance Section	Page 22
102-28	Evaluating the highest governance body's performance	Annual Report 2020: Corporate Governance Section	Page 22
102-29	Identifying and managing economic, environmental, and social impacts	Annual Report 2020: Corporate Governance Section	Page 22
102-30	Effectiveness of risk management processes	Annual Report 2020: Corporate Governance Section	Page 22
102-31	Review of economic, environmental, and social topics	Board of Directors' Statement	Page 07
102-32	Highest governance	Board of Directors' Statement	Page 07
102-33	Communicating critical concerns	Doing Good Business	Page 19
102-34	Nature and total number of critical concerns	Doing Good Business	Page 19
102-35	Remuneration policies	Annual Report 2020: Corporate Governance Section	Page 22
102-36	Process for determining remuneration	Annual Report 2020: Corporate Governance Section	Page 22
102-37	Stakeholders' involvement in remuneration	Annual Report 2020: Corporate Governance Section	Page 22
102-38	Annual total compensation ratio	Not applicable	We have not reported this due to confidentiality and sensitivity of the information.
102-39	Percentage increase in annual total compensation ratio	Not applicable	We have not reported this due to confidentiality and sensitivity of the information.

GRI STANDARDS	DISCLOSURE	SECTION OF REPORT	PAGE REFERENCE & REMARKS
STAKEHOLDER ENGAGEMENT			
102-40	List of stakeholder groups	Managing Sustainability – Stakeholder Engagement	Page 12
102-41	Collective bargaining agreements	GRI Content Index	Approximately 31.4% of our workforce are members of the Attractions, Resorts and Entertainment Union (AREU)
102-42	Identifying and selecting stakeholders	Managing Sustainability – Stakeholder Engagement	Page 12
102-43	Approach to stakeholder engagement	Managing Sustainability – Stakeholder Engagement	Page 12
102-44	Key topics and concerns raised	Managing Sustainability – Stakeholder Engagement	Page 12
REPORTING PRACTICE			
102-45	Entities included in the consolidated financial statements	Managing Sustainability – How We Report	Page 12
102-46	Defining report content and topic Boundaries	<ul style="list-style-type: none"> Managing Sustainability – Materiality Assessment Managing Sustainability – Stakeholder Engagement 	Page 11 Page 12
102-47	List of material topics	Managing Sustainability	Page 11
102-48	Restatements of information	Not applicable	There is no restatement of information in FY2020
102-49	Changes in reporting	Not applicable	There is no changes in reporting scope FY2020
102-50	Reporting period	Managing Sustainability – How We Report	Page 12
102-51	Date of most recent report	Not applicable	Genting Singapore Sustainability Report 2019
102-52	Reporting cycle	Managing Sustainability – How We Report	Page 12
102-53	Contact point for questions regarding the report	Managing Sustainability – How We Report	Page 12
102-54	Claims of reporting in accordance with the GRI Standards	Managing Sustainability – How We Report	Page 12
102-55	GRI content index	GRI content index	Page 62
102-56	External assurance	Managing Sustainability – How We Report	Page 12
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary	<ul style="list-style-type: none"> Managing Sustainability – Materiality Assessment: Managing Sustainability – How We Report 	Page 11 Page 12

GRI STANDARDS	DISCLOSURE	SECTION OF REPORT	PAGE REFERENCE & REMARKS
103-2	The management approach and its components	<ul style="list-style-type: none"> • Doing Good Business • Environmental Stewardship • Customers: The Heart of What We Do • Putting Our People First • Making a Positive Impact on Our Communities 	<p>Page 15</p> <p>Page 23</p> <p>Page 36</p> <p>Page 46</p> <p>Page 54</p>
103-3	Evaluation of the management approach	<ul style="list-style-type: none"> • Doing Good Business • Environmental Stewardship • Customers: The Heart of What We Do • Putting Our People First • Making a Positive Impact on Our Communities 	<p>Page 15</p> <p>Page 23</p> <p>Page 36</p> <p>Page 46</p> <p>Page 54</p>
GRI 201: Economic Performance 2016			
201-1	Direct economic value generated and distributed	Doing Good Business – Economic Performance	Page 16
201-2	Financial implications and other risks and opportunities due to climate change	Not applicable	Information unavailable – Genting Singapore climate change has not formally assessed the financial implications of climate change to the organisation.
201-3	Defined benefit plan obligations and other retirement plans	GRI Content Index	<p>Pursuant to the Central Provident Fund (CPF) Act, we also contribute to the CPF savings of our team members who are Singapore Citizens and Permanent Residents.</p> <p>For more information on the contribution rates for different age groups, please visit https://www.cpf.gov.sg/.</p>
201-4	Financial assistance received from government	Doing Good Business – Economic Performance	Page 16
GRI 202: Market Presence 2016			
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Not applicable	Not applicable
202-2	Proportion of senior management hired from the local community	Doing Good Business – Market Presence	Page 16
GRI 204: Procurement Practices 2016			
204-1	Proportion of spending on local suppliers	Doing Good Business – Procurement Practices	Page 16
GRI 205: Anti-Corruption 2016			
205-1	Operations assessed for risks related to corruption	Doing Good Business - Anti-Corruption: A Zero Tolerance Approach	Page 22
205-2	Communication and training about anti-corruption policies and procedures	Doing Good Business - Anti-Corruption: A Zero Tolerance Approach	Page 22
205-3	Confirmed incidents of corruption and actions taken	Doing Good Business - Anti-Corruption: A Zero Tolerance Approach	Page 22

GRI STANDARDS	DISCLOSURE	SECTION OF REPORT	PAGE REFERENCE & REMARKS
GRI 206: Anti-Competitive Behaviour 2016			
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Doing Good Business – Anti-Competitive Behaviour	Page 20
GRI 302: Energy 2016			
302-1	Energy consumption within the organisation	Environmental Stewardship	Page 28
302-2	Energy consumption outside of the organisation	Environmental Stewardship	Page 28
302-3	Energy intensity	Environmental Stewardship	Page 28
302-4	Reduction of energy consumption	Environmental Stewardship	Page 27
302-5	Reductions in energy requirements of products and services	Environmental Stewardship	Page 27
GRI 303: Water and Effluents 2018			
303-1	Interactions with water as a shared resource	Environmental Stewardship	Page 30
303-2	Management of water discharge-related impacts	Environmental Stewardship	Page 30
303-3	Water withdrawal	Environmental Stewardship	Page 30
303-4	Water discharge	Environmental Stewardship	Page 31
303-5	Water consumption	Environmental Stewardship	Page 30
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	Environmental Stewardship	Page 32
304-2	Significant impacts of activities, products, and services on biodiversity	Environmental Stewardship	Page 32
304-3	Habitats protected or restored	Environmental Stewardship	Page 32
304-3	CITES I or II List species and national conservation list species with habitats in areas affected by operations	Environmental Stewardship	Page 32
GRI 305: Emissions 2016			
305-1	Direct (Scope 1) GHG emissions	Environmental Stewardship	Page 29
305-2	Energy indirect (Scope 2) GHG emissions	Environmental Stewardship	Page 29
305-3	Other indirect (Scope 3) GHG emissions	Environmental Stewardship	Page 29
305-4	GHG emissions intensity	Environmental Stewardship	Page 29
305-5	Reduction of GHG emissions	Environmental Stewardship	Page 29

GRI STANDARDS	DISCLOSURE	SECTION OF REPORT	PAGE REFERENCE & REMARKS
305-6	Emissions of ozone- depleting substances (ODS)	Not applicable	<i>Not applicable</i>
305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	Not applicable	<i>Not applicable</i>
GRI 306: Effluents And Waste 2016			
306-1	Water discharge by quality and destination	Environmental Stewardship – Water and Effluents	<i>Page 31</i>
306-2	Waste by type and disposal method	Environmental Stewardship – Waste	<i>Page 25</i>
306-3	Significant spills	Environmental Stewardship – Waste	<i>Page 25</i>
306-4	Transport of hazardous waste	Environmental Stewardship – Waste	<i>Page 25</i>
306-5	Water bodies affected by water discharges and/or runoff	Environmental Stewardship – Water and Effluents	<i>Page 31</i>
GRI 307: Environmental Compliance 2016			
307-1	Non-compliance with environmental laws and regulations	Doing Good Business – Compliance	<i>Page 22</i>
GRI 401: Employment 2016			
401-1	New employee hires and employee turnover	Putting Our People First – Employment	<i>Page 47</i>
401-2	Benefits provided to full- time employees that are not provided to temporary or part-time employees	Putting Our People First – Forced or Compulsory Labour	<i>Page 53</i>
401-3	Parental leave	Putting Our People First – Forced or Compulsory Labour	<i>Page 53</i>
GRI 403: Occupational Health And Safety 2018			
403-1	Occupational health and safety management system	Putting Our People First – Occupational Health and Safety	<i>Page 50</i>
403-2	Hazard identification, risk assessment, and incident investigation	Putting Our People First – Occupational Health and Safety	<i>Page 50</i>
403-3	Occupational health services	Putting Our People First – Occupational Health and Safety	<i>Medical clinic by the Shenton Medical Group is available in RWS</i>
403-4	Worker participation, consultation and communication on occupational health and safety	Putting Our People First – Occupational Health and Safety	<i>Page 50</i>
403-5	Worker training on occupational health and safety	Putting Our People First – Occupational Health and Safety	<i>Page 50</i>
403-6	Promotion of worker health	Putting Our People First – Occupational Health and Safety	<i>Page 50</i>

GRI STANDARDS	DISCLOSURE	SECTION OF REPORT	PAGE REFERENCE & REMARKS
403-7	Prevention and mitigation of occupational health and safety impacts	Putting Our People First – Occupational Health and Safety	Page 50
403-8	Workers covered by an occupational health and safety management	Putting Our People First – Occupational Health and Safety	Page 50
403-9	Work-related injuries	Putting Our People First – Occupational Health and Safety	Work injury reporting is done electronically by the RWS HRWICA team. All incident are recorded and reported to the Ministry of Manpower (MOM) when required.
403-10	Work-related ill health	Putting Our People First – Occupational Health and Safety	Page 53
GRI 404: Training And Education 2016			
404-1	Average hours of training per year per employee	Putting Our People First – Training and Education	Page 49
404-2	Programs for upgrading employee skills and transition assistance programs	Putting Our People First – Training and Education	Page 49
404-3	Percentage of employees receiving regular performance and career development reviews	Putting Our People First – Training and Education	Page 49
GRI 406: Non-Discrimination 2016			
406-1	Incidents of discrimination and corrective actions taken	Putting Our People First – Non-Discrimination	There is no incident of discrimination in FY2020
GRI 409: Forced Or Compulsory Labour 2016			
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Not applicable	No operations and suppliers at significant risk for incidents of forced or compulsory labor in FY2020
GRI 413: Local Communities 2016			
413-1	Operations with local community engagement, impact assessments, and development programs	Making a Positive Impact on Our Communities	Page 55
413-2	Operations with significant actual and potential negative impacts on local communities	Not applicable	There are no significant operations with actual and potential negative impacts on local communities in FY2020.
GRI 416: Customer Health And Safety 2016			
416-1	Assessment of the health and safety impacts of product and service categories	Customers: The Heart of What We Do – Customer Health and Safety	Page 37
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Doing Good Business – Compliance	Page 22

GRI STANDARDS	DISCLOSURE	SECTION OF REPORT	PAGE REFERENCE & REMARKS
GRI 417: Marketing and Service Labeling 2016			
417-1	Requirements for product and service information and labeling	Customers: The Heart of What We Do – Marketing and Service Labeling	<i>Page 42</i>
417-2	Incidents of non-compliance concerning product and service information and labeling	Doing Good Business – Compliance	<i>Page 22</i>
417-3	Incidents of non-compliance concerning marketing communications	Doing Good Business – Compliance	<i>Page 22</i>
GRI 418: Customer Privacy 2016			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Customers: The Heart of What We Do – Customer Privacy	<i>Page 45</i>
GRI 419: Socioeconomic Compliance 2016			
419-1	Non-compliance with laws and regulations in the social and economic area	Doing Good Business – Compliance	<i>Page 22</i>



GENTING SINGAPORE

GENTING SINGAPORE LIMITED

10 Sentosa Gateway
Resort World Sentosa
Singapore 098270

www.gentingsingapore.com

E: ir@gentingsingapore.com

