

Sustainability Report 2024

Leading The Way In Sustainable Tourism



GENTING
SINGAPORE

GENTING SINGAPORE LIMITED



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Business in Brief

- About the Report
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About the Report

This is Genting Singapore Limited's (GENS) twelfth Sustainability Report ("this Report") for the financial year 1 January 2024 to 31 December 2024. It documents GENS' strategies, initiatives, and performances in relation to Environmental, Social, and Governance (ESG) topics of our operations in Singapore. This Report outlines GENS' approach to integrating sustainability into our policies, structure, management, and operations. The Report further captures our sustainability commitments to our stakeholders, including staff, investors, business partners, the community, and the authorities, and shares the progress, success, and challenges of our sustainability journey.

The reporting period is from 1 January 2024 to 31 December 2024 (FY2024), unless otherwise stated, and the reporting scope covers all of GENS' business operations, specifically:

RESORTS WORLD SENTOSA

An integrated resort destination located on Sentosa island

DISTRICT COOLING PLANT

Our award-winning cooling plant that supplies chilled water for the resort

GENTING HOTEL JURONG

A 'hotel in a garden' in the Jurong Lake District

GENTING CENTRE

Corporate office of the Genting Singapore Group

PANDAN GARDENS

A warehouse located in Pandan Gardens

International Standards and Guidelines

This Report is prepared with reference to the updated Global Reporting Initiative (GRI) Universal Standards 2021. The GRI Standards have been chosen as it is a widely used and recognised standard for sustainability reporting and helps organisations to assess their impacts on the economy, people, and the environment. It complies with the Singapore Exchange (SGX) Listing Rules 711 (A) and (B) and incorporates SGX's enhanced disclosures on climate-related information and board diversity where applicable. We have adopted the Taskforce on Climate-related Financial Disclosure's (TCFD) recommendations to enhance our assessment and disclosure of climate-related risks and opportunities. Our greenhouse gas (GHG) emissions are calculated according to the principles and standards specified in the GHG Protocol Corporate Standard and Corporate Value Chain (Scope 3) Accounting and Reporting Standard. We are a signatory to the 10 UN Global Compact Principles. We also consider the performance indicators recommended by

ESG rating agencies and additional disclosure suggestions collected through our engagement with stakeholders. GENS also discloses our sustainability impacts through various international disclosure platforms, including CDP for climate change, MSCI, and Sustainalytics. We will continue to report relevant progress in subsequent sustainability reports.

Assurance

This Report has been prepared with internal controls in place. All data included in this Report has been checked to ensure its accuracy against our internal controls and signed off by the senior management team. To enhance credibility amongst our stakeholders and investors, we have engaged PricewaterhouseCoopers LLP to undertake a Limited Assurance on selected environmental and social sustainability information in our Sustainability Report for the financial year 2024 (FY2024).

Disclosure Frameworks and Rating

- ▶ Global Reporting Initiative (GRI)
- ▶ Taskforce for Climate-related Financial Disclosures (TCFD)
- ▶ CDP
- ▶ 10 UN Global Compact Principles
- ▶ Morgan Stanley Capital International (MSCI)
- ▶ Sustainalytics ESG Risk Ratings
- ▶ Dow Jones Sustainability Index (DJSI)
- ▶ FTSE4Good Index

About GENS

Incorporated in 1984, Genting Singapore Limited (“Genting Singapore” or “Company”) was converted into a public limited company on 20 March 1987 and listed on the Main Board of the Singapore Exchange Securities Trading Limited on 12 December 2005. Genting Singapore is a Singapore registered entity and constituent stock of the Straits Times Index and MSCI Singapore Index. The Company is one of the largest companies in Singapore by market capitalisation.

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

► About RWS

Resorts World Sentosa (RWS), Asia’s premium lifestyle destination resort, is located on Singapore’s resort island of Sentosa. Spanning 49 hectares, RWS is home to world-class attractions, including Universal Studios Singapore, S.E.A. Aquarium, Dolphin Island, and Adventure Cove Waterpark. Complementing the adventure and adrenaline of its theme parks and attractions are seven unique luxury hotels, the world-class Resorts World Convention Centre, and a casino. RWS offers award-winning dining experiences and exciting cuisines from around the world across its many renowned celebrity chef restaurants, establishing itself as a key player in Singapore’s vibrant and diverse dining scene and a leading gourmet destination in Asia for epicureans. The integrated resort also offers world-class entertainment, from concerts to public shows. RWS has been named “Best Integrated Resort”

since 2011 for 10 consecutive years at the TTG Travel Awards, which recognises the best of Asia-Pacific’s travel industry. RWS is wholly owned by [Genting Singapore](#), a company of the Genting Group.

RWS is the first destination in the world to be:

- Certified according to the Global Sustainable Tourism Council (GSTC) Destination Criteria and achieving certification of hotels within its jurisdiction according to the GSTC Industry Criteria for Hotels
- Certified according to the Events Industry Council’s 2022 Sustainable Events Standards Platinum for Venue

These accomplishments serve as credible evidence that RWS takes a holistic and systematic approach to sustainability and cements its commitment to continuous improvement in its operations.

Corporate Mission

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

Sustainability Vision

To be a global leader in sustainable tourism

Sustainability Mission

To achieve carbon neutrality by 2030 and create positive socioeconomic impact



Tan Hee Teck
Genting Singapore
Chief Executive Officer



Message from Our CEO

“Purposeful action and meaningful impact are the heart of our sustainability efforts. Guided by our sustainability framework – LEAD, we deliver measurable and lasting impact through purposeful action. In our journey to be a global leader in sustainable tourism, these are the values that matter to us and which we root ourselves in.”

The tourism scene in Singapore faces a slower recovery amid global economic downturns, geopolitical tensions, and the extreme weather events brought about by climate change. In response, we’ve taken proactive steps in our asset renewals and the RWS 2.0 transformation project to prepare for these challenges. We remain steadfast in our commitment to champion sustainable and responsible travel, leading the way in sustainable tourism.

Championing Sustainable Tourism

For three consecutive years since 2021, we have remained certified against the Global Sustainable Tourism Council (GSTC) Criteria for Destinations, GSTC Criteria for Hotels, and the Events Industry Council (EIC) Platinum Sustainable Events Standard. This year, we proudly received the M&C Asia Stella Award 2024 for Best Sustainability Initiative (Hotel) and the Company of Good at 3 Hearts recognition by the National Volunteer Philanthropy Committee for our contributions to the community. Additionally, GENS was also included in FTSE4Good Index for the first time and received a score of “AA” for MSCI’s ESG Rating for the first time as we strengthened our sustainability management practices.

Sustainable tourism advocacy remains a priority, and we are honoured to have hosted the GSTC conference at RWS Equarius Hotel, Singapore’s first hotel to achieve the WELL Certification at the Gold level. This marked the first GSTC Conference held in Singapore, welcoming over 500 delegates across 55 countries, including policymakers, government agencies, and industry leaders, to share best practices in sustainable tourism.

We also curated exclusive behind-the-scenes RWS Sustainability Tours, offering a first-hand look at how sustainability is embedded into our daily operations.

Advancing Decarbonisation

Through ongoing infrastructure upgrades and performance optimisations, we have improved our operational efficiency and reduced emissions. Despite increased visitor arrivals in 2024, we achieved a 28% reduction in carbon emissions intensity against our 2015 baseline. Renewable energy remains a core strategy of our decarbonisation efforts. Our 12 solar panel sites, fully operational in 2024, have doubled our solar energy generation compared to 2023. We will continue expanding our renewable exergy network using new rooftop spaces from RWS 2.0’s expansion.

Building performance is critical to our emissions reduction goals, and we have made significant headway in upgrading our infrastructure. Hotel Ora earned the Building and Construction Authority’s (BCA) Green Mark Platinum Super Low Energy certification in 2024, becoming one of the few hotels in Singapore to achieve this exemplary rating. As BCA’s Green Mark criteria tighten, we are actively refurbishing our older buildings and designing new buildings to meet these stringent requirements. Our new builds in RWS 2.0 will have a minimised carbon footprint, aiming for the BCA Green Mark Platinum certification through energy-efficient cooling systems and sustainable building materials.

Riding the Waves of Change, Fostering Positive Impact

As an organisation, we believe in creating meaningful and lasting impact beyond our doors by uplifting the local communities through our four pillars of giving: Food Security, Education, Climate Change, and Supporting Local Enterprises.

This year, we brought back our RWS Cares Day, with over 300 team members volunteering to assist 60 households around Jalan Kukoh. Together, we spent a day improving the wellbeing of disadvantaged seniors through tasks like house cleaning and painting.

In 2024, we reached a milestone of over 470,000 community service hours since 2010 and contributed a total of \$1,000,086 in donations and in-kind support. With new partnerships on the horizon, we look forward to further amplifying our impact and inspiring community support within and beyond our organisation.

As an advocate of sustainability, we believe in advancing our goals with like-minded partners. 2024 saw the S.E.A. Aquarium partner with the Earth Observatory of Singapore at Nanyang Technological University (NTU-EOS) to showcase NTU-EOS’ research on coral reef and mangrove conservation, and climate change mitigation. As we prepare for the launch of the Singapore Oceanarium and Research and Learning Centre, we are excited to continue our collaboration with NTU-EOS and forge a new partnership with the Hong Kong University of Science and Technology (HKUST) to further climate change and marine conservation research.

Writing The Next Chapter

We also broke ground for RWS 2.0 this year, marking the start of our most ambitious expansion. 2025 will witness exciting new offerings, including the Zero Energy Building-certified Illumination’s Minion Land at Universal Studios Singapore, Singapore Oceanarium and Research and Learning Centre championing marine biodiversity conservation and research, and a refreshed suite of F&B and lifestyle establishments at the Forum. We also introduced various green building initiatives for the Waterfront Lifestyle Development, incorporating passive design strategies, low-carbon concrete, biophilic designs, and energy-efficient smart hotel rooms.

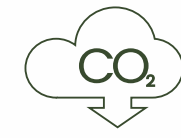
Even as we embark on the ambitious expansion, sustainability will remain embedded in all facets of our business. To reinforce this, we are introducing our new sustainability framework, “LEAD”, guided by the ethos “Acting with purpose, delivering with impact”. More than just a strategy, this framework will steer our sustainability strategy moving forward and serve as the foundation for setting the standard in sustainable tourism, exemplifying how sustainability can shape the future of travel.

As we look ahead, we are optimistic about our business outlook as we ready ourselves for an evolving travel industry. These new developments represent not just a new chapter for our business, but also for our sustainability journey. We extend our heartfelt gratitude to all our valued stakeholders for their continued support as we move forward toward a future where GENS leads the way in sustainable tourism, innovation, and positive impact.

Key Highlights

Lower Emissions

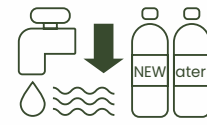
28%
reduction in carbon emission intensity¹



50%
alternative water sources



45%
reduction in municipal water withdrawal intensity¹



35%
reduction in waste-to-landfill intensity¹



BCA Green Mark 2021

Hotel Ora – Platinum Super Low Energy

Equarius Hotel – Platinum

Illumination's Minion Land – Platinum Zero Energy



¹ Intensity is measured against our Gross Floor Area (GFA) and is benchmarked against our 2015 baseline.

Enhance Wellbeing

0 reported
incidents of discrimination, labour grievances, and human rights violations



44.8 hours
of training per team member on average.



HR Asia Award

Awarded Best Companies to Work for in Asia and the Happiest Workplace Certification



Fire Safety Excellence Award 2024

attained for all our 6 hotels



ISO45001

accreditation achieved for the resort across 12 major business units and departments



Amplify Impact

\$1,000,086
contributions
in cash and in-kind donations



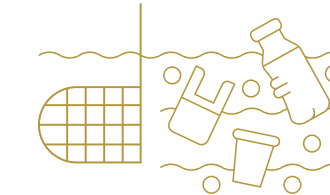
476,398 volunteer hours
since 2010, with 20 new volunteer events compared to 2023



3 Heritage Trees
Bhesa robusta, *Garcinia celebica*, and the newly included *Alstonia angustiloba*



1,045kg
of marine debris collected across 8 cleanups this year

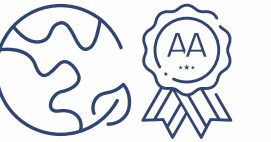


49 biodiversity surveys
conducted under the RWS-NUS Living Laboratory research partnership



Deepen Governance

AA Rating
for MSCI ESG Index



FTSE4Good Index
included for the first time



Code of Ethics and Business Conduct
published



#1 RG Check
Accreditation score worldwide



100% RG Training
for casino team members



PMLTFPF Training
New enhanced training for Casino Team Members



Awards and Accolades

Awards

 **M&C Asia Stella Awards 2024**
Best Sustainability Initiative (Hotel)


 **NVPC Company of Good**
3 Hearts

 **ASEAN Green Hotel Award 2023-2024**


 **Employee Experience Awards 2024**
Best Skilling Strategy Bronze

 **Total Defence (TD) Advocate Awards 2024**

 **TTG Travel Awards 2024**
Best Integrated Resort

 **HR Asia**
Best Companies To Work For In Asia 2024

 **National Fire and Emergency Preparedness Council (NFEC)**
Fire Safety Excellence Award 2024

 **SINGAPORE FOOD AGENCY**
Farm-to-Table Recognition Programme (Highest Tier)


 **MICE Sustainability Certification**
Venue: Gold - SACEOS

Certifications

 **GSTC, CERTIFIED TO BOTH GSTC-D AND GSTC-H**
1st in the world
Since 2021

 **Vireo**
Certification of Sustainability

 **EVENTS INDUSTRY COUNCIL 2023/4 SUSTAINABLE EVENTS STANDARDS (PLATINUM)**
1st in the world
Since 2022

 **WELL CERTIFICATION AT THE GOLD LEVEL**
Equarius Hotel

 **WELL HEALTH-SAFETY RATING**

- Universal Studios Singapore
- S.E.A. Aquarium
- Adventure Cove Waterpark
- Resorts World Convention Centre
- Hotel Michael
- Crockfords Tower
- Hotel Ora
- Equarius Hotel
- Equarius Villas

 **BCA GREEN MARK CERTIFIED BUILDINGS**

Platinum Zero Energy	Platinum
• Pandan Gardens	• Resorts World Convention Centre
• Illumination's Minion Land	• Equarius Hotel
GoldPlus	• Universal Studios Singapore
• Equarius Villas	• Genting Hotel Jurong
• Crockfords Tower	Platinum Super Low Energy
• Hotel Michael	• Hotel Ora

 **BizSAFE Star Certified**

 **PROGRESSIVE WAGE MARK**

ACCREDITATIONS AND CERTIFICATIONS

- RG Check Accredited
- Association of Zoos & Aquariums (AZA) Accredited
- Institutional Animal Care and Use Committee (IACUC) certification for Research
- Bloomberg Gender Equality Score² as of 2022: 7.61, with 10 being the best score

Leadership Engagement

- Founding Member, Sentosa Carbon Neutral Network (SCNN)
- Co-Chair, Hotel Sustainability Committee (HSC) by Singapore Hotel Association (SHA)
- Member, MICE Sustainability Sub-Committee by Singapore Association of Convention & Exhibition Organisers & Suppliers (SACEOS)

Memberships

- Member, Global Sustainable Tourism Council (GSTC)
- Member, World Association of Zoos and Aquariums (WAZA)
- Member, Southeast Asian Zoos and Aquariums Association (SEAZA)
- Member, Association of Zoos & Aquariums (AZA)

Note: Most of the awards and accolades stated were awarded to RWS.

² Discontinued from 21 October 2024

Sustainability Strategy

- Sustainability Governance
- Stakeholder Interest and Engagement
- Materiality Assessment
- Sustainability Framework
- 2030 Sustainability Master Plan
- Performance Tracking Table



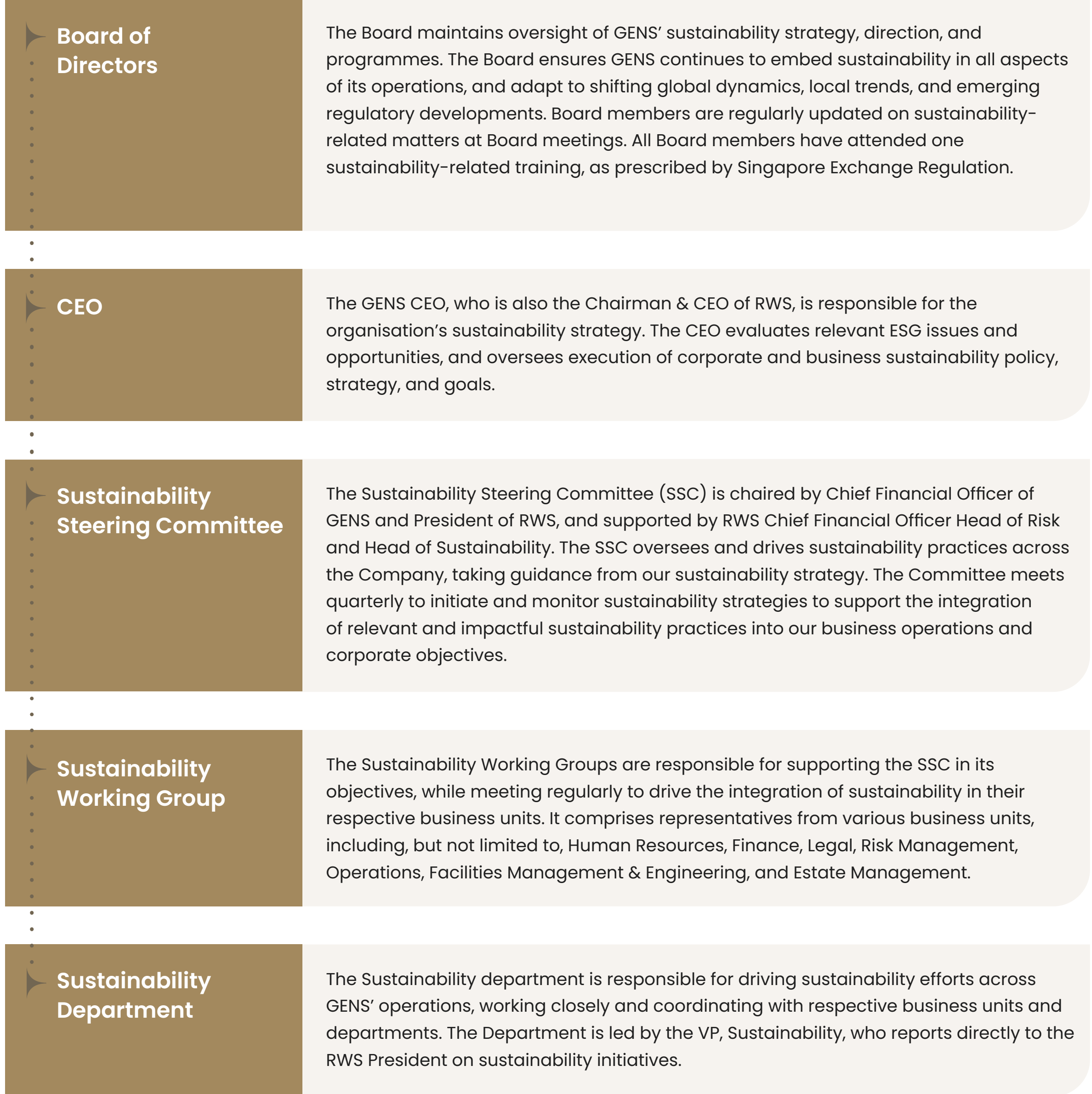
Sustainability Governance

Board Statement

As we begin our journey to align ourselves and adopt the International Sustainability Standard Board’s (ISSB) sustainability and climate disclosure standards, we have delegated specific roles and responsibilities to our Board Committees, ensuring that the management of our sustainability strategy is holistic and leverages on adequate expertise. We further embedded sustainability into our highest governance positions by developing Terms of Reference for our Board and Board Committees as recommended by the ISSB and SGX. Guided by our Sustainability Master Plan 2030, the Board has the overall responsibility to ensure that our sustainability strategy remains relevant to our business. The Board also oversees and determines our material sustainability matters, ensuring that our business remains up to date with the sustainability and tourism landscape.

Governance Structure

The flowchart outlines GENS’ sustainability governance structure. The Board of Directors has full oversight of our sustainability strategy, as defined in the Board Terms of Reference on Sustainability. Supporting the Board are Board committees—the Audit & Risk Committee, Remuneration Committee, and Nominating Committee—each with distinct roles defined in their respective Terms of Reference. In 2024, to prepare for future alignment with ISSB reporting requirements, the Terms of Reference were further updated to reflect the directors’ roles and responsibilities in overseeing the organisation’s sustainability and climate-related risks and opportunities. Additionally, we further enhanced the Sustainability Steering Committee to include the Head of Risk Management and Chief Financial Officer, strengthening oversight of relevant sustainability and climate-related risks, opportunities, and financial responsibilities. For more information about our corporate governance, including the roles and responsibilities of our Board of Directors and the Board Committees, please refer to our [Annual Report](#).



Stakeholder Interest and Engagement

Gathering feedback and expertise from our stakeholders is fundamental to our business and decision-making processes, driving industry collaborations, strategic decisions, and enhancing reporting disclosures. Through a comprehensive stakeholder mapping exercise, we have identified key individuals and groups with significant influence and interest in our operations. Engaging in dialogues, surveys, conferences, and meetings, we strive to understand their interests and concerns while actively seeking ways to align expectations. The valuable insights gained from these engagements play a pivotal role in shaping both our sustainability management approach and the preparation of this Report, ensuring that our business activities provide lasting value while maintaining our social license to operate.

Stakeholders	Key Concerns	Mode of Engagement	Response
Guests	<ul style="list-style-type: none"> • Visiting experience and quality • Value • Sustainable tourism offerings • Environmentally-friendly resort practices 	<ul style="list-style-type: none"> • Surveys • Guest feedback channels 	<ul style="list-style-type: none"> • Upholding high standards of service offerings in the resort • Providing timely responses to customer feedback and maintaining high net promoter scores • Developing new sustainable tourism offerings, such as Singapore Oceanarium and the Zero Energy Building-certified Illumination's Minion Land at Universal Studios Singapore • Driving sustainability advocacy, such as the Children's Biodiversity Library by S.E.A. Aquarium
Team Members	<ul style="list-style-type: none"> • Job security • Fair remuneration • Professional development, career growth, and progression • Workplace safety and wellbeing • Diversity and inclusion 	<ul style="list-style-type: none"> • Induction programme for new employees • Regular training and workshops • Annual townhalls 	<ul style="list-style-type: none"> • Promote a safe, inclusive, and equitable work environment • Maintain close partnerships with government agencies, unions, and Institutes of Higher Learning to stay relevant with the latest workforce development trends • Aligned to the Ministry of Manpower's Progressive Wage Mark Model • Upskilling and development of team members for RWS 2.0 and launching of the e-learning platform • Established the Management Associates Programme to prepare incoming graduates for managerial positions • Conducted employee pulse feedback sessions during townhall • Implemented the Employee Wellbeing Framework
Government, Regulators, and Trade Unions	<ul style="list-style-type: none"> • Compliance with relevant laws and regulations • Achieving common goals and synergies • Alignment with national ambitions under the Singapore Green Plan 2030 	<ul style="list-style-type: none"> • Partnerships • Industry forums, summits, and workshops • On-site visits • Meetings and dialogues 	<ul style="list-style-type: none"> • Proactive engagement with government agencies • Developing policies, procedures, and practices to ensure regulatory compliance • Committed to high standards and transparency of corporate governance • Increasing transparency of sustainability performance and reporting

Stakeholders	Key Concerns	Mode of Engagement	Response
<p>Investors</p>	<ul style="list-style-type: none"> • Growth prospects of the business • Operational efficiency • Sustainable shareholder value • Transparency on disclosures • Alignment with ESG standards and corporate governance 	<ul style="list-style-type: none"> • Annual General Meeting • Annual Report • Annual Sustainability Report • Half-yearly announcement of financial results • Corporate announcements on SGXNET 	<ul style="list-style-type: none"> • Embedding sustainability into business strategies to create long-term value for shareholders • Providing timely and transparent disclosures on sustainability and financial performance • Maintaining robust Board oversight of business and sustainability strategies and management of business sustainability impacts
<p>Local Community and NGOs</p>	<ul style="list-style-type: none"> • Operate as an ethical, compliant, and responsible organisation • Aligned with global and national expectations of a sustainable corporation • Encourage responsible gaming • Engage with and create positive value for local communities • Promote sustainability and climate action 	<ul style="list-style-type: none"> • Community programmes • Regular engagement with charity organisations • Responsible Gaming Programme • Volunteering opportunities for team members with charities and community programmes • Philanthropic donations 	<ul style="list-style-type: none"> • Manage Game Play (MGP) Programme • Corporate Social Responsibility (CSR) framework with a focus on four pillars of food security, education, climate change, and supporting local enterprises • Partnered with educational institutions and charity organisations • Raising awareness of RWS' sustainability efforts through increased communications of our sustainability initiatives
<p>Suppliers</p>	<ul style="list-style-type: none"> • Ethical business practices • Supplier Code of Conduct compliance • Responsible and local sourcing • Diverse supply chain • Labour and Human Rights • Occupational Health and Safety 	<ul style="list-style-type: none"> • Active Supplier Engagement • Supplier Code of Conduct • Sustainable Procurement Policy and Guidelines 	<ul style="list-style-type: none"> • Work with suppliers to provide alternative options • Developing suppliers' ESG capabilities • Establish and raise standards through Sustainable Procurement Policy and Sourcing Guidelines • Prioritise local businesses with a focus on small and medium-sized enterprises (SMEs) and social enterprises, where feasible
<p>Tenants</p>	<ul style="list-style-type: none"> • Guest footfall • Marketing • National or precinct sustainability requirements 	<ul style="list-style-type: none"> • Regular engagement with tenants 	<ul style="list-style-type: none"> • Ensure support for sustainability-related requirements such as food waste and waste segregation points • Provide clear Recommended Green Lease guidelines

Materiality Assessment

We adapt to evolving sustainability regulations and tourism trends to keep our resort offerings relevant while upholding responsible operations. Staying attuned to these developments allows us to continue creating meaningful experiences for our stakeholders.

The travel sector is rapidly evolving, with traditional tourism giving way to one with a greater focus on sustainability, inclusivity, and wellness. Evaluating how sustainability is increasingly emphasised in the tourism industry and how we impact them, also known as impact materiality, enables us to fully understand our position and adapt proactively to these shifts. To stay aligned with these changes, we conduct a materiality assessment at least once every three years and closely monitor key sustainability issues in the interim. Our latest impact materiality assessment, completed in late 2023 with the help of external consultants, involved an in-depth landscape study and a stakeholder survey. Through this exercise, shortlisted sustainability topics were reviewed and analysed prior to engaging with stakeholders for validation. The results of this engagement were subsequently collated and analysed, and sought our senior management's and Board's approval on the relevance and importance of these topics. For more details, please refer to the [GENS Sustainability Report 2023](#).

Our material topics are classified into three categories based on their significance to our business and stakeholders:

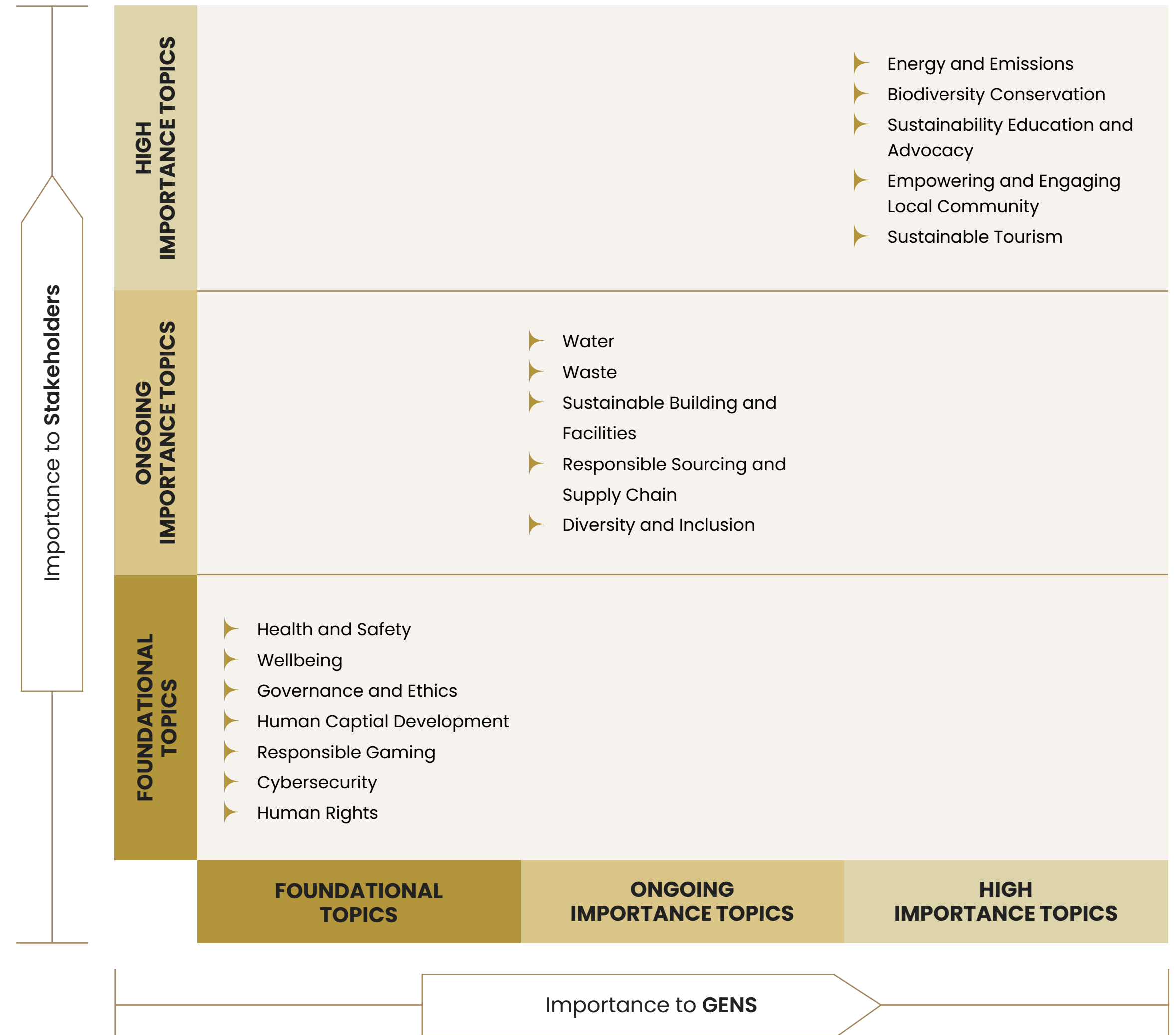
1. High Importance Topics – Topics that are most critical for both our business and stakeholders, driving our strategic decisions and long-term sustainability goals.

2. Ongoing Importance Topics – Topics that consistently contribute to the sustainable growth and development of our business, playing a key role in our operations.

3. Foundational Topics – These represent the core principles on which our business operates safely and responsibly, ensuring we always meet our obligations.


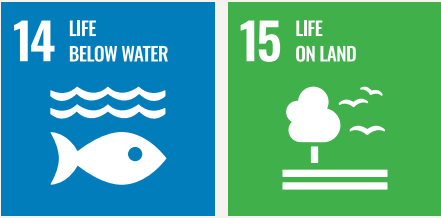
In last year's materiality assessment, we identified two emerging topics, Human Rights and Cybersecurity, gaining prominence across our value chain. This year, we have included these to the "Foundational Topics" category, as we recognise that they are essential in supporting responsible operations and ensuring that they maintain a priority within our business framework. Building on our current assessment of our material topics, we will continue to make progress in our disclosures in alignment with the ISSB sustainability disclosure standards. We will assess synergising the financial and impact materiality of our material topics, obtaining a holistic view of their impacts on our organisation and how we can better manage them.

2024 Material Topics


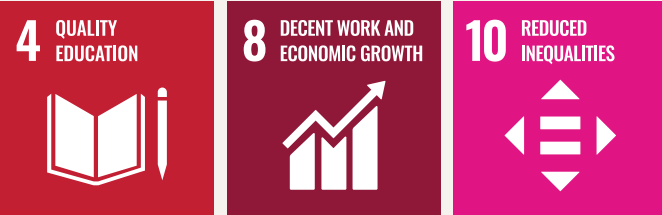



Material Topics

17 material sustainability topics form the focus of our sustainability strategy. The table below details our high importance material topics, how we impact them and how we are impacted, and our management approach.

High Importance Material Topics	Business Impact	Our Response
<p>Energy and Emissions</p> 	<p>Effective climate action requires rapid decarbonisation, especially in the energy sector.</p> <p>Impact to: Our business and operations are energy intensive, representing our primary source of greenhouse gas emissions.</p> <p>Impact by: The carbon pricing scheme in Singapore is set to escalate in the future years. However, as low-carbon technology advances and renewable energy sources expand, there presents an opportunity for us to decarbonise our grid, reducing our exposure to carbon pricing.</p>	<p>We aim to reduce our emissions intensity by 30%³ by 2030, as laid out in our 2030 Sustainability Master Plan. We are on track to meet this target through our decarbonisation strategy:</p> <ul style="list-style-type: none"> • Energy efficiency initiatives • On-site renewable energy installation • Green energy procurement <p>For more details about our decarbonisation initiatives, please visit our Energy and Emissions chapter.</p>
<p>Biodiversity Conservation</p> 	<p>A healthy level of biodiversity is the cornerstone of maintaining the integrity of ecosystems. Strong conservation efforts are required to prevent the collapse of ecosystems.</p> <p>Impact to: Biodiversity conservation is a key aspect of our business. Our integrated resort is home to a 2.9-hectare protected coastal forest, supporting a diverse array of flora and fauna. Additionally, the S.E.A. Aquarium plays a vital role in advancing marine research and conservation, positioning itself as a hub of knowledge and a resource for promoting awareness about the importance of preserving marine biodiversity.</p>	<p>Terrestrial Conservation</p> <p>We continuously monitor the biodiversity health of our coastal forest, engaging arborists regularly to assess the condition of our trees and conducting biodiversity surveys to monitor the ecosystem health of the forest. This year, we successfully nominated the <i>Alstonia angustiloba</i> from our coastal forest as a Heritage Tree, marking the third such recognition within our resort.</p> <p>Marine Conservation</p> <p>S.E.A. Aquarium remains a strong advocate for marine biodiversity conservation in the region. Building on our successful collaboration with the RWS-NUS Living Laboratory, we have expanded our partnerships with other prominent research institutions. As an educational hub, S.E.A. Aquarium is committed to raising ocean literacy and fostering conservation and climate action. In 2024, the aquarium sponsored and hosted two key conservation-focused events.</p> <p>As the S.E.A. Aquarium makes its transition into the Singapore Oceanarium, more exciting conservation projects and outreach initiatives are in the works.</p> <p>For more information about our terrestrial and marine conservation efforts, please visit our Biodiversity Conservation chapter.</p>

³ 2015 as the baseline year

High Importance Material Topics	Business Impact	Our Response
<p>Sustainability Education and Advocacy</p> 	<p>Driving sustainability within the tourism industry requires concerted efforts from both the destination and its stakeholders. Tourist destinations that effectively message about their sustainability initiatives are likely to achieve the best results, as this not only raises awareness but also encourages active participation to contribute to these efforts.</p> <p>Impact to: As one of the only few integrated resorts in Singapore, we welcome millions of guests annually. This places us in a prime position to advocate and spread awareness about the importance of sustainable tourism.</p> <p>Impact by: The journey towards achieving our sustainability goals will be greatly strengthened if stakeholders within our value chain are aware of sustainability and its importance.</p>	<p>Our sustainability education and advocacy strategies are implemented across our value chain.</p> <p>Public – With our capacity to reach out to millions of guests, we leverage on touchpoints across our resort to communicate and advocate for sustainability in their travel and daily lives.</p> <p>Suppliers – Our decarbonisation effort extends to our suppliers as we minimise the footprint of our value chain. Through supplier engagement sessions, we engage our suppliers in capacity building sessions, supporting them through their sustainability journey.</p> <p>Employees – We foster a culture of sustainability awareness in our team members, embedding them in their daily operations as they take matters in their own hands to improve their processes, further advancing our sustainability efforts.</p> <p>Tenants – As our resort expands and our tenant footprint grows, we curated green lease guidelines and waste management workshops, ensuring that our sustainability practices are upheld across our resort.</p> <p>For more details about our advocacy strategy, please visit our Sustainability Education and Advocacy chapter.</p>
<p>Empowering and Engaging Local Community</p> 	<p>Contributing back to the community, building resilient and self-sufficient livelihoods is an impact we seek to amplify beyond our doors.</p> <p>Impact to: Providing support and enhancing the wellbeing of the local community is an opportunity to improve our reputation and brand image.</p>	<p>Our community engagement strategy is done through our Corporate Social Responsibility framework, which outlines our four focus areas:</p> <ul style="list-style-type: none"> • Food Security – We believe that everyone in Singapore should have access to fresh and nutritious food, especially the underserved community. • Education – We believe in creating diverse livelihood opportunities through leveraging our knowledge and industry expertise to empower underserved individuals across all walks of life. • Climate Change – We believe in inspiring stewards of environmental change through biodiversity conservation and research, sustainability awareness and initiatives, and strategic partnerships for collaborative climate action. • Supporting Local Enterprises – We believe in catalysing vibrant socio-economic development through our operations, supporting local enterprises, and fostering inclusive growth. <p>For more information about our community engagement efforts, please visit our Empowering and Engaging Local Community chapter.</p>
<p>Sustainable Tourism</p> 	<p>The growing demand for sustainable tourism has placed increasing scrutiny on destinations, specifically on their sustainability practices and their impact on the environment.</p> <p>Impact to: Championing sustainable practices and leading as a sustainable destination gives us an opportunity to stand out within the industry.</p> <p>Impact by: Damage to our reputation and branding if we operate irresponsibly.</p>	<p>Sustainable tourism is embedded within our business, and we reflect that in every aspect of our offering. We aim to lead the way in sustainable tourism through participation in regional and precinct-level collaborations, open-industry showcase and sharing of our efforts, and certification against globally recognised standards.</p> <p>For more information on how our business embodies sustainable travel, please visit our Sustainable Tourism chapter.</p>

Sustainability Framework



Sustainability Vision

To be a global leader in sustainable tourism



Sustainability Mission

To achieve carbon neutrality by 2030 and create positive socioeconomic impact

Ethos

Driven to LEAD

Acting with Purpose, Delivering with Impact

Lower Emissions

Resource Stewardship

Responsible Value Chain

Collaborating for Innovation

- Energy and Emissions
- Water
- Waste
- Sustainable Building and Facilities
- Responsible Sourcing and Supply Chain



Enhance Wellbeing

Care & Respect for All

Nurturing Growth

Equal Opportunities

- Diversity and Inclusion
- Wellbeing
- Human Capital Development
- Health and Safety



Amplify Impact

Uplifting Communities

Better Together

Serving with Purpose

- Empowering and Engaging Local Community
- Biodiversity Conservation
- Sustainability Education and Advocacy



Deepen Governance

Business Done Responsibly

Recognised Globally

Advocacy for Influence

- Sustainable Tourism
- Governance and Ethics
- Cybersecurity
- Human Rights
- Responsible Gaming



Core Drivers

Material Topics

2030 Sustainability Master Plan

Guided by our Sustainability Framework, the Sustainability Master Plan is a strategic blueprint that outlines our ambitious goals and represents the next bound in our journey to achieve carbon neutrality by 2030 and create positive socio-economic impact.

Decarbonisation

- Reduce carbon emission intensity by 30%⁴
- Reduce intensities of energy consumption and municipal water withdrawal by 30%, and operational waste-to-landfill by 50%⁵
- Quadruple renewable energy and procure from low-carbon sources
- Collaborate on precinct-level decarbonisation solutions
- Institute-industry research and collaboration on sustainability and climate resilience
- Supply chain engagement and ESG programmes for key suppliers
- Responsible sourcing for material categories

Greening Infrastructure and Transport

- Green 75% of buildings⁶
- Integrate sustainability principles and innovation into RWS 2.0 expansion build
- Achieve 100% electric transportation
- Quadruple EV charging stations

Nurture Future-Ready Workforce

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

Inclusive Community and Industry

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

Preserving Nature

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

Responsible Business Practices

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

Conscious Consumption

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



^{4,5} 2015 as the baseline year.

⁶ By GENS Gross Floor Area (GFA)

Performance Tracking Table

Category	2030 Goal	2024 Performance	Status
Lower Emissions			
Decarbonisation	Reduce carbon emission intensity by 30% ⁷	28% reduction in carbon emission intensity	ON TRACK
		26% reduction in purchased electricity consumption intensity	ON TRACK
		District Cooling Plant (DCP) 2.0 completed	ON TRACK
	Reduce intensities of energy consumption and municipal water withdrawal by 30%, and operational waste-to-landfill by 50% ⁸	35% reduction in operational waste-to-landfill intensity	ON TRACK
		45% reduction in potable and NEWater withdrawal intensity	ON TRACK
		24% reduction in energy ⁹ usage intensity	ON TRACK
	Quadruple renewable energy and procure from low-carbon sources	All 12 new solar panel sites are now fully operational	ON TRACK
	Collaborate on precinct-level decarbonisation solutions	Participated in SCNN sustainability RISE Showcase	ON TRACK
		Partnered with Sentosa Development Corporation (SDC) and LearningHub in the 1-Step training scheme to upskill workers across Sentosa Island on various topics including sustainability	ON TRACK
		Completed precinct-level renewable energy stocktake ¹⁰	ON TRACK
	Institute-industry research and collaboration on sustainability and climate resilience	S.E.A. Aquarium and NTU-EOS signed an MOU, forging a new marine research partnership	IN PROGRESS
	Supply chain engagement and ESG programmes for key suppliers	Incorporation of TAFEP Recommendations for Extended Workforce Contracts	IN PROGRESS
		Partnered with UNGCNS and UNGC SPARK! Programme to upskill our SME suppliers on tailored sustainability courses and networking opportunities	IN PROGRESS
	Responsible sourcing for material categories	Maintained Highest Tier for Farm-to-Table Recognition Programme for supporting local farmers	ON TRACK
Increased sustainable sourcing (e.g. 100% elimination of secondary packaging for wet and dry amenities)		ON TRACK	
Greening Infrastructure and Transport	Green 75% of buildings	Achieved Green Mark status for 61% of GENS buildings by GFA	ON TRACK
		Equarius Hotel was re-certified to BCA Green Mark 2021 Platinum status	ON TRACK
		Hotel Ora has earned the BCA Green Mark 2021 Platinum Super Low Energy Building certification	ON TRACK
		Illumination's Minion Land was certified as a Green Mark Platinum Zero Energy Building	ON TRACK
	Integrate sustainability principles and innovation into RWS 2.0 expansion build	Committed to Green Mark Platinum and SLE requirements for RWS 2.0 redevelopments	IN PROGRESS
	The Research and Learning Centre is on track to be certified as Green Mark Platinum Zero Energy Building	IN PROGRESS	

⁷ 2015 as the baseline year

⁸ Excludes construction waste

⁹ Energy is measured in gigajoules (GJ), and includes sources from electricity, fuel, and refrigerant

¹⁰ [Solar pavements' to be installed in Sentosa amid decarbonisation push | The Straits Times](#)

ON TRACK Target is set to be met with current planning trajectory

IN PROGRESS Additional efforts are currently in plan to ensure meeting of target

Category	2030 Goal	2024 Performance	Status	
	Achieve 100% electric transportation	Piloted a fully electric Autonomous Vehicle (AV) for guests and staff along the RWS hotel stretch	IN PROGRESS	
		Added 10 new battery-powered buggies, achieving 96.7% electric buggies	ON TRACK	
		A total of 28 hybrid MPVs in our limousine fleet	ON TRACK	
	Quadruple EV charging stations	A total of 15 EV chargers and 8 sharing lots, with plans for further installation for RWS 2.0	ON TRACK	
Enhance Wellbeing				
Nurture Future Ready Workforce	Adopt sustainable human resources management where we advance and promote equity, wellness, and development	Progressive Wage Model Mark successfully renewed	ON TRACK	
		Published our Human Rights Policy and Corporate Statement	ON TRACK	
		84.8% engagement rate for aRWSome Club events	ON TRACK	
		Achieved “Best Companies to Work for in Asia” and “Happiest Workplace Certification” by HR Asia Award	ON TRACK	
		Fire Safety Excellence Award 2024 attained for all our 6 hotels	ON TRACK	
	Nurture future ready, environmentally, and socially conscious workforce	New Learning Platforms for our team members, such as H.i.T Learning and LinkedIn Learning	ON TRACK	
		Engaged in the Workforce Singapore’s Career Conversion Programme (CCP) for Hospitality and Accounting roles	ON TRACK	
		Awarded the ITE Certified On-the-Job Training (OJT) Centre Champion status	ON TRACK	
	Amplify Impact			
Inclusive Community and Industry	Exceed 500,000 in cumulative volunteer hours to positively impact the community	476,398 cumulative volunteer hours from 2010 to 2024	ON TRACK	
		\$1,000,086 in monetary and in-kind donations for our CSR events	ON TRACK	
		Established the GENS Giving Guidelines to provide a clear framework and enhance our CSR approach	ON TRACK	
	Develop long-term partnerships to engage and empower the community and to promote sustainability advocacy and education	Contributed to food packing and committed \$300,000 over 3 years to the Food from the Heart initiative		ON TRACK
	Drive behaviour change through education, outreach, and immersive public programmes	Commenced workshops at the Children’s Biodiversity Library by S.E.A. Aquarium at Singapore’s Central Public Library		ON TRACK
		Conducted sustainability tours for visitors of our resort		ON TRACK
		Committed to an MOU with NTUC LearningHub to support and co-develop relevant courses aligned with the GSTC criteria		ON TRACK
		S.E.A. Aquarium partnered with students from educational institutions like SOTA and SMU on various projects		ON TRACK
		Launched the Educators Connect Session as a platform for outreach to schools to spread awareness of marine conservation		ON TRACK
	Support local businesses with more than 90% biddable spend	Over 80% of suppliers engaged are local suppliers		ON TRACK
		Recognised as “Highest Tier” on the Singapore Food Agency (SFA) Farm-to-Table Recognition Programme		ON TRACK

Category	2030 Goal	2024 Performance	Status
Preserving Nature	Implement forest conservation management plan which includes restoration and protection of flora and fauna	Three heritage trees, including the newly awarded Common Pulai (<i>Alstonia angustiloba</i>) tree	ON TRACK
		Installed a lightning protection system (LPS) to protect large trees near Tree Top Loft	ON TRACK
	Contribute to the restoration of critically endangered marine species within protected areas in the region to conserve and enhance biodiversity	Conducted a Marine Immersion and Wellness Study	IN PROGRESS
		Participated in outreach events at Asian Dive Expo 2024, Blu Water EduFest 2024, and the 5 th IUCN Workshop on Horseshoe Crabs	ON TRACK
		Partnerships with Institutes of Higher Learning such as HKUST and NTU-EOS to advance research on marine conservation and climate change	IN PROGRESS
	Leverage nature-based carbon offsets to support the protection/restoration of peatlands, mangroves, and rainforests	Conducted multiple biodiversity survey expeditions across Singapore as part of the RWS-NUS Living Laboratory collaboration	IN PROGRESS
Commenced an internal evaluation on low-carbon import and supply (mid to long-term)		IN PROGRESS	
Deepen Governance			
Responsible Business Practices	Transparency and disclosure in alignment with ESG rating standards	Included in the FTSE4Good Index for the first time	ON TRACK
		Published our Code of Ethics and Business Conduct document	ON TRACK
		Completed ISSB gap analysis and in progress to close gaps	ON TRACK
		Updated Terms of Reference for our Board of Directors, aligned with ISSB Standards	ON TRACK
		Achieved MSCI "AA" Rating	ON TRACK
	Take action on climate change risk and mitigation	Updated climate-related risks and opportunities to align with updates from ISSB; Retired "Increased expectations on disclosure and transparency" and added "Increased severe weather events" as a climate-related risk	ON TRACK
Be a leader in responsible marketing, policy, management, and programmes	Achieved the highest RG Check accreditation score worldwide for nine consecutive years	ON TRACK	
Conscious Consumption	Adopt global standards for sustainable travel and tourism	Obtained global certifications (GSTC, EIC, WELL)	ON TRACK
	Promote sustainable visitor programmes, experiences, and education	Launched our Self-guided Sustainability Tour Brochure for guests and environmental enthusiasts	ON TRACK



Lower Emissions

- Energy and Emissions
- Water
- Waste
- Sustainable Building and Facilities
- Responsible Sourcing and Supply Chain

Energy and Emissions

Our Approach

The World Resource Institute¹¹ highlighted that the energy sector, particularly from electricity, transportation, construction, and buildings, is the largest contributing sector to global emissions, accounting for up to 75%. The race to combat climate change lies in decarbonising energy generation, and GENS is committed to greening our operations, starting with electricity as our power source. By prioritising energy-related initiatives, we aim to reduce our carbon footprint while enhancing the sustainability of our operations.

Our approach centres on three core strategies:

1 Driving energy efficiency and reducing consumption

We drive energy efficiency and reduce energy consumption by maintaining and upgrading existing equipment, optimising processes, and implementing energy-efficient and decarbonisation solutions.

2 Accelerating renewable energy solutions

We are committed to expanding our adoption of renewable energy by increasing our current solar capacity across the resort and exploring alternative low-carbon energy sources to support our transition to cleaner energy.

3 Adopting innovative energy solutions

We actively partner with industry leaders to adopt cutting-edge technologies and innovations to drive decarbonisation and pilot new solutions.

FY2024 Emissions Performance

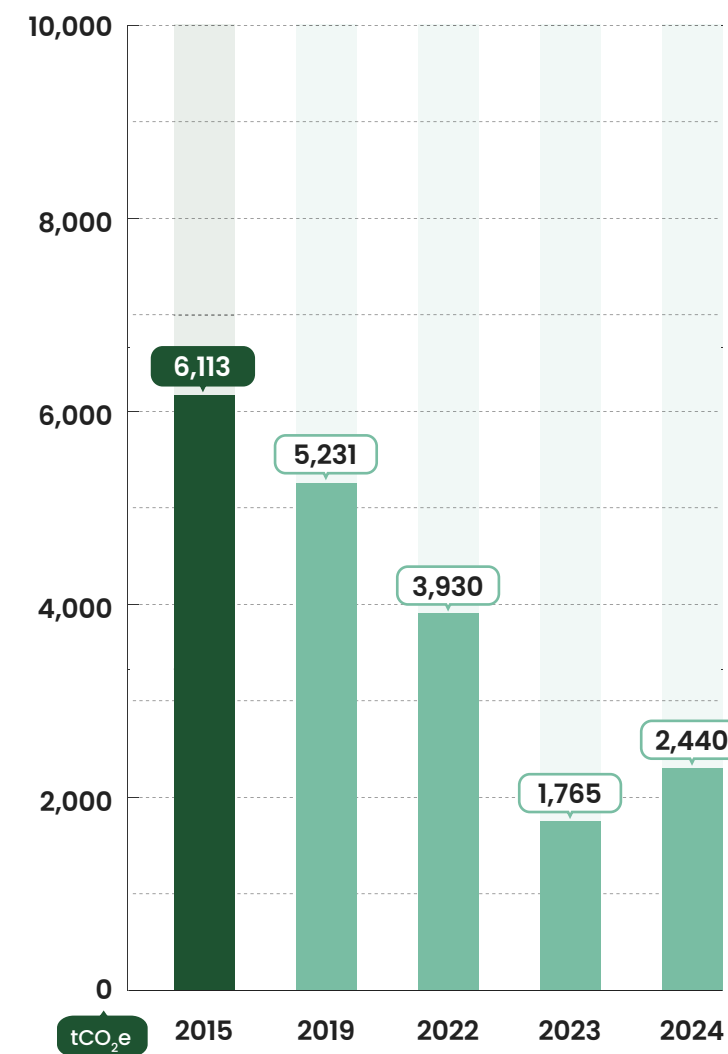
Our emissions in FY2024 for Scopes 1, 2, and selected Scope 3 categories were 2,440 tCO₂e, 71,077 tCO₂e, and 29,464 tCO₂e respectively, totalling 102,981 tCO₂e. Our Scope 1, 2, and 3 greenhouse gas emission intensity increased by 4% compared to FY2023 but remained 28% lower than our FY2015 baseline. Our Scope 3 emissions cover the following categories:

- Category 3:** Fuel- and Energy- related activities
- Category 4:** Upstream Transportation and Distribution
- Category 5:** Waste Generated in Operations
- Category 6:** Business Travel
- Category 7:** Employee Commuting
- Category 13:** Downstream Leased Assets.

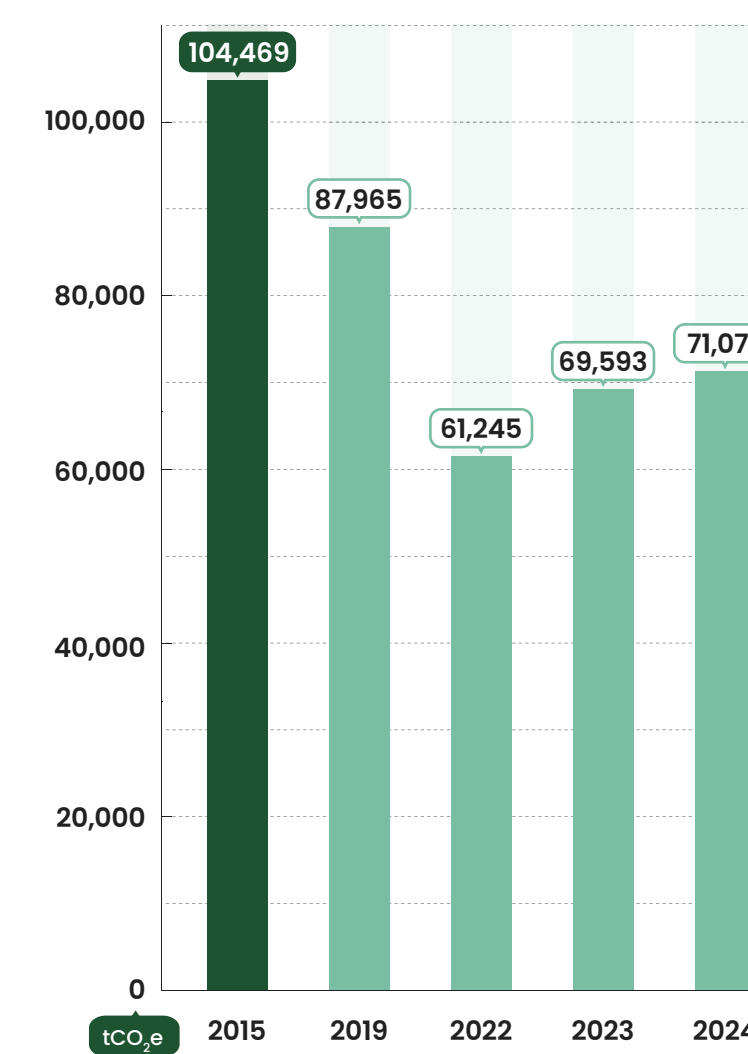
For categories 1 and 2, we are in the process of actively mapping out our value chain to better understand our emission sources and appropriate emission factors. For a more detailed breakdown of our emissions across all 3 Scopes, please refer to our [Performance Table](#) chapter.

GHG emissions

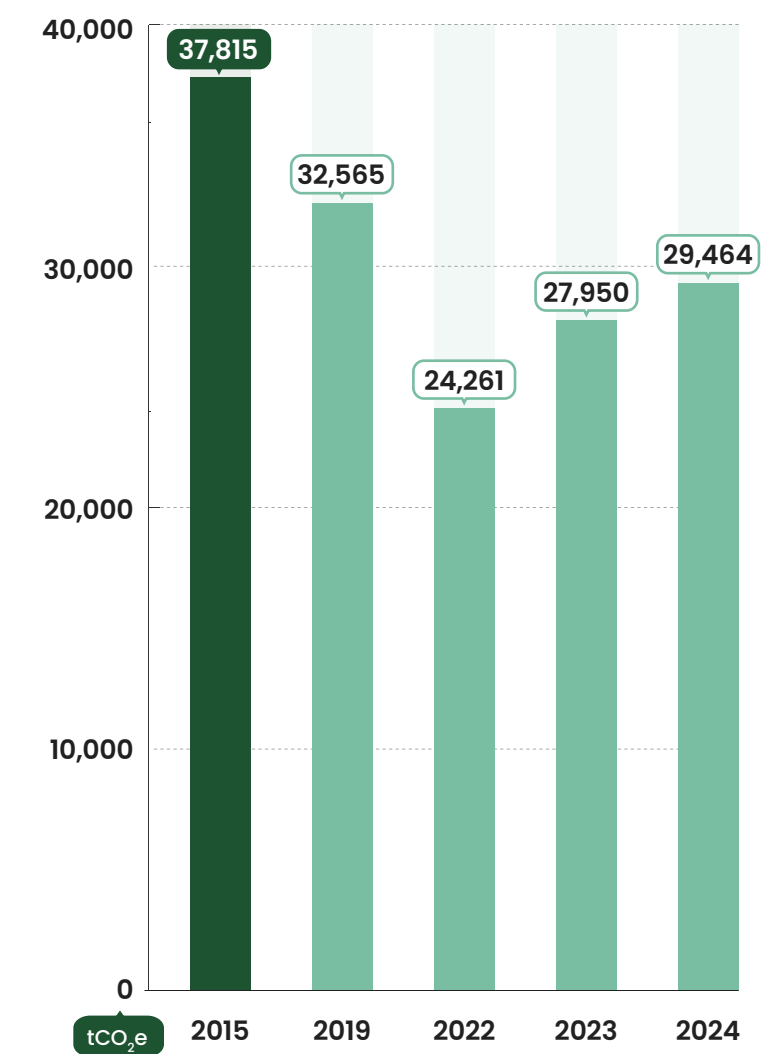
Direct (Scope 1) Emissions



Energy indirect (Scope 2) Emissions



Other indirect (Scope 3) Emissions



Our decarbonisation target is set at 30% reduction in total emission intensity across Scopes 1 to 3 by 2030 compared to our 2015 baseline.

Our FY24 Scope 1 and Scope 2 emissions increased by 38% and 2%, respectively, compared to FY2023. We had an increase in Scope 1 emissions due to higher stationary fuel usage. This can be attributed to the need for diesel generators to power our Pandan Gardens warehouse as we de-energised and disconnected from the grid to perform upgrades on our switchboards. Besides that, the increase in shows and performances at Universal Studios Singapore also required more fuel usage.

Scope 2 emissions increased due to increased electricity usage from expanded operations and construction activities for RWS 2.0. To reduce our carbon footprint, we have been implementing various initiatives across the resort, tackling cooling efficiency, building performance, and renewable energy. For more information about our initiatives, please refer to the chapters under our [Lower Emissions](#) pillar.

¹¹ 4 Charts Explain Greenhouse Gas Emissions by Sector | World Resources Institute ([wri.org](https://www.wri.org))

Our Progress

FY2024 saw a 4% year-on-year increase in purchased electricity consumption intensity primarily driven by higher guest footfall, extended operating hours at Universal Studios Singapore and Adventure Cove Waterpark, and construction activities for the RWS 2.0 expansion project. However, our current electricity consumption intensity remains 19% lower than pre-COVID levels in 2019 and 26% lower against the 2015 baseline. As the resort continues to expand, we anticipate further increases in energy consumption. To address this, we are intensifying efforts to expand renewable energy adoption, invest in energy-efficient technologies, and improve the performances of our buildings and facilities to ensure long-term sustainable growth.

Renewable Energy

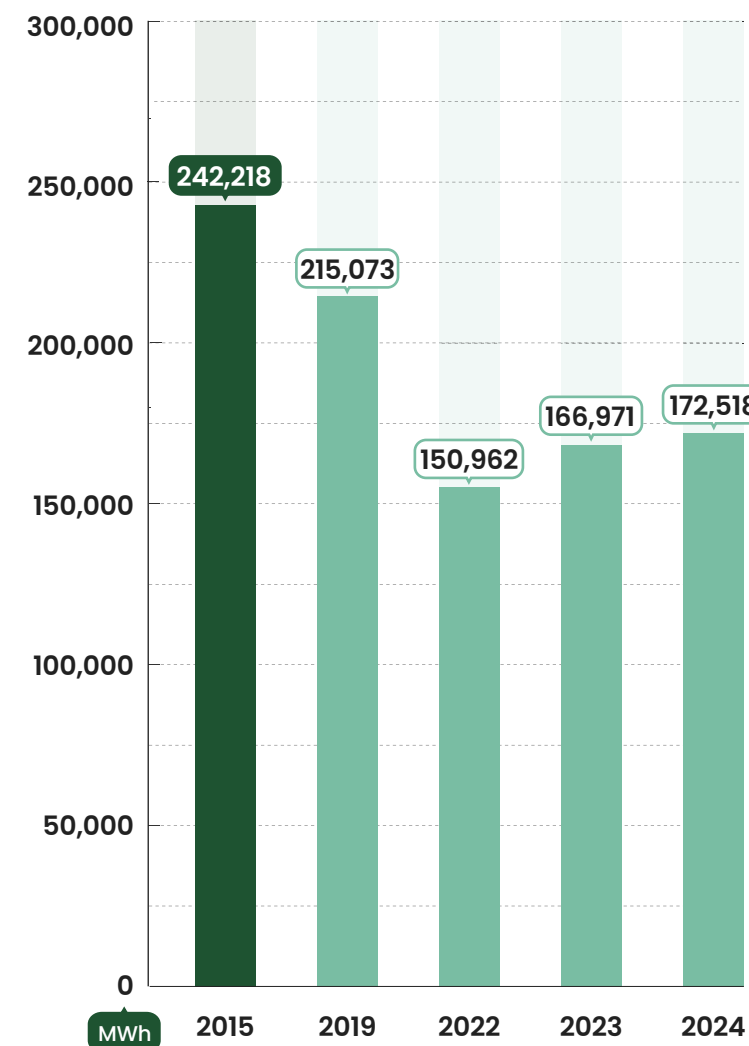
Solar network

We successfully expanded our solar energy capacity with a total of over 5,000 solar panels. In 2024, with all 12 new solar panel sites fully operational, we doubled our solar energy generation compared to 2023. As part of our RWS 2.0 expansion, we have plans underway for further installation of solar panels at the Singapore Oceanarium and Research and Learning Centre. Once the new installations are fully operational, our total solar network is expected to generate up to 3.5 GWh of energy annually, enough to power nearly 770¹² four-room HDB flats every year. To further expand our renewable network, we will be evaluating other potential solarisation options to be implemented across our properties.

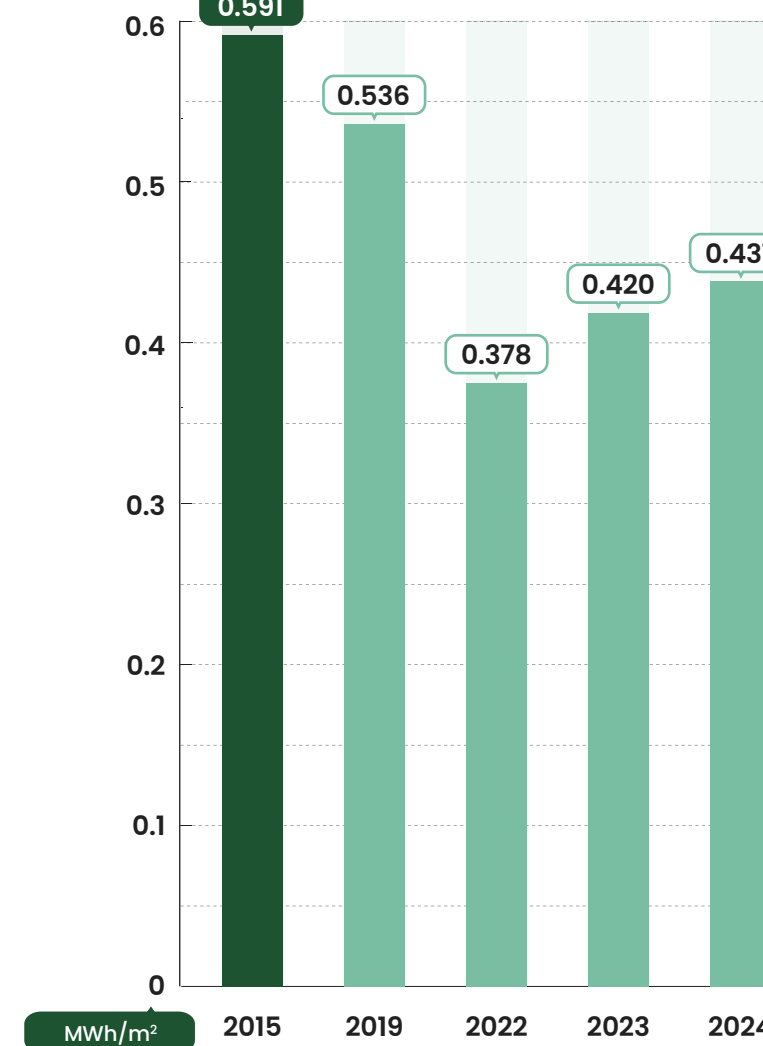


Universal Studios Singapore rooftop solar panels

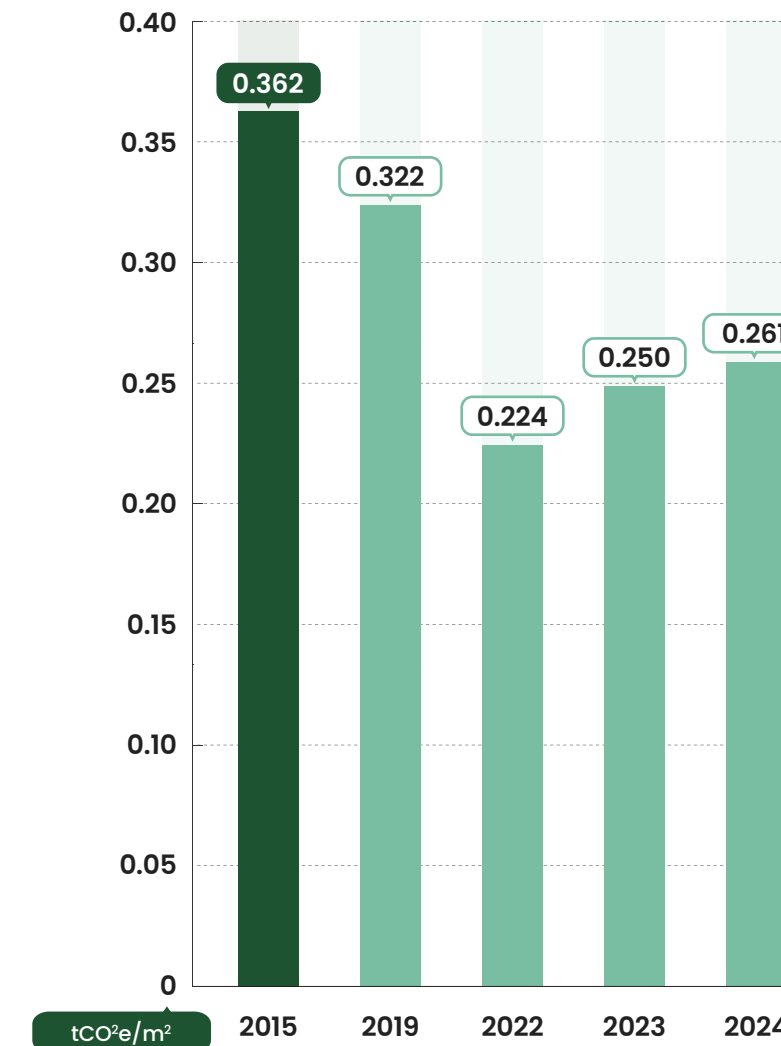
Purchased electricity consumption



Purchased electricity consumption intensity



Total GHG emissions intensity



Key Highlights

28% 

reduction in carbon emission intensity from 2015 baseline

26% 

reduction in purchased electricity consumption intensity from 2015 baseline

2x 

more solar energy generation compared to 2023

2nd DCP 

installed and operating

¹² EMA | SES Chapter 3: Energy Consumption

Green Transport

EV Buggies

In 2024, we expanded our electric buggy fleet by adding 10 new battery-powered buggies, bringing the total to 120 out of 124 and achieving a 96.7% electrification rate. Additionally, we now have a total of 28 multi-purpose vehicles (MPVs) within our hybrid limousine fleet.

Autonomous Shuttle Service

We trialled a fully electric autonomous vehicle (AV) along the RWS hotel stretch, designed to complement our existing intra-hotel shuttle service. This initiative, a collaboration with WeRide and EZ Buzz Pte. Ltd., aimed to pioneer innovative technologies that reduce environmental impact, enhance productivity, and elevate guest experience.



Mr Tan Hee Teck, CEO of GENS (third from right), and Mr Alvin Tan, Minister of State for the Ministry of Trade and Industry and Ministry of Culture, Community and Youth (fourth from right), along with his delegation, experienced the WeRide Robobus

The AV trial showcased the efficacy of AI and AV technologies in providing shuttling services on a smaller and more localised scale. Mr Alvin Tan, Minister of State for the Ministry of Trade and Industry and Ministry of Culture, Community and Youth, paid a visit to observe the AV in action and engaged in discussions with our CEO, Mr Tan Hee Teck, about potential collaborations to advance similar technologies within the transport sector. Additionally, we hosted students and lecturers from Republic Polytechnic for a viewing session to promote inspiration and idea creation on the potential of autonomous transport to transform urban living.

Following the trial, we are actively reviewing the results to determine our next steps. The Land Transport Authority (LTA) has recommended to relocate the safety driver to the back of the vehicle. Pending successful test results, the safety driver could eventually be removed entirely, with a remote operator in place. To fully realise the goal of achieving a driverless AV, we anticipate extending the trial for an additional six months. This evaluation will determine the feasibility of permanently integrating the AV into our intra-hotel shuttle fleet as we continue to explore cleaner and smarter transportation options.

District Cooling Plant

The District Cooling Plant (DCP) remains a cornerstone of our sustainability strategy, keeping our resort cool whilst maximising energy efficiency. Unlike traditional chiller systems that operate independently for each building, the DCP centralises the cooling process, enabling us to optimise energy consumption and resource use on a much larger scale.

DCP 1.0

We continue to significantly improve our DCP 1.0 cooling infrastructure by replacing half of our existing chillers with upgraded units that supply chilled water at higher energy efficiencies and with refrigerants of lower Global Warming Potential (GWP), further reducing our environmental footprint. Alongside this, we have been actively fine-tuning its auxiliary equipment¹³, boosting total plant efficiency by 6.8%. These upgrades in efficiency, manifested across 2024, have achieved an energy savings of 2.9 GWh¹⁴, equivalent to approximately 638¹⁵ 4-room HDB flats' annual energy consumption.

DCP 2.0

The installation of the second DCP (DCP 2.0) marks a major step forward in our sustainable operations. Designed to operate at 0.65 kW/RT efficiency, this state-of-the-art chiller plant integrates advanced technologies to enhance both energy and water efficiency. A standout feature of DCP 2.0 is the implementation of a water recovery system that harvests rainwater, cooling tower blowdown water, and condensate water from our air conditioners.

This system anticipates water savings of 69,000 m³ annually, reducing our intake of NEWater by 30%. Furthermore, we are establishing our Thermal Energy Storage (TES) system with a capacity of 25,000 RTh, enabling us to produce and store chilled water at night to avoid peak electricity demand and manage the cooling load efficiently, leading to estimated savings of 1.2 GWh per year.

Looking Forward

Phase 2 of DCP 2.0

Moving forward, we will be upgrading the remaining half of our chillers to accommodate our expansion plans. Our target is to further enhance the plant's efficiency through the integration of an optimiser with an advanced algorithm-based dynamic control system. Once fully operational, this innovative system is projected to generate additional energy savings of up to 2.9 GWh per year, further strengthening our sustainable resource management via energy efficiency.



DCP 2.0 situated in RWS

¹³ Auxiliary equipment refers to primary chilled water pumps, secondary chilled water pumps, condenser water pumps, and cooling towers.

¹⁴ Cooling efficiency is measured in kW/RT, with more efficient cooling plants have lower kW/RT. Using the total RTh produced by our DCP across 2024, total kWh savings can be computed.

¹⁵ [EMA | SES Chapter 3: Energy Consumption](#)

Water

Our Approach

Singapore is facing a growing water scarcity challenge, as water demand is projected to double by 2065, with the non-domestic sector accounting for two-thirds of this demand¹⁶. Recognising this, we are committed to establishing an efficient and effective water management system. We strongly focus on conserving water resources and reducing our reliance on municipal water¹⁷ sources for our resort operations. Our water conservation strategy targets two main avenues:

1 Diversity in our water sources

To reduce our reliance on potable water, we diversified our water sources to include NEWater, harvested rainwater, and Air Handling Units (AHU) condensate from our daily cooling needs. We also actively seek innovative technologies and partnerships within the industry to enhance our water conservation efforts and ensure prudent water usage.

2 Increasing efficiency and reducing usage

By exploring alternative water sources and technological upgrades, we aim to reduce our reliance on our potable water usage. Our approach includes using seawater (24%) to support our marine life, NEWater (17%) as a source of chilled water for our DCP, rainwater (8%) for our resort's landscape irrigation, and reclaiming 1% of our DCP's NEWater usage.

FY2024 Water Performance

Our FY2024 total water withdrawal volume was 2,280,575 m³, with potable water (50%) and NEWater water (17%), amounting to 67% of our water withdrawal. Compensating our municipal water sources are rainwater (8%) used for irrigation, seawater (24%) for S.E.A. Aquarium's operations, and reclaimed water (1%) consisting of condensate water to supplement our DCP and recycled water from our cooling tower blowdown.

Our water withdrawal reduction target is set around reducing our municipal water withdrawal intensity by 30% by 2030 against our 2015 baseline.

Our potable water usage remained stable across FY2023 and FY2024 despite increased operations. This was achieved by addressing leaks and water inefficiencies identified in our water network following the discoveries from our water audit. Our NEWater usage increased in FY2024 compared to FY2023 due to operationalising DCP 2.0, which uses NEWater as chilled water.

Key Highlights

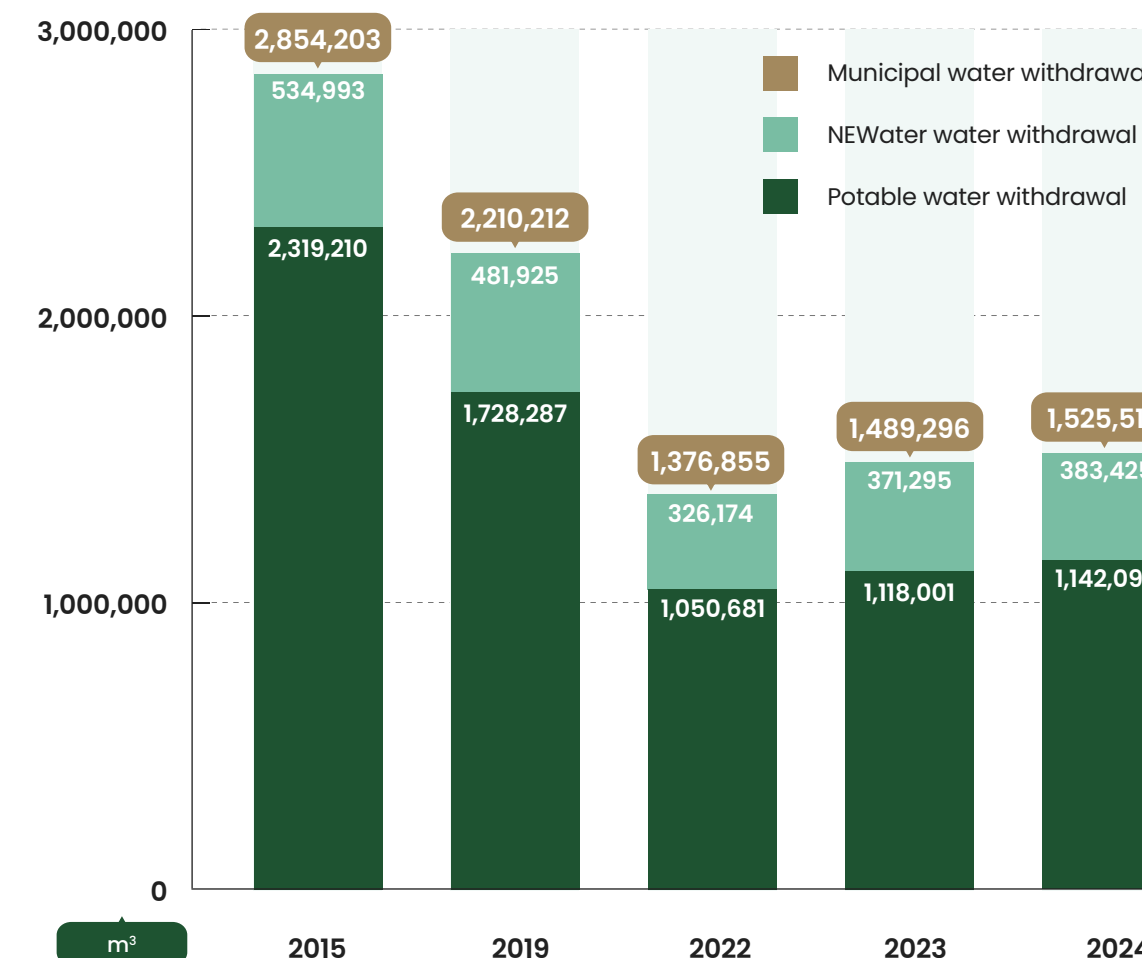
45% 

reduction in municipal water¹⁷ withdrawal intensity from 2015 baseline

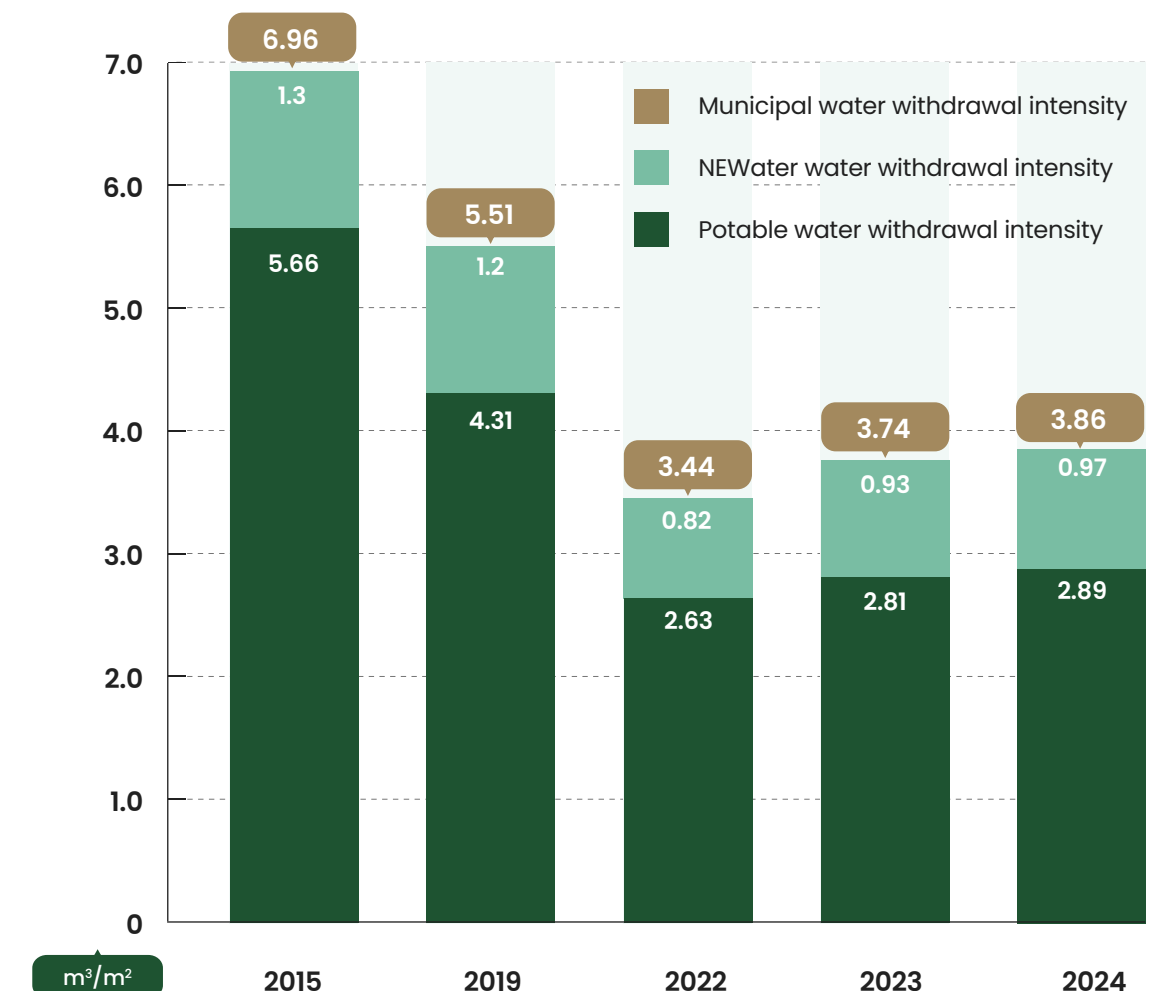
50% 

alternative water sources

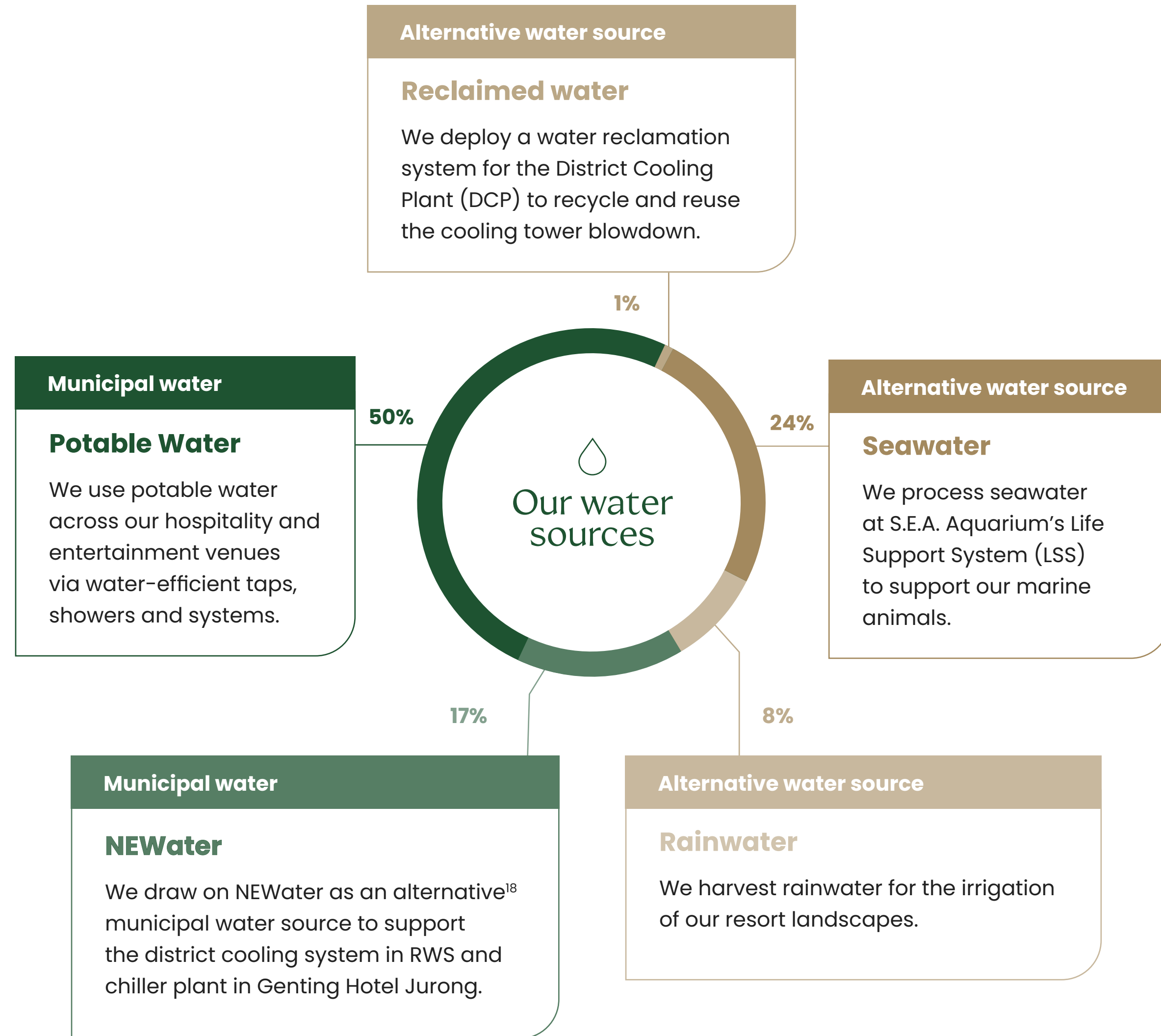
Municipal water withdrawal



Municipal water withdrawal intensity



¹⁶ Singapore's Water Loop | PUB, Singapore's National Water Agency
¹⁷ Municipal water refers to potable water and NEWater from Public Utilities Board (PUB)



Our Progress

Following a comprehensive resort-wide water audit in 2023, we identified key opportunities to enhance water conservation and efficiency across RWS. In 2024, we kickstarted initiatives such as identifying leakages, replacing inefficient water fittings, and installing additional water meters to monitor and manage our water consumption.

Rainwater Harvesting

Rainwater harvesting forms a critical part of our water management strategy, reducing municipal water consumption by substituting it with treated rainwater. To achieve this, we optimise our existing rainwater catchment systems and various detention storage, originally designed to manage stormwater runoff, to capture and consolidate

rainwater for reuse. The collected rainwater then undergoes filtration and treatment to meet water quality standards. The treated rainwater is primarily directed towards the irrigation of our resort landscapes.

Condensate

Condensate water collected from our Air Handling Units (AHUs) and Fan Coil Units (FCUs) throughout the resort is channelled into a main condensate tank for reuse rather than being wasted. The water is then treated at our water treatment plant and repurposed for use in our DCP 2.0 Cooling Tower balancing tank. This process potentially reduces our demand for NEWater as the primary source for cooling operations.



Universal Studios Singapore Lagoon acts as a rainwater catchment

¹⁸ NEWater and alternative water sources refer to non-potable water sources.



Seawater storage tanks



View from atop our foam fractionators cleaning and filtering seawater used for S.E.A. Aquarium



Phase 2 of the BCP Exercise in action

Seawater

Seawater plays a vital role in sustaining marine life at the S.E.A. Aquarium. We withdraw seawater from Keppel Harbour through two main pumps, constantly monitoring seawater quality and temperature with our Supervisory Control and Data Acquisition (SCADA) system. The withdrawn seawater undergoes thorough filtration and cleaning before being stored in our seawater storage tanks. These tanks are always maintained at full capacity to ensure self-sufficiency in the event of any potential disruptions to the supply from Keppel Harbour.

Keppel Harbour Oil Spill

In June 2024, an unexpected oil spill near Keppel Harbour threatened our seawater supply. Upon detecting an oil sheen during our daily inspection, we immediately halted all seawater intake to protect our marine life in the S.E.A. Aquarium. Following this incident, we promptly exercised our business continuity plan (BCP), seeking alternatives for our seawater intake.

Phase 1 of our BCP involved strict seawater rationing, using our storage reservoirs to maintain operations until seawater quality returned to normal. Once the water quality analysis showed reassuring results, we resumed withdrawing water from Keppel

Harbour. Phase 2 of our BCP focused on securing an alternative water source by transporting seawater from unaffected areas of the open sea. Prior to any seawater extraction, water quality monitoring instruments are deployed to ensure that our stringent safety and quality standards are met.

Our immediate action of halting seawater intake during the oil spill prevented contaminated water from entering our marine habitats, safeguarding the health of our marine animals while maintaining operations. This oil spill event also tested the effectiveness of our BCP, greatly bolstering our team's confidence and preparedness for future emergencies.

Minimising Water Cooling Needs

To minimise water-cooling needs, we store cooler backwash seawater—water previously used in the aquarium exhibits—in a backwash tank. The cooler backwash water is circulated through a heat exchanger to lower the temperature of stored seawater, cutting energy required to cool seawater for use in the S.E.A. Aquarium. Upon implementation, this initiative yielded promising results, saving over 112,000 kWh¹⁹ between August and November 2024, demonstrating its potential for enhancing energy efficiency and reducing associated costs.

¹⁹ Energy savings is calculated through a reduction in cooling efficiency, kW/RT, of our chiller plants. Using the total RTh produced across 2024, the total kWh savings can be computed.

Waste

Our Approach

Singapore’s growing population and economy have led to a nearly seven-fold surge in solid waste disposal since 1970, straining the nation’s limited land resources for waste disposal²⁰. Recognising this challenge, we are committed to reducing waste generation and diverting waste from our national landfill through sustainable waste management practices, such as sorting recyclable materials and leveraging innovative technology to close the waste loop.

Our waste management strategy, guided by the Waste Management Hierarchy, focuses on five key facets: Prevention, Reuse, Recycle, Recover, and Disposal. Waste prevention is at the forefront of our efforts, tackling the root cause of waste generation, minimising the need for downstream interventions, and conserving resources at their source.

We also segregate our waste into 10 waste streams, applying the waste management hierarchy framework to divert them from landfills. In addition, we actively engage team members and guests in rethinking and redesigning their consumption habits to foster more intentional and conscious behaviours. Where feasible, we also explore partnerships and adopt new ideas and innovative solutions to maximise reusing, recycling, and recovering materials wherever possible.

GENS Waste Management Hierarchy

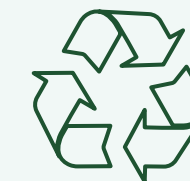


10 waste streams that we segregate and recycle

-  Paper/carton box
-  Plastics
-  Metal
-  Food
-  Cooking oil
-  E-waste
-  Glass
-  Linen
-  Wood
-  Spent coffee/horticulture

Key Highlights

99%
construction waste by weight sent to recycling



35%
reduction in operational waste-to-landfill intensity from 2015 baseline



1,593 tonnes
of operational waste²¹ diverted from landfills in 2024

2X paper recycling
rates since incorporating playing cards into our recycling stream

²⁰ Overview (nea.gov.sg)
²¹ Excludes construction waste. Consists of our 10 waste streams

FY2024 Waste Performance

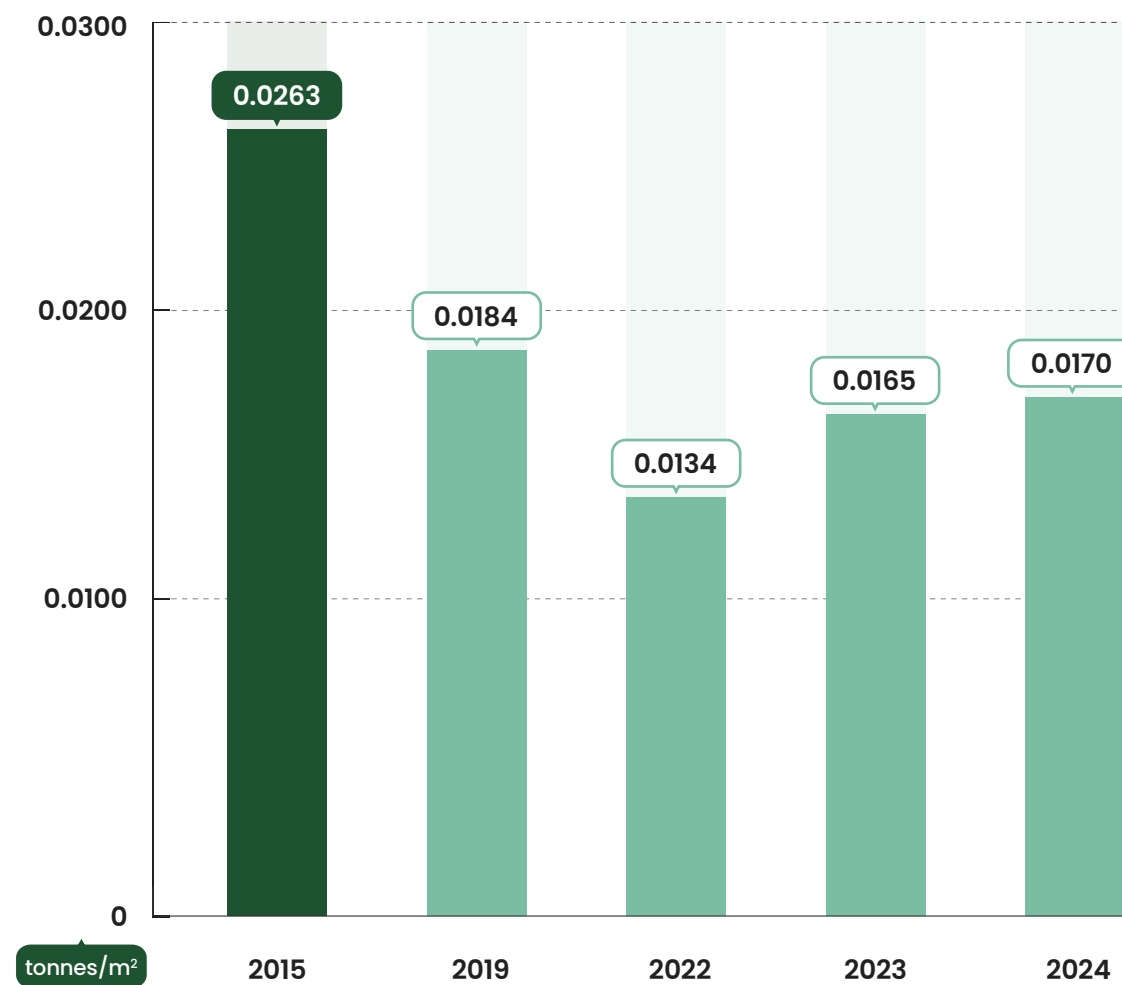
Our operational waste-to-landfill intensity is at 0.0170 tonnes/m²/year, and recycling rates are at 19% for 2024, compared to 2023's performance of 0.0165 tonnes/m²/year and 19%, respectively.

Our operational waste-to-landfill intensity increased in 2024 compared to 2023, driven by higher total waste generation resulting from increased guest footfall rates in the resort. Despite

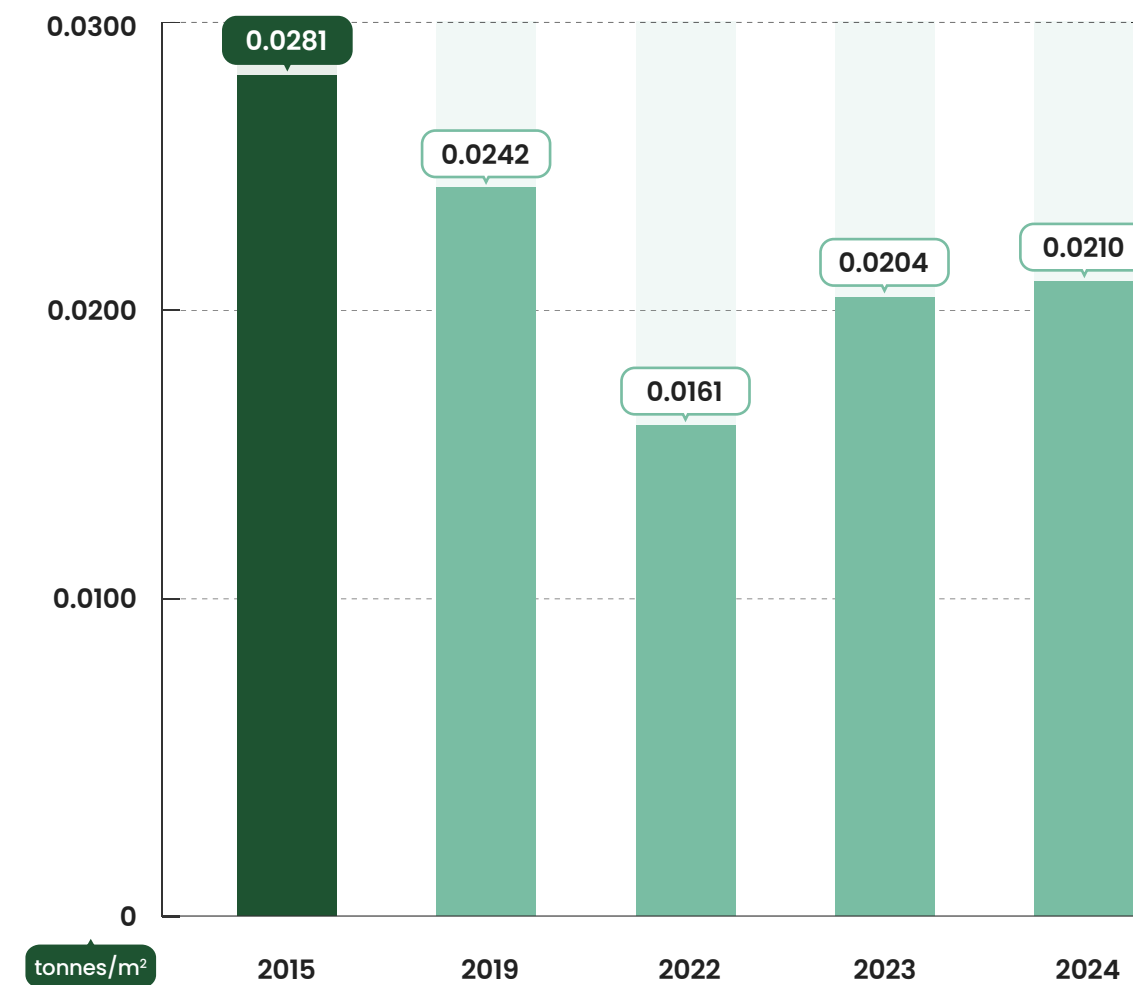
this, our recycling rate remained stable at 19% for both years, reflecting consistent efforts to manage waste responsibly.

We are making steady progress toward our goal of cutting operational waste-to-landfill intensity by 50% by 2030 compared to the 2015 baseline, currently achieving a 35% reduction.

Intensity of operational waste directed to disposal



Intensity of total operational waste generated



Our Progress

Waste Diversion



Recycling bins designed to encourage proper sorting

Waste Profiling

RWS is a large and sprawling destination that houses a diverse range of business lines, each contributing to the generation of various types of waste. As all waste generated across the resort is directed and collected at centralised disposal sites, identifying the sources and types of waste is essential. This insight allows us to implement targeted segregation and reduction strategies, minimising cross-contamination of waste types and improving recycling rates.

This year, we conducted another waste audit and identified process improvements, including sorting and recycling plastic waste from our hotels and treating food waste from attractions. We are currently evaluating the outcome of these strategies and strive to continue closing our recycling efficiency gap.

Food Waste

Food Waste Grinder

This year, we installed a food waste grinder in our resort. Food wastes from food and beverage outlets across our resort, which would otherwise be disposed of as general wastes, are now processed through this grinder. The crushed food waste will then be hauled to an off-site processing plant to be converted into electricity. As of 2024, due to unforeseen technical difficulties, the total food waste processed was lower than expected, at 70 tonnes. However, we have been constantly making upgrades and improvements to the grinder to ensure that it will remain operational to support food waste generated within the resort across all business units and tenants.

Upstream Food Waste Management

Food waste can arise from various sources, such as preparation waste, plate waste, and surplus from buffet lines. With such diverse food service operations—including buffet restaurants, À la carte dining, and catering services—pinpointing the origins of food waste across our resort can be complex. To address this, we have begun trialling an upstream food waste management software at Hotel Ora's LOMA, which enables our chefs and stewarding team to log food waste by source. Through analysing food waste generation trends across food service lines, seasonality, and food types, this precise tracking allows us to identify the key areas contributing to food waste and develop targeted strategies to address root causes, effectively reducing overall food waste.



Construction Waste

As our resort undergoes an expansion to RWS 2.0, we prioritise recycling and reusing existing construction materials. In 2024, we achieved a 99% recycling rate for our construction waste, as verified by reports from our main contractor overseeing the RWS 2.0 expansion project.



Used Linen

As a proud member of the Sentosa Carbon Neutral Network (SCNN), RWS contributed to Sentosa Development Corporation's (SDC) RISE installation—a sustainability showcase—by donating used hotel linens, creatively repurposed to represent seagrass in the exhibit. Internally, we also upcycle and recycle used linen into practical items such as cleaning rags and protective covers for maintenance and painting activities.



Our team members on a tour of an e-waste recycling factory

Education and Advocacy

Waste prevention sits at the top of our Waste Management Hierarchy, and we aim to instil responsible consumption habits and waste management practices into our team members, reducing waste generation at its source.

E-waste tour

Singapore generates over 60,000²² tons of e-waste annually, highlighting the need for effective e-waste collection and processing. Therefore, as part of our RWS Learning Fest, 29 team members visited a recycling plant to observe how discarded e-waste is processed. The visit also provided valuable insights into e-waste handling challenges and Singapore's constraints, deepening team members' understanding and appreciation of the complexities and resources involved in sustainable waste management. Additionally, the experience emphasised the immense volume of household e-waste generated in Singapore, including batteries, washing machines, and vacuum cleaners. Witnessing the recycling process inspired team members to adopt more responsible waste management practices at home and at work, encouraging a culture of accountability and steering us closer to our sustainability goals.

Go Green Campaign

We conducted a 3R (Reduce, Reuse, Recycle) roadshow at our three staff cafeterias, featuring Go Green posters, flyers, recycling exercises, and giveaways. The campaign successfully engaged 1,375 team members and service providers, raising awareness and encouraging sustainable waste management practices across our workforce.

²² [Extended Producer Responsibility \(EPR\) System for E-waste Management System](#)

Looking Forward

RWS 2.0 Upstream and Downstream Food Waste Management

The expansion of RWS 2.0 introduces new hotels, F&B establishments, MICE operations, and attractions to the resort, accompanied by an anticipated increase in food waste. To address this, we are implementing a proactive, dual-pronged strategy that targets both upstream and downstream operations, aiming to minimise food waste at its source while giving discarded food scraps a new lease of life.

Our primary strategy to manage upstream food waste focuses on monitoring, tracking, and reducing food waste at its origin, such as kitchens and restaurants. We are currently piloting a food waste monitoring system at Hotel Ora's LOMA restaurant, with plans to roll it out to existing and upcoming hotels within RWS 2.0, pending successful results. As we welcome additional F&B tenants to the resort, we are developing standard operating procedures to ensure proper food waste processing and disposal across all establishments. Updates to our Tenant Green Lease Guidelines will incorporate the introduction of new spaces, enhanced waste disposal sites, and optimised logistical flows. Ongoing tenant engagement sessions will further promote a culture of responsible waste management while serving as a platform for feedback and addressing concerns.

Sustainable Building and Facilities

Our Approach

As part of our 2030 Sustainability Master Plan, we have committed to greening 75% of our buildings by Gross Floor Area (GFA), encompassing both existing buildings and our upcoming RWS 2.0 expansion. We do so by continuously implementing green building solutions and practices to all our building projects.

Our pursuit of a sustainable built environment is guided by three key approaches:

1 Innovation

We proactively seek and encourage the adoption of new green building solutions that could enhance our energy efficiency. We conduct thorough feasibility studies of these solutions prior to their wide-scale adoption across our resort.

2 Design Principles

We focus on integrating sustainable design principles into our new builds. These principles include both passive and active design strategies that will reduce our carbon footprint across the domains of energy, water, and waste while improving the comfort and wellness of our buildings' users.

3 Partnerships and Collaborations

We collaborate with like-minded organisations to develop innovative green building solutions. By offering a supportive testbed environment, we enable comprehensive design and testing, allowing for potential scalability at our site.

Our Progress

RWS 1.0 Existing Builds

This year, we have made strides in rejuvenating existing RWS 1.0 buildings and infrastructure. We have engaged environmental sustainability design consultants to assess and advise potential sustainable innovations and initiatives that we can deploy for RWS 2.0. The Forum and Hard Rock Hotel have been undergoing renovations throughout 2024.

Green Mark Re-certifications

A total of 10 buildings across GENS are certified Green Mark GoldPlus and above, representing 61% of our buildings by gross floor area (GFA). This reflects a slight decrease from 67% last year, as the Green Mark certification for Hard Rock Hotel was not renewed due to its ongoing revamp. The Marine Life Park has not renewed its Green Mark certification too as it has been demarcated as part

of the Singapore Oceanarium, which is currently undergoing construction. However, both the new Hard Rock Hotel and Singapore Oceanarium will be BCA Green Mark certified.

As a testament to our efforts to elevate all existing buildings to BCA Green Mark Platinum status, Equarius Hotel was re-certified to BCA Green Mark 2021 Platinum status following energy efficiency upgrades. These upgrades include the installation of high-volume, low-speed (HVLS) fans in common areas, promoting hybrid cooling that consumes significantly less energy without sacrificing thermal comfort.

Hotel Ora, formerly known as Festive Hotel, reopened in April 2024 with a newly refreshed suite of Air Handling Units (AHUs) that are more energy efficient than their predecessors. These upgrades have significantly boosted Hotel Ora's overall energy

performance, earning its prestigious BCA Green Mark 2021 Platinum Super Low Energy Building certification and positioning it among a select group of hotels in Singapore to achieve this distinction. Beyond energy efficiency, we have committed to and received recognition for various SDG-aligned sustainability sections under BCA's Green Mark 2021. These sections include Intelligence, Health & Wellbeing, Whole of Life Carbon, Maintainability, and Resilience. These sections encompass initiatives like eco-friendly material selection, optimising indoor air quality, providing active mobility support, and enhancing water efficiency.

We are honoured to have received these awards for Equarius Hotel and Hotel Ora, and we will strive to improve our buildings further, providing our guests with a comfortable stay while minimising our environmental footprint.



Equarius Hotel has achieved BCA Green Mark 2021 Platinum status

BCA Platinum Zero Energy Building

Minion Land

First attraction in Singapore to receive BCA Green Mark 2021 Platinum Zero Energy Building status.



BCA Green Mark Platinum

Equarius Hotel

Equarius Hotel was re-certified to BCA Green Mark 2021 Platinum status.



BCA Green Mark Platinum Super Low Energy

Hotel Ora

Hotel Ora was certified BCA Green Mark 2021 Platinum Super Low Energy upon its reopening from Festive Hotel, making it one of Singapore's few hotels to achieve this.



Equarius Hotel

Equarius Hotel's building cooling demand is met by our centralised DCP, which provides chilled water to 25 AHUs and pre-cool AHUs (PAHUs), as well as 413 units of FCUs. To support the hotel's Green Mark re-certification, we have engaged Green Mark consultants to study Equarius Hotel's airside efficiency and performance.

Additionally, we initiated a resort-wide upgrade of our cloud-based Building Management System (BMS), which includes deploying latest dynamic control logic optimisation programmes to improve the air side efficiency²³ of AHUs and PAHUs, striking a balance between user comfort and energy consumption reduction. Concurrently, we deployed multiple variable speed drives and smart pressure independent control valves to optimise air speed regulation and manage downstream chilled water demand, respectively. Digital power meters have also been installed to measure and monitor AHU real-time energy consumption.

With this investment, RWS has managed to achieve an air side efficiency of 0.139kW/RT²⁴ for Equarius Hotel and has thus been awarded the BCA Green Mark 2021 Platinum certification on 7 Oct 2024.

²³ Airside efficiency refers to the effectiveness with which an air-handling system (such as AHUs, PAHUs, or FCUs) delivers conditioned air to a space while minimising energy consumption.

²⁴ The lower the kW/RT value, the higher the energy efficiency.

²⁵ The more ticks a product has under the SGBP Scheme, the more points are awarded towards the Green Mark rating. [Singapore Green Building Product Certification Scheme \(sgbc.sg\)](https://www.sgbc.sg)

²⁶ [EMA | SES Chapter 3: Energy Consumption](#)

Minion Land

The construction of Illumination's Minion Land at Universal Studios Singapore has been completed and newly opened to the public in February 2025. The project utilised low-embodied carbon materials, with up to 80% of architectural and landscape products earning two ticks or above under the Singapore Green Building Product (SGBP) Certification Scheme²⁵ during construction. Additionally, we repurposed the Madagascar Carousel into the new Buggie Boogie, the first-ever Minion dance party-themed carousel.

To support Minion Land's operations, over 180 additional solar panels were installed on Minion Land. Together with the rest of the 1,400 solar panels currently on USS, these solar panels generate up to 1.93 GWh of renewable energy annually—enough to power 455 4-room HDB flats²⁶ each year. The park also implements energy-saving measures, such as high-performance window glazing, efficient lighting systems, and optimised cooling strategies. As a result, Minion Land has achieved the Green Mark Platinum certification as a Zero Energy Building.



Solar panels atop Illumination's Minion Land at Universal Studios Singapore

New Innovations

Hotel Michael

To explore innovative ways to reduce air-conditioning and mechanical ventilation (ACMV) energy consumption, Hotel Michael underwent Proof of Concept testing to trial the implementation of a Passive Displacement Cooling (PDC) system in one of the guest rooms. This PDC system aims to increase operational efficiency and lower carbon emissions through a fan-less air-conditioning solution that eliminates the need for conventional fan coil units usually employed in hotel rooms. The fan-less solution uses a double-wall air shaft to create natural draft circulation across a chilled water cooling coil. Air movement is driven through a stack or chimney effect, where hot air rises and cold air sinks. This is further assisted by a low-power ceiling fan, which collectively allows the guest room temperature to be maintained below 26°C at an average temperature of 23°C. This system also comes equipped with a Direct Digital Controller (DDC), a data logger, a thermostat, and a power meter for monitoring and control optimisation. We are still evaluating this technology's viability for deployment at scale.

Sustainable Air Filters for AHUs

Conventional air filters, made from non-recyclable materials, were typically discarded in landfills once clogged after extended use. Following extensive testing and proof-of-concept trials, we will transition to sustainable air filters that are blended with recycled fibre filaments. These filters are 100% incinerable and come with reusable aluminium frames, allowing them to be reused during every

filter change cycle and eliminating landfill waste entirely. Additionally, the filters are rated Minimum Efficiency Reporting Values (MERV)²⁷ with excellent filtration capabilities, in compliance with Green Mark 2021 standards. RWS has formalised an agreement with the supplier and will be implementing these filters across the resort in phases starting from the first quarter of 2025.

Looking Forward

Forum

We are revamping the Forum into an exciting retail destination that seamlessly blends shopping, dining, and experiences. As part of this renovation, which includes increasing the Forum's GFA by 10,000 m² and adding an additional storey, we prioritised maximising energy efficiency and guest thermal comfort through sustainable solutions.

To improve Forum's cooling system, we implemented heat recovery systems that capture cold air produced by hotel heat pumps and use it to cool the air conditioning system's chilled water loop, reducing mechanical cooling needs. This is further optimised by a smart cooling system that adjusts chilled water distribution based on real-time weather and thermal comfort needs. Additionally, high-volume, low-speed (HVLS) fans and directional jet fans circulate air, reducing hot spots and creating a wind-chill effect. This allows for higher temperature settings in our cooling systems which reduces energy use and leads to significant energy savings.

Cloud-based Building Management System & Fire Command Centre

The Fire Command Centre (FCC) at RWS oversees our resort's critical facility systems, including mechanical and electrical building controls, firefighting, security, and other essential functions. In partnership with Honeywell, we have implemented Singapore's first large-scale cloud-based Building Management System (BMS) at RWS. This advanced BMS enhances energy monitoring and control of our facility assets, supporting our commitment

to decarbonisation through energy efficiency. The FCC will also serve as an open industry showcase centre, inspiring industry-wide adoption and fostering collaborative innovations in advanced building management technologies. We have since showcased our FCC and BMS during the GSTC Sustainability Tour, offering GSTC delegates a firsthand look at how a comprehensive BMS can contribute to resort's sustainability goals.



RWS FCC, home to our cloud-based BMS

²⁷ MERV reports a filter's ability to capture larger particles between 0.3 and 10 microns (µm). [What is a MERV rating? | US EPA](#)



Artist's rendering of the revamped Forum, our upcoming RWS 2.0 retail destination

On top of the dynamic cooling strategy adopted, passive solutions are put in place as well. Following the ethylene tetrafluoroethylene (ETFE) roof trials at Avenue 8 and the Forum in 2023, the relaunched Forum will also have an ETFE canopy, sheltering the area from rain and up to 80% of heat radiation. The combined efforts of both active and passive solutions are expected to save around 1.2 GWh of energy per year, or the equivalent of 567 tonnes of CO₂ annually.

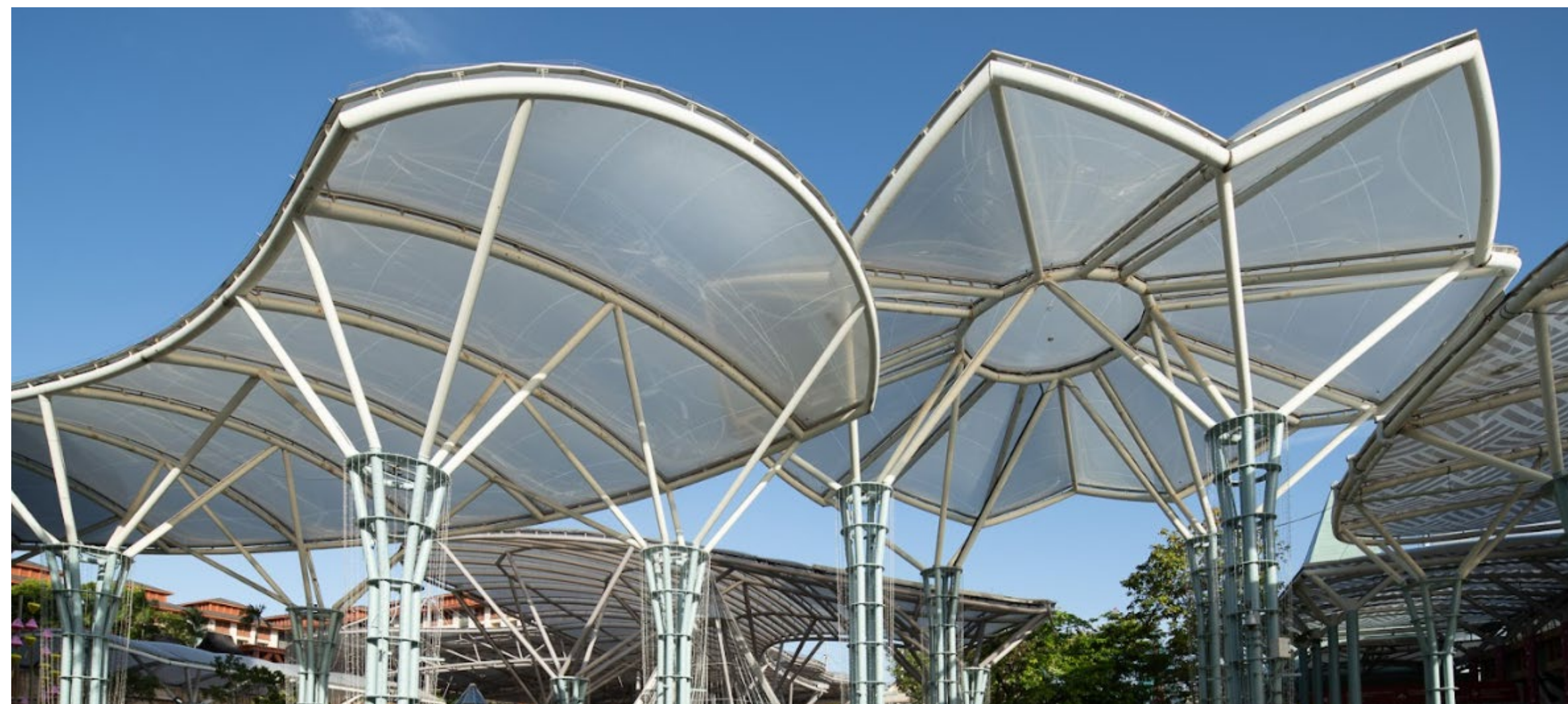
Hotel Revamp

The previous Hard Rock Hotel is currently undergoing a revamp, with plans to implement a highly intelligent Guest Room Management System (GRMS) that balances guest comfort with energy savings of 325,000 kWh of energy annually, assuming standard room air-conditioning usage. The system achieves this by utilising dual-

technology sensors, which combine Passive Infrared Sensors (PIRs) and ultrasonic sensors to significantly improve the detection accuracy of guests entering and leaving the room, thus preventing false commands to the cooling system. On top of that, real-time data analytics will be available to hotel management, empowering them to make informed decisions to maximise system efficiency and energy savings. The GRMS will be embedded together with our resort-wide BMS, marking the first implementation of its kind in RWS.

Waterfront Lifestyle Complex

RWS 2.0 will transform the waterfront near Sentosa Boardwalk into a vibrant space with two new hotels, an immersive mountain trail, and enhanced retail, dining, and entertainment options, all built with a strong emphasis on holistic sustainability.



ETFE roofs installed across RWS to improve thermal comfort



Artist's rendering of the Waterfront Lifestyle Complex, featuring two new hotels with a scenic mountain trail

Energy

The Waterfront Lifestyle Complex aims to achieve the Green Mark Super Low Energy certification, going above and beyond by incorporating a GRMS designed to achieve a 15% energy reduction beyond the Green Mark Super Low Energy standard. This initiative is expected to save 650,000 kWh of energy annually. Additionally, renewable energy generation will be supported by installing solar panels in available solar-exposed areas, while energy savings will be maximised through a passive cooling design that boosts thermal comfort and lessens energy load.

Waste

Waste minimisation is likewise prioritised, with plans to recycle 90% of construction and demolition materials.

Water

Water conservation is also a central focus, with strategies including the capture of rainwater for use in irrigation and cooling towers, maximising nature-based rainwater treatment in lieu of chemical dosing, and employing [3-tick water fixtures](#).

Sustainable building materials

Embodied carbon makes up a significant proportion of a building's carbon footprint. To minimise this, the Waterfront development opts for [SGBC 4-tick](#) low-carbon concrete for the superstructure and substructures. The exterior cladding of the building also utilises Glass Fibre Reinforced Concrete (GFRC) instead of aluminium alternatives that have significantly higher GWP when manufacturing. The GFRC claddings will also utilise recycled aggregates in its concrete mix. Other areas such

as the mountain trail and landscape sections will also utilise recycled materials during the construction process.

Environmental Management Plan

The development of the waterfront would involve acquiring additional land and water area. In order to mitigate any negative externalities caused to the surrounding environments, an extensive environmental impact study has been conducted prior to construction. The study highlights the necessary measures required to minimise the degradation of aspects such as marine life, water quality, and coastal dynamics. The new development is designed to minimise light pollution during its operational phase. For hotel landscapes and trails mimicking a mountain habitat, lighting and fixture selections were designed to enable adjustable illuminance that varies according to human activity and time.



Artist's rendering of the Waterfront Lifestyle Complex



Singapore Oceanarium and Research and Learning Centre

The Research and Learning Centre is on track to become RWS' second Green Mark Platinum Zero Energy Building. It will be built with a north-facing glass façade, designed to minimise lighting needed by maximising exposure to natural sunlight. Recognising the potential thermal comfort concerns that this might pose, the glass façade is lined with aluminium sunscreen to reduce heat gain, lowering the greenhouse effect within the building.

Like the Forum, Singapore Oceanarium aims to keep sustainability at the forefront of its design objectives. To do so, Singapore Oceanarium's entrance plaza will be cooled using recycled cold air from the byproduct of heat pumps. The system will similarly employ ETFE panels

and mechanical fan ventilation to further increase the thermal comfort of the plaza, thereby reducing solar heat gain by 80%. On top of outdoor cooling strategies, Singapore Oceanarium's indoor space will be cooled with a hybrid cooling system of mechanical ventilation and air conditioning. By methodically positioning high and low directional fans, Singapore Oceanarium can raise its air-conditioning temperature by 3 degrees Celsius while still ensuring that guests enjoy their underwater experience within optimal thermal comfort conditions. This temperature adjustment may seem small, but it is estimated to save up to 20% in energy consumption for cooling, significantly alleviating the energy consumption within the Singapore Oceanarium.

Responsible Sourcing and Supply Chain

Our Approach

A company's impact on the environment and society extends far beyond its immediate operations, reaching deep into its supply chain. As consumers and clients grow more conscious of product life cycles, GENS recognises its responsibility to source responsibly, ensuring minimal societal and environmental impacts while mitigating supply chain risks. Therefore, GENS takes this valuable opportunity to collaborate with its extensive network of suppliers, encouraging and supporting them in adopting best-in-class environmental and social practices. Our responsible sourcing strategy is outlined in our publicly available [Sustainable Procurement Policy](#), anchored on three focus areas:

1 Reduce Social and Environmental Impacts (Sustainable Sources)

- Seek out sustainable sources for our primary material categories
- Integrate circularity in sourcing
- Reduce environmental impact

We are committed to ensuring that the diverse portfolio of products and services we procure within our supply chain are acquired from sustainable sources. We also strongly advocate for sourcing locally in Singapore, which not only reduces our carbon footprint by minimising transportation but also bolsters the broader local economy.

2 Advocate and Drive Supply Chain (Supply Chain Influence)

- Incorporate sustainability considerations in the supply chain system
- Drive Supplier Code of Conduct (SCoC)
- Align with our Sustainable Sourcing Guidelines

Suppliers are vital stakeholders in running an ethical and responsible business. Therefore, we collaborate with suppliers who share our values and aspire to foster a sustainable supply chain. Sustainability is a key consideration in our procurement process, influencing requirements, selection, assessment, and award decisions. All suppliers must adhere to our SCoC, outlined in our Purchase Order Standard Terms and Conditions, which establishes clear expectations for ethics and business practices.

Through joint supplier development projects, we actively guide our supply chain towards innovative and sustainable solutions. Our publicly available [Sustainable Sourcing Guidelines](#) also signals to our suppliers the need to adhere to industry health and safety standards. Although the guidelines outline our minimum requirements, we encourage our suppliers to go above and beyond in pursuing sustainable outcomes for their businesses.

3 Enhance Compliance and Corporate Governance (Supply Chain Assurance)

- Drive certifications and compliance to support sustainable business per our Sustainable Procurement Policy
- Drive fair and transparent business practices

We uphold fair and ethical practices in our tendering and supplier selection procedures, guided by a rigorous set of criteria for evaluating all potential suppliers. Our extensive vendor evaluation covers factors such as pricing, quality, track record, adverse news screening, technical expertise, financial stability, service support, and sustainability initiatives. To maintain transparency, avoid fraud, and minimise regulatory and reputational risk, our transactions are conducted electronically and are constantly monitored by a third-party risk database service provider. All of our new suppliers are screened for adverse news, including sustainability-related matters, and are required to adhere to our Supplier Code of Conduct, which outlines sustainability expectations we have of them. In 2024, none of our new suppliers was found to have caused significant negative environmental or social impacts.

Key Highlights

SFA Farm-to-Table Recognition Programme

Highest tier

SPARK! Programme

in collaboration with UNGCNS and UNGC

>80% 

spend attributed to local companies

>60% 

responsibly sourced seafood

>90% 

of our paper products are sourced from FSC-certified materials

100% 

elimination of secondary packaging for wet and dry amenities

Our Progress

Supporting Local

Our organisation remains deeply committed to prioritising local businesses, with over 80% of our purchasing portfolio sourced from local companies. We continuously seek collaborative opportunities to foster the growth and resilience of our local partners.

Since the inception of the Singapore Food Agency (SFA)'s Farm-to-Table (FTT) Recognition Programme²⁸ in 2022, we were among the first to receive the highest tier designation and have

continued to maintain this status every year. We far exceed the FTT Recognition Programme's requirement of sourcing at least 15% local produce, locally sourcing over 95% of our eggs, as well as a significant percentage of leafy vegetables, bean sprouts, and fish—totalling more than 45 tonnes annually. This is a testament to our commitment to offering locally sourced, high-quality produce for our guests.

One of our recent initiatives to spotlight local businesses was a local produce showcase at the Global Sustainable Tourism Conference (GSTC) in November 2024. Hosted on our premises, we featured two small and medium-sized enterprises (SMEs), and sponsored their setup, logistics, and input costs for the event. The two-day event, attended by over 500 delegates from 55 countries, provided a valuable platform for our suppliers to share their locally grown mushrooms and vegetables, while allowing attendees to sample dishes made with these local ingredients.

Sustainable Sourcing

Aligned with our Sustainable Sourcing Policy, we continue to prioritise responsibly sourced materials in our supply chain. In line with this commitment, steady advancements in our responsible sourcing journey have been made, contributing to positive environmental impacts. Our efforts focus on the following key areas:



Locally grown mushrooms featured at GSTC



Food and Beverage

- Prioritise sourcing from suppliers who adhere to ethical practices
- Highest tier under the Singapore Food Agency (SFA) Farm-to-Table (FTT) Recognition Programme²⁹
- > 60% responsibly sourced seafood



Cleaning

- > 80% usage of eco-friendly cleaning products resort-wide
- Exclusively select biodegradable products where applicable



Packaging Waste

- > 90% use of sustainable disposable wares and amenities resort-wide
- Refillable bulk dispenser bottles were rolled out to five hotels in 2024, with a full transition by 2025
- 100% elimination of secondary packaging for wet and dry amenities



Paper Products

- > 90% of our paper products are responsibly sourced from FSC-certified materials³⁰, where feasible in support of sustainable forest management

^{28, 29} Farm-to-Table Recognition Programme (FTTRP) (sfa.gov.sg)

³⁰ What the FSC Labels Mean | Forest Stewardship Council

Strengthening our Commitment

Code of Ethics & Business Conduct (CoEBC)

Sustainable procurement ensures ethical, responsible, and environmentally conscious sourcing while driving long-term value for all stakeholders. Our approach is guided by the principles outlined in our Supplier Code of Conduct, Sustainable Procurement Policy, and Sustainable Sourcing Guidelines. Aligned with best practices, we published a chapter on Sustainable Procurement within our [Code of Ethics & Business Conduct \(CoEBC\)](#) to clearly communicate our principles and expectations. For more details on our commitment to sustainable procurement, please refer to our CoEBC.

SPARK! Programme

Identifying Challenges and Opportunities

In 2022, we identified 22 key material categories responsible for a majority of our Scope 3 emissions. This led to a pilot programme in 2023 to track and measure the Scope 3 emissions of our top material suppliers, using methodologies aligned with the GHG Protocol. The pilot programme provided our suppliers with a simple guide to calculate their operation's carbon emissions and tailor their own decarbonisation action plan. This effort represents a significant milestone in our ongoing efforts to enhance transparency and accountability while providing stewardship to our suppliers. The suppliers were handpicked to best represent our supplier demography, which mainly consists of SMEs. This pilot revealed a critical challenge: many SMEs struggled with full programme commitment due to limited sustainability awareness and knowledge.

Taking Action and Building Capabilities

Building on insights from the pilot programme, we embarked on capability-building initiatives for our strategic SME suppliers across key material categories. Among these efforts is a partnership with the UN Global Compact Network Singapore (UNGCNS) and the UN Global Compact (UNGC) to develop a bespoke programme for our SME suppliers. As the pioneer and sole hospitality industry partner in UNGC's inaugural SPARK! Programme, we offer tailored courses and extensive networking opportunities to help SMEs integrate sustainability into their business operations. The programme accommodates varying degrees of competencies, allowing SMEs to learn at their own pace.

We have successfully onboarded the first batch of strategic SME suppliers onto the SPARK! programme and are working to expand this initiative to more suppliers within our ecosystem. Through the SPARK! Platform, we provide strong stewardship to SME suppliers, provide practical feedback to UNGCNS and UNGC, and continuously refresh courses to keep pace with evolving market practices and ensure the programme's longevity.

Incorporation of TAFEP Recommendations for Extended Workforce Contracts

At GENS, we recognise the vital role of our extended workforce, including outsourced labour, and are fully committed to ethical outsourcing practices that comply with local labour laws and safeguard the welfare of our extended workforce. To strengthen our commitment to responsible outsourcing and provide a supportive, inclusive, and safe environment for those who contribute to our

operations, we are working towards institutionalising the recommendations from the Tripartite Alliance for Fair & Progressive Employment Practices' (TAFEP) Tripartite Advisory on Responsible Outsourcing Practices. Where feasible, we will incorporate these recommendations across all stages of the process—pre-tender, tender evaluation, and post-award.

Beyond compliance with relevant labour laws, we will collaborate closely with relevant business units during the pre-award stage to define essential workplace amenities and assess suppliers' ability to meet these requirements with documented evidence. Post-award, we will monitor suppliers' performance using pre-established service level indicators, including the working conditions of the extended workforce. This structured and evidence-based approach reinforces our dedication to safeguarding human rights and maintaining the high ethical standards required of our supply chain.



Looking Forward

Scope 3 Category 1 and Category 2

To improve our emission disclosures, we aim to assess our top key material category supply chain emissions in accordance with the GHG Protocol's Scope 3 Category 1: Purchased Goods and Services and Category 2: Capital Goods emission sources. Given our large and diverse supplier profile, we currently calculate supply chain emissions using a spend-based method that uses standardised emission factors. Together with the support of third-party consultants, we are reviewing additional methodologies to improve the accuracy of our Category 1 and Category 2 emissions.

Enhance Wellbeing

- Diversity and Inclusion
- Wellbeing
- Human Capital Development
- Health and Safety



Diversity and Inclusion

Our Approach

At GENS, we believe in building a diverse, inclusive, and safe workplace where team members are encouraged to perform their best. A diverse workforce brings a wealth of perspectives and experiences, fuelling innovation, promoting creative problem-solving, and strengthening adaptability across a range of business challenges. Therefore, we are committed to offering meaningful growth and continuous support to help our team members reach their fullest potential.

To achieve this, we adopt the Tripartite Guidelines on Fair Employment Practices (TGFEF) to maintain excellent employment practices and adhere strictly to Singapore’s Employment Act under the Ministry of Manpower (MOM). We also actively collaborate with the National Trades Union Congress (NTUC) – Attractions, Recreation and Entertainment Union (AREU) to address workforce challenges and promote workers’ employability. Furthermore, RWS is a member of the Singapore National Employers Federation (SNEF), which promotes tripartism and labour market flexibility. Our CEO, Mr Tan Hee Teck, was elected President of SNEF in 2024, where he leads efforts to foster sustainable businesses in Singapore.

Our Progress

In line with our continuous efforts to build a diverse and inclusive workforce, several initiatives have been introduced in 2024.

Fair and Inclusive Hiring

Fair Hiring Essential Training

As one of Singapore’s largest employers, upholding the highest standards of fair and inclusive employment practices is essential to our success, as we believe that diverse perspectives strengthen our workforce. To inculcate the importance of inclusive interviewing, RWS’ HR team members attended a Fair Hiring Essential Training to deepen their understanding of fair employment

practices in alignment with the Tripartite Alliance for Fair Employment Practices (TAFEP) guidelines. Furthermore, we shared guidelines and examples of non-discriminatory interviewing questions with hiring managers, providing examples of how to maintain fair and transparent interview approaches. This strengthens our practices to foster an inclusive hiring environment that respects the dignity and privacy of candidates.



Team members celebrating Christmas together

Key Highlights

0 reported 
incidents of discrimination or grievances on labour practices and human rights

1.00 : 1.04 
female to male pay ratio

Human Rights 
Corporate Statement Published

Bloomberg Gender Equality Index³¹ 
Score as of 2022: 7.61
with 10 being the best score

Progressive Wage Model Mark 
successfully renewed

³¹ Discontinued from 21 October 2024

Employee Rights

Human Rights Policy and Corporate Statement

In 2024, we updated our Diversity and Inclusion Policy and communicated it to all team members via our intranet. This is in addition to our newly developed [Human Rights Policy and Corporate Statement](#), which further emphasise the need for fair employment and non-discriminatory workplace practices. Our Corporate Statement provides an overview of our dedication to uphold human rights principles within our capabilities. We hold ourselves to high standards in this regard, as managing human rights responsibly is crucial for us to operate in an ethical and effective manner. Further details on our commitment to upholding Human Rights and promoting Diversity and Inclusion are available

in this report's [Human Rights](#) chapter and our [Code of Ethics and Business Conduct \(CoEBC\)](#).

Attractions, Resorts and Entertainment Union (AREU)

Upholding the welfare of our team members is central to our approach to fair employment. We provide all our team members with a working environment where they can freely express and participate in AREU activities. AREU and its working committee members are regularly engaged to ensure an inclusive feedback loop for a conducive work environment. Through close consultations and regular updates from AREU, we address any workforce challenges collectively.

Looking Forward

As we move forward with our expansion to RWS 2.0, we will be ramping up our workforce to accommodate our increase in resort offerings. We will also introduce more comprehensive, structured, and in-depth interview skills training in 2025 to strengthen our fair and inclusive recruitment approach. This initiative aims to equip our leaders and Human Resources team members with specific tools to conduct objective and effective interviews. This ensures that all candidates are evaluated solely on their experience, ability, merit, and potential. By enhancing our interviewing capabilities, we aim to strengthen our inclusive hiring process that attracts diverse talents for RWS 2.0.

“

Engineering, traditionally dominated by men, can only evolve if more women embrace the field. Believe in yourself, fearlessly voice your opinions, and choose to lead rather than follow. Perform your duties with confidence and professionalism, and respect will naturally follow.

”

Jacqueline J

Manager, Life Support Systems (LSS)



Our team members coming together to celebrate National Day



Our strength lies in the unique perspectives and talents of individuals from all walks of life

Wellbeing

Our Approach

Our team members are at the heart of our operations and are the driving force behind delivering exceptional service to our guests. As such, we prioritise the wellbeing of our team members by fostering a healthy and supportive work environment that strengthens collaboration. With RWS expanding our hiring capacity, this presents an exciting opportunity for us to further enhance our workplace culture—one where all team members feel valued, supported, and empowered to thrive.

In 2023, we established a comprehensive Wellbeing Framework centred on four key pillars:

Physical, Social, Mental, and Financial wellbeing. This holistic approach recognises that all aspects of wellbeing are interconnected and that addressing each dimension is crucial for overall employee health and happiness. Leveraging this framework, we prioritised cultivating a stronger sense of community and belonging to build a more connected workplace, improve morale, and boost productivity in 2024. We achieved this by engaging our team members through creating memorable experiences, actively listening to their perspectives, and empowering them to lead initiatives that strengthen teamwork and unity.

Growing, sharing, and thriving together as ONE RWS family. Where connections spark belonging and holistic wellbeing flourishes



Our Progress

Physical and Social Wellbeing

At RWS, we recognise that our team members' physical and social health are critical to ensuring a healthy, happy, engaged, and motivated workforce. By blending fitness with social engagement, we provide opportunities for team members to recharge, build camaraderie, and deepen

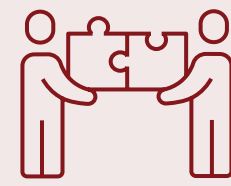
interpersonal relationships. This is accomplished by organising a variety of sporting activities and events, such as friendly bowling, futsal, and basketball matches. These events promote teamwork and sportsmanship and provide our team members with a shared sense of accomplishment.



House Bowling Friendly Match for our team members

Key Highlights

84.8%
engagement rate for
aRWSome Club events



131
Care pals trained
across business units



Best Companies to
Work for in Asia 2024
by HR Asia

Happiest Workplace
Certification 2024
by HR Asia

Because You Rock party

Our team members celebrated the year’s end with the Because You Rock party at Adventure Cove Waterpark—a vibrant evening of shared fun and camaraderie. Open to all team members, the event attracted over 1,500 attendees and featured a mini buffet with free-flow drinks, thrilling night rides, carnival games, a lively Pokémon parade, and a meet-and-greet with local DJs like Joakim Gomez. By bringing together team members from across RWS to bond and celebrate their hard work, we strengthened the sense of community that is the foundation of our workplace culture.



Team members enjoying themselves at the Because You Rock party

Health Screening and Insurance Coverage

We provide our team members with complimentary health and fitness screenings, organised in collaboration with our healthcare provider partners, to provide our team members a basic overview of their health profile. Team members also have the option to upgrade their health screening package to include a more in-depth assessment of their health profile at a discounted rate. In addition to health screenings, we provide insurance coverage, as well as medical and dental benefits for all full-time employees. Part-time employees are also entitled to similar medical benefits, either in full or on a pro-rated basis.

Mental Wellbeing

The mental wellbeing of our team members is a priority because we believe that it directly impacts our team members’ happiness, productivity, and ability to deliver exceptional experiences to our guests. In line with this, we introduced Mental Wellbeing Week, featuring a series of activities designed to promote self-care, raise awareness about mental health, and address team members’ emotional and psychological needs. We partnered with the Health Promotion Board, Singapore Association for Mental Health, and Wand Inspiration to deliver impactful messages through activities like Self-Care Stations, Art Jamming Workshops, and



Tote bag art jam workshop to help team members relax through art therapy



Tote bag art jam workshop to help team members relax through art therapy

Mental Wellbeing Talks. Through this initiative, team members not only gained a deeper understanding of the importance of caring for their mental health but were also encouraged to engage in stigma-free conversations. By fostering a culture of openness and support, we aim to build a resilient and compassionate workforce where mental wellbeing is embraced as a shared responsibility.

To provide ongoing mental support for our team members, our Care Pal Community provides a network of trained team members who serve as approachable and confidential points of contact, offering emotional support and guidance to those in need. Trained by the Singapore Counselling Centre, Care Pals are equipped to provide psychological first aid and connect peers to professional mental health support. 131 Care Pals were trained across business units, creating a strong support network to ensure early intervention and accessible mental health support. In 2025, we aim to expand this network to 300 Care Pals.



Retirement Planning workshop

Financial Wellbeing

Addressing the financial challenges brought on by inflation in Singapore, RWS launched a series of in-person financial literacy workshops to equip team members with practical knowledge and tools to navigate financial challenges. These workshops covered essential topics such as Building Financial Resilience, Understanding CPF, Retirement Planning, Home Buying, and Teaching Children About Money. These sessions provided actionable insights and techniques tailored to the varying life stages of our team members, empowering them to make informed financial decisions in the face of rising living costs. 144 team members have already benefited from these workshops.



Certificate of HR Asia Best Companies to Work for in Asia 2024

Team Members Engagement Survey

To ensure all voices are heard, RWS conducted a Team Members Engagement Survey across a targeted group of team members from various business units in 2024. The insights gathered will play a vital role in shaping RWS 2.0 as we aim to reach the next stage of organisational growth—guiding strategies to improve workplace culture, modernise operations, and create an even better work experience for all team members.



RWS HR team celebrates their achievement at the HR Asia Awards

Recognition for our Efforts

This year, we are proud to have been recognised as one of the “Best Companies to Work for in Asia” alongside earning the prestigious “Happiest Workplace Certification” by HR Asia, a leading publication in the human resources industry. These accolades highlight our commitment to not only attracting and retaining top talent but also to fostering a workplace culture built on diversity, collaboration, and continuous innovation. These awards reaffirm our conviction that investing in our people drives continued success.

Human Capital Development

Our Approach

We recognise that equipping team members to thrive in the dynamic tourism environment is key to maintaining excellence in our operations. Therefore, at GENS, our robust human capital development approach is designed to support our team members in reaching their personal and professional aspirations through opportunities for growth, lifelong learning, and continuous development. We offer a range of learning programmes, workshops, and external certifications designed to enhance their expertise and adaptability in a rapidly evolving industry. By investing in upskilling, we equip them with the necessary tools and skills to meet new challenges, seize emerging opportunities, and contribute meaningfully to our collective success.

As part of our commitment, we assessed and updated the core competencies framework for team members. This framework defines the essential skills and behaviours required to drive success and support the RWS 2.0 expansion plans. These competencies are embedded into our hiring, development, and performance management processes. Our development strategy follows the 70-20-10 model, combining on-the-job learning, peer interactions, and formal training to create a well-rounded growth experience. This integrated approach ensures that team members' development and organisational performance are aligned, driving sustainable growth and long-term value creation.

Key Highlights

44.8



Average learning hours per team member

New Learning Platforms

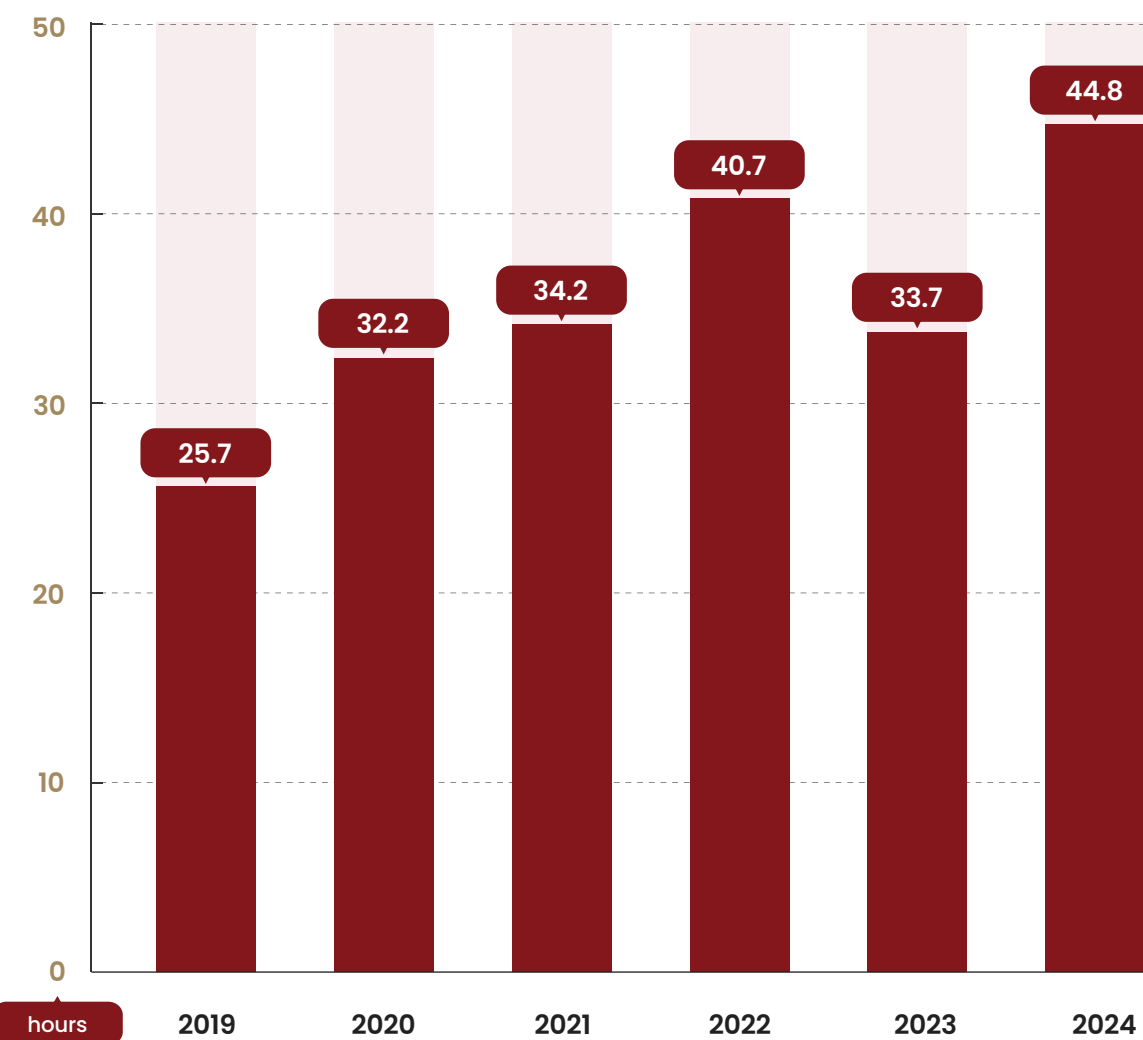
For our team members, such as H.i.T Learning and LinkedIn Learning

Champion



Under ITE Certified On-the-Job Training Centre status

Average training hours per team member



Our Progress

Elevating Team Members' Learning Experience

The expansion of RWS 2.0 introduces new opportunities, experiences, and pathways for our team members. To support their upskilling for this exciting journey, we have introduced a new learning management platform, H.i.T Learning, which is mobile-friendly, intuitive, and designed to build learning capabilities within RWS. Equipped with multiple new features, the platform empowers team members to take ownership of their own development. In addition, we have subscribed to LinkedIn Learning, granting team members access to over 25,000 e-learning courses in areas such as Business, Technology, and Creative Arts.



RWS Learning Fest 2024 booth

Advocating Lifelong Learning Culture

To encourage continuous development and engagement with the new H.i.T Learning portal, RWS Academy organised the biennial RWS Learning Fest. Partnering with AREU, LinkedIn Learning, and NTUC LearningHub, the enriching and fun-filled learning event attracted over 1,000 team members. We also launched Learning Moments, where we support our team members' professional development through bite-sized, mobile-accessible learning content. Learning Moments content is designed to be convenient, where micro-lessons can be learned under 3 minutes and are tailored to individual interests. Focus areas include sustainability, digital skills, safety, service, compliance, and leadership.

Assessing and Developing Talent

ITE Work Study Diploma Programme

In 2024, we expanded the Work Study Diploma Programme to discover emerging talent from the [Institute of Technical Education \(ITE\)](#) who have the potential to excel in the hospitality industry. Under the programme, we hired close to 55 ITE graduates, allowing them to pursue their Diploma qualifications while working in RWS. Through this initiative, we provide participants with hands-on experience, mentorship, and the opportunity to develop their skills within a dynamic, evolving field.

Management Associates Programme

Our Management Associates Programme (MAP) continued to support the identification and cultivation of top talents with the goal of developing the next generation of leaders within RWS. This programme provides comprehensive exposure across various business functions to develop the skills, strategic mindset, and leadership capabilities needed to drive the company's future growth. Each Management Associate (MA) is paired with a senior batch mentor, and they are provided opportunities to engage closely with senior management, attend targeted courses, and participate in workshops designed to enhance skills and corporate professionalism. This programme reflects our commitment to investing in young talent and fostering a strong leadership pipeline for long-term success.

Providing Opportunities Through Re-skilling

As we journey towards RWS 2.0, we are prepared to empower our team members and the community with opportunities to reinvigorate and rediscover

their potential to contribute to the workforce. To achieve this, we actively participate in various career fairs with the Employment and Employability Institute (e2i) to reach out to job seekers with no prior experience or relevant skills, offering them pathways to join RWS. We then provide candidates with structured training to equip them with skills tailored to the various career opportunities available within our organisation.

Performance Review and Feedback

To support our team members' growth and development, we conduct annual performance evaluations for all permanent and contract team members, regardless of their department or role. These sessions provide a structured opportunity to celebrate past accomplishments and identify areas for improvement. This year, we introduced additional assessments and interviews during promotion cycles to ensure we promote the right talent and focus on talent development. We foster an environment of open communication, encouraging regular performance discussions between team members and their managers to promote ongoing development and constructive dialogue.

On-the-Job Training

We are proud to have been awarded the ITE Certified On-the-Job Training (OJT) Centre Champion status, a testament to our structured OJT system that upholds high standards and ensures quality practices across the organisation.

This achievement highlights our ongoing efforts to cultivate a highly skilled workforce through hands-on training and continuous skill enhancement. Through this, we ensure that our employees are not only proficient in their current responsibilities but also prepared to meet the changing demands of the industry.

Collaboration with Industry Partners and Government Bodies

This year, we strengthened our collaborations with industry partners and government bodies to support workforce upskilling, talent development, and industry innovation. These partnerships aim to create opportunities that align with the evolving needs of the tourism sector and ensure the long-term sustainability of our business. Below are the key initiatives we have undertaken:

1 Partnered with [Sentosa Development Corporation](#) and [NTUC LearningHub](#) in the One Sentosa Transformation and Equipping Platform (1-Step) training scheme to enhance Singapore's tourism excellence by upskilling workers across Sentosa in areas such as sustainability, Artificial Intelligence, data, customer experience, wellness, and regenerative tourism.

2 Committed to a Memorandum of Understanding (MOU) with NTUC LearningHub to support and co-develop courses aligned with the GSTC criteria, positioning RWS as a leader in sustainable tourism practices.

3 Strengthened engagement with the Ministry of Education (MOE) and Institutes of Higher Learning to create meaningful student internship opportunities, learning journeys and teacher work attachments. We introduced a one-year internship programme with over 20 students from Temasek Polytechnic, providing them with early exposure to the tourism and hospitality industry. We are also exploring opportunities with other polytechnics and disciplines to nurture the next generation of talent.

4 Worked closely with the Workforce Singapore's Career Conversion Programme (CCP) for Hospitality and Accounting roles to strengthen collaboration and expand its reach, enabling more team members to upskill and build competencies for new roles.



Equipping team members with essential service skills through WOW Training

“

Taking on the expanded work role has been a rewarding journey for me. After being a security officer for over 10 years, I was presented with the opportunity to go through the Career Conversion Programme by RWS. I went through 3 months of training to be equipped with new skillsets such as performing F&B, front desk, and concierge services. This programme has allowed me to be re-trained and upskilled to perform as a Guest Relations Lead at Genting Hotel Jurong. I truly appreciate the exposure of this enlarged job where I apply my newly acquired skillset and excel at this role.

”

Mr Tan Wai Keong

Guest Relations Lead, Genting Hotel Jurong,
Participant of Career Conversion Programme

Attraction Service Excellence Training

We want to create delightful and outstanding guest experiences that leave lasting memories for all those who step foot within RWS. To achieve this, we created the WOW Framework to inspire and equip team members with the proper service skills needed to create “wow moments” for every guest. The framework is structured around three core pillars:



Creating “wow moments” for every guest

1 WOW Attributes

The WOW attributes define the key behaviours that Attractions team members are encouraged to embody:



Welcoming

Team members are to create a friendly and inviting environment through simple yet meaningful gestures to build connections with guests.



Open-Hearted

To build deeper connections through empathy and personalised interactions, team members are trained to proactively assist guests, understand their needs, and ensure every interaction makes guests feel valued and understood.



Whimsical

Team members are encouraged to embrace whimsically to evoke a sense of wonder. This involves using creative language, themed gestures, and unique approaches that transport guests into a new and magical world.

Team members are presented with micro-learnings, such as engaging in short-form videos that reinforce how to be Welcoming, Open-Hearted, and Whimsical in their daily roles.

2 WOW Actions

The WOW Attributes are brought to life through tangible actions that elevate guest experiences. We created initiatives such as Fun Snaps, Fun Patrol, and WOW Opportunities to provide team members with fun and engaging tools to engage guests. Additionally, the Engage+ service measurement tool is used to monitor performance and identify areas for improvement. Action plans are developed to address any service delivery gaps so that WOW actions are carried out consistently.

3 WOW Achievers

Through the Engage+ programme, outstanding “Service Heroes” are identified and celebrated through internal digital and print recognition as well as at external prestigious awards like SentoSTAR, Singapore Tourism Awards (STA), and the Excellence Service Award (EXSA).

Looking Forward

RWS aims to strengthen our partnership with LinkedIn Learning to identify and recommend popular e-learning courses that align with our Core Competencies. Our target for 2025 is to achieve an 80% activation rate for LinkedIn Learning, with the goal of ensuring each team member completes an average of at least 6 hours of e-learning annually.

Health and Safety

Our Approach

The safety and wellbeing of our visitors, team members, and contractors are of utmost importance to us. Our health and safety initiatives aim to shape a culture where everyone plays a role in safeguarding our workspaces. Guided by our Workplace Safety and Health (WSH) Policy and Framework, we established essential safety management systems, processes, and a safety culture in alignment with the Workplace Safety and Health Act of 2006. This WSH framework is underpinned by strong leadership from senior management and active engagement from all team members, ensuring shared accountability and safety awareness across the organisation.

This year, we achieved the ISO 45001 accreditation for the resort, with 12 major business units and departments having participated in the certification audit. We have also been re-certified with the prestigious bizSAFE STAR status – the highest level in the bizSAFE Programme, exceeding the minimum local requirement of bizSAFE Level 3. These accomplishments are a testament of our robust implementation of safety across the organisation.

Our approach to workplace health and safety is driven by the following three key strategies:

1 Effective Safety Governance

RWS Board of Directors, supported by the Safety Steering Committee and Safety Working Committee, oversees the implementation of the Safety Management System (SMS) for GENS and the Group. The SMS serves as a structured framework that includes policies, procedures, responsibilities, and processes designed to manage safety risks and ensure a safe working environment.

Significant safety concerns are reported to the GENS Audit and Risk Committee via the risk reporting structure established in the GENS' Enterprise Risk Management Framework. This collective leadership ensures effective communication, management of safety issues, and strict compliance with legal requirements.

Meanwhile, our Safety Management Programme ensures that practical measures are implemented to identify, assess and mitigate hazards, prevent unsafe practices, and reduce risks to the lowest levels possible (ALARP). Under this programme, we ensure that Business Units adhere to the ISO 45001-2018 Occupational Health and Safety Management Systems standard, which includes provisions for emergency preparedness addressing emerging workplace risks such as terrorism threats, disease outbreaks, and mental health challenges. We also conduct ad-hoc inspections to ensure that our contractors comply with established safety standards while providing their services to us in our premises.

2 Fostering a Safety Culture

We encourage active participation from all team members in safety initiatives, including trainings, campaigns, and incidents as well as near-miss reporting. To support these efforts, relevant departments have their own Safety Committee that engages team members to promote safe practices relevant to their roles and responsibilities. These committees conduct quarterly safety meetings and communication sessions with their respective Heads of Departments to ensure open dialogue and continuous safety awareness. They also conduct investigations into safety incidents and near-misses and ensure that risks are communicated and addressed effectively.

3 Prevention Through Proactive Risk Management and Preparedness

All our operations are required to adopt the WSH policy and framework to meet the local WSH legislative requirements. We adopt the [Hierarchy of Controls](#) to eliminate hazards systematically, ensuring both contractors and team members are actively engaged in this process. External contractors undergo mandatory safety induction, routine checks, and safety reviews to maintain high safety standards.

RWS adopts a risk-based approach that aligns with WSH Risk Management regulations³² and GENS' Enterprise Risk Management framework. This approach supports the SMS by prioritising activities posing higher risks, ensuring they are addressed first, followed by lower-risk activities. By adopting a risk-based approach, business units are empowered to assess their risks and identify areas for continuous improvement effectively.

Key Highlights

ISO45001

accreditation achieved for the resort across 12 major business units and departments

Fire Safety Excellence Award 2024

attained for all our 6 hotels

bizSAFE Star Certificate

renewed for 2024

³² Workplace Safety and Health (Risk Management) Regulations – Singapore Statutes Online (agc.gov.sg)

Our Progress

We have taken proactive steps this year to enhance our safety protocols and emergency preparedness. We also engaged an independent WSH consultant to conduct a comprehensive review of our WSH system and safety management programmes. Concurrently, we uphold rigorous fire safety standards to ensure the safety of our team members, guests, and assets. Our dedication was recognised with the prestigious NFEC Fire Safety Excellence Award 2024, achieved across all six of our hotels.

We maintained a safety record with no fatality or high-consequence work-related injury involving our team members and achieved a reduction of 50% in number of injury cases as well as a 40% reduction in total number of man-days lost since 2016, signifying a reduction in accident severity.

Beyond our own workers, there was one reported fatality of our sub-contractor's worker during the construction of Singapore Oceanarium in Q3 2024. As the [principal to the site](#), we worked with our main contractor, who is the occupier of the site, to ensure that site safety standards are prioritised and maintained at the highest level for any sub-

contractors involved in the project. Following this incident, we actively worked with our contractors to support the authorities in their investigation into our main contractor's imposed work safety environment and ensured that the site-specific corrective actions were correctly implemented.

Fostering a Safety Culture

Safety Training and Campaigns

We organised campaigns focused on raising team members' awareness of specific hazards, implementing preventive measures, and providing training on safe practices. By equipping team members with the knowledge and tools to mitigate these risks, we foster a culture where safety is everyone's responsibility. We also organised a talk, inviting the WSH Council to share the importance of workplace safety with our department heads and department safety representatives.

Fire Safety Training and Campaigns

We conducted fire drills across all venues with the active involvement of our Company Emergency

Response Team (CERT). Additionally, we provide mandatory hands-on fire safety training for new casino team members to ensure they are equipped with basic skills and knowledge to handle fire incidents. This skill set allows them to take appropriate actions to mitigate fire risks, thereby ensuring the safety of both guests and team members during emergencies.

Extreme Weather Risk Management

In light of Singapore's frequent and unpredictable weather conditions—such as strong winds, rising temperatures, and increased precipitation intensities—linked to climate change, The Ministry of Manpower (MOM) and WSH Council urge workplaces to prepare for extreme weather events³³. To address this growing challenge, we believe that proactive physical risk management is essential to safeguarding our people, property, and the long-term success of our operations. We encourage our business units to integrate climate change considerations into their planning and address unpredictable weather patterns, thereby enhancing our collective resilience against climate change.

Heavy Rain and Flood Risk Management

We enforce safety in high-risk areas by stabilising the ground, using tiebacks to secure temporary structures, and monitoring ground stability during heavy rain. We also train our team members to identify flood hazards and immediately cease work in vulnerable areas, such as tunnels or excavation pits, if flooding is imminent or if the work areas are inadequately protected against flooding. Before resuming work, we conduct thorough safety inspections to ensure stability and safe conditions. Additionally, we prevent water accumulation during downpours by deploying mobile pumps in our car parks to swiftly redirect water during extreme weather conditions, reducing the risk of damage to vehicles and infrastructure.

Strong Winds Risk Management

We mitigate strong wind risks by subscribing to weather alerts to stay informed, halting outdoor work when high winds are forecasted, and evacuating workers from areas at risk of structural damage. To ensure the structural integrity and operational resilience of our properties, we reinforce key structures, secure equipment, and conduct thorough assessments to ensure any damage is promptly addressed. Additionally, we ensure that temporary structures such as site hoardings and fences are designed and reviewed by qualified Professional Engineers to ensure proper anchoring and structural stability, minimising the risk of failure during strong winds.

Heat Stress Risk Management

With rising temperatures and the frequency of very hot days—defined as days exceeding 35°C—



RWS receiving the NFEC Fire Safety Excellence Award 2024



RWS CERT participating in a fire drill



Safety Seminar for our team members

³³ [wsh-article-preparing-for-adverse-weather-events.ashx \(tal.sg\)](#)

increasing, heat-related injuries are a serious concern. In accordance with the Heat Stress Advisory published by Singapore, we set strict heat management guidelines and frameworks for our frequently outdoors team members, such as those operating within Universal Studios Singapore and Adventure Cove Waterpark. For example, we constantly monitor the surrounding's Wet-Bulb Globe Temperature (WBGT) and adjust show and performance durations accordingly to protect our team members from overexposure to the sun while in costume. We also actively encourage our team members to look out for one another during periods of high heat, ensuring that everyone plays an active role in maintaining safety and wellbeing.

Attractions Safety

Guest safety is paramount as we launch Illumination's Minion Land at Universal Studios Singapore in 2025. After stringent quality checks at fabrication facilities prior to shipment, rides are installed and commissioned under the supervision of the manufacturer and Universal Creative. Each ride undergoes rigorous testing, including advanced simulations, stress tests, risk assessments, and operational scenarios, with extensive data monitoring to ensure system reliability. All attractions are built to Universal's General Performance Specification (GPS), exceeding industry standards like the American Society for Testing and Materials (ASTM), with detailed documentation and oversight by safety experts. To ensure guest safety during operations, team members are trained extensively during the commissioning phase and receive hands-on

instruction in ride safety, guest protocols, and emergency procedures before operations begin. These measures ensure that we provide every guest with a secure and enjoyable experience at our Universal Studios Attractions.

Food Safety

Food safety is vital to guest health and satisfaction in RWS. We uphold high standards through a comprehensive approach spanning the entire food supply chain—from sourcing raw materials to meal preparation and service. Our Quality Assurance team conducts regular monthly inspections to ensure compliance with food safety and hygiene procedures, and the Food Safety Policy is periodically reviewed and updated to remain relevant. Additionally, we perform random external laboratory testing of food samples to ensure they meet stringent microbiological standards. Through these rigorous food safety measures, we continue to deliver safe, exceptional, and unforgettable dining experiences to every guest.

Food Safety Management System

We implement the Food Safety Management System (FSMS) to ensure strict adherence to personal hygiene, sourcing high-quality ingredients, conducting regular maintenance, implementing pest control and cleaning programmes, monitoring food preparation temperatures, and maintaining proper storage conditions. Designed with reference to internationally recognised standards such as ISO 22000:2018 and the Hazard Analysis and Critical Control Point (HACCP)³⁴ system, the FSMS upholds the highest levels of food safety and quality.

Food Safety Training

Our team members are at the core of ensuring the success of FSMS. As an accredited training organisation recognised by SkillsFuture Singapore (SSG) and the Singapore Food Agency (SFA), we ensure that all our F&B team members undergo the Food Safety Level 1 Course conducted in-house, and that all food handlers are thoroughly trained and certified to uphold strict hygiene standards across all premises.

Automatic Monitoring System

Maintaining the correct temperature of our chillers and freezers is crucial to ensure the quality and safety of stored ingredients. To eliminate the potential for human error from our chefs manually recording the temperatures of walk-in chillers and freezers, we installed automated monitoring devices. These devices continuously monitor the surrounding temperature, and in the event of any deviation, the system immediately notifies the respective chefs and maintenance team for prompt action. This initiative reduces the potential for human error while ensuring optimal storage conditions and protecting the freshness and safety of our food for our guests.



We deliver exceptional dining experiences with the highest standards of quality and care

Streamlining Food Safety Inspections

In line with our commitment to operational efficiency, food safety, and sustainability, we have transitioned from paper-based quality assurance (QA) checklists to the digital I-Auditor system for all F&B outlet inspections. This system reduces paper waste, streamlines the inspection process, and strengthens accountability by providing a centralised platform to track corrective actions taken by teams after inspections. This shift ensures more precise and rigorous food safety management while supporting our broader sustainability goals.

Looking Forward

The safety and health of our team members, contractors, and guests continue to remain our priority, and we aim to constantly improve our safety practices to ensure their safety while in our premises. As RWS 2.0 expands with new attractions, F&B establishments, and hotels, we will review and enhance our safety protocols and perform evaluations of our SMS to assess its relevance and ensure it remains aligned with our safety objectives.

³⁴ [Hazard Analysis Critical Control Point \(HACCP\) | FDA](#)

A photograph showing three individuals in yellow shirts engaged in painting a window frame. On the left, a woman in a yellow shirt is painting the upper part of the frame. In the center, a man wearing a black face mask and a yellow shirt is also painting. On the right, another woman in a yellow shirt and black face mask is painting the lower part of the frame. The window has a grid pattern. The background is slightly blurred, showing an indoor setting with a window.

Amplify Impact

- Empowering and Engaging Local Community
- Biodiversity Conservation
- Sustainability Education and Advocacy

Empowering and Engaging Local Community

Our Approach

At the heart of our operations is a steadfast commitment to bettering the lives of people in our midst, going beyond our own workforce and guests to impact members of the community. As a key player in the hospitality and integrated resort industry, we believe in leveraging our resources, influence, and extensive touchpoints to uplift those around us.

We refreshed our Corporate Social Responsibility (CSR) framework in 2023 to better address evolving societal needs while aligning ourselves with our wider business goals. This is reflected in our unwavering commitment to give back and create positive social impact, particularly for underserved communities and the environment. Our approach is guided by three core priorities:

1 Supporting social causes aligned to wider business objectives

Doing good is integral to doing good business. Our updated CSR framework prioritises emerging social causes and areas of growing concern, ensuring our initiatives align with the evolving needs of the communities we serve while supporting broader business objectives.

2 Empowering change through volunteerism and strategic partnerships

We mobilise the strength of our team members and partner with like-minded organisations to drive change. Through collective effort, we amplify our impact and deepen our contributions to local communities.

3 Strengthening capability development for our local economy

We actively invest in and advocate for social enterprises, local suppliers, and the arts to create lasting economic and cultural benefits. By empowering community stakeholders, we go beyond meeting immediate needs, working hand-in-hand to shape a future where aspirations transform into achievements.

Key Highlights

>\$1 million 

contributions in monetary and in-kind donations

476,398 

volunteer hours since 2010

>11,000

beneficiaries supported



Over 300 team members volunteered for RWS Cares Day at Jalan Kukoh's Chinatown Active Ageing Centre

► **Our Progress**

GENS Giving Guidelines

With sustainability at the heart of our business, we continuously strive to create a more resilient, informed, and thriving society within and beyond the spaces of our operations. We orchestrate meaningful pathways to uplift underserved communities, invigorate the local economy, and reduce our environmental footprint.

In 2025, we will establish the GENS Giving Guidelines to enhance our corporate social responsibility approach. These guidelines will provide a clear framework for our philanthropic initiatives, aligning them with four key pillars: food security, education, climate change, and supporting local enterprises. This ensures that our resources are directed towards initiatives that create meaningful, long-term impact.

Flagship Community Engagement Programme – RWS Cares

In 2024, RWS Cares organised 58 events, impacting more than 11,000 beneficiaries. These initiatives were made possible by the passion and dedication of our team members, whose active participation exemplified the spirit of volunteerism and reinforced the culture of giving across our organisation.

Our Four Pillars of Community Commitment

<div style="background-color: #c8a24d; color: white; padding: 10px; text-align: center;"> Food Security 1 </div> <div style="padding: 10px;"> <p>Position</p> <p>We believe that everyone in Singapore should have access to fresh and nutritious food, especially the underserved community.</p> <p>Approach</p> <p>Participate in food donations, food redistribution activities and programmes that address food security in Singapore.</p> </div>	<div style="background-color: #c8a24d; color: white; padding: 10px; text-align: center;"> Education 2 </div> <div style="padding: 10px;"> <p>Position</p> <p>We believe in creating diverse livelihood opportunities through leveraging our knowledge and industry expertise to empower underserved individuals across all walks of life.</p> <p>Approach</p> <p>Provide access to fair and holistic educational and vocational opportunities, especially to those who may have a weaker start, through pathways including thought leadership, advocacy, mentorship, and apprenticeship.</p> </div>	<div style="background-color: #c8a24d; color: white; padding: 10px; text-align: center;"> Climate Change 3 </div> <div style="padding: 10px;"> <p>Position</p> <p>We believe in inspiring stewards of environmental change through biodiversity conservation and research, sustainability awareness and initiatives, and strategic partnerships for collaborative climate action.</p> <p>Approach</p> <p>Partnerships with conservation groups and relevant government agencies to support conservation projects and initiatives, such as coastal clean-ups and citizen science research.</p> <p>Provide avenues for conservation outreach and education through programmes in and outside of S.E.A. Aquarium.</p> </div>	<div style="background-color: #c8a24d; color: white; padding: 10px; text-align: center;"> Supporting Local Enterprises 4 </div> <div style="padding: 10px;"> <p>Position</p> <p>We believe in catalysing vibrant socio-economic development through our operations, supporting local enterprises, and fostering inclusive growth.</p> <p>Approach</p> <p>Drive economic opportunity, access, and equity to business partnerships, including prioritising local farmers where feasible, artists with disabilities, and social enterprises with aligned charitable causes.</p> </div>
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Food Security

Joy Box 2024

In partnership with the Tampines Changkat People's Association, we supported the Joy Box initiative, spreading joy and warmth to patients with life-limiting illnesses from HCA Hospice. Over 20 team members packed and personalised 80 Christmas Joy Boxes, each box including back support pillows, essential oils, and handheld massagers. Each box was delivered in person to Oasis@Outram Hospice Care by HCA Hospice, accompanied by heartfelt Christmas cards showcasing the artistic creativity of our volunteers. Our volunteers' care and compassion helped the patients experience a brighter festive season.

“

Happiness isn't found in what we receive, but in what we give. We often underestimate the impact of a simple touch, a smile, a kind word, a listening ear, a genuine compliment, or even the smallest act of care—each of which holds the power to transform a life. I am truly grateful for the opportunity to be part of the Joy Box distribution event at Oasis@Outram Day Hospice (by HCA Hospice), where we shared love and joy with the seniors.

Shirlene Tan

”

*Team member,
Volunteer for the Joy Box Distribution at
Oasis Day Hospice (HCA)*

Paya Lebar Collection Drive and Distribution

Our week-long donation drive at our staff Bagus Cafeteria saw volunteers come together to donate essential household and food supplies. Non-food items donated included bedsheets, detergent, shampoo, shower gel, toothpaste, and toothbrushes. Food items included canned foods such as marinated minced meat, fish, and baked beans, along with dry rations like oats, biscuits, and coffee. These heartfelt donations were distributed to low-income families and seniors living in rental flats in Hougang, helping to brighten the holidays by providing necessary essentials and spreading festive cheer.

Food from the Heart – RWS Eat Well Programme

Since March 2023, RWS has been proud to partner with Food from the Heart (FFTH) on the RWS Eat Well @ Community Shop Programme, a three-year initiative dedicated to addressing food insecurity, particularly during times of rising living costs. The Programme aimed to ensure consistent and reliable access to nutritious food for vulnerable members of the community.

In 2024, the impact of this partnership became more tangible than ever. Across multiple initiatives, RWS Team Members dedicated their time and efforts, with over 3,300 beneficiaries from 1,000 underprivileged families directly benefitting from seven food packing events held throughout the year. From regular food distributions to engaging in community activities,

88 team members volunteered, ensuring that essential supplies reached those in need. By the end of 2024, there were over 12,000 redemptions through the programme, offering much-needed support to families and individuals struggling with food insecurity.

Christmas Marketplace/ Stollen Day

A key highlight of the festive season occurred on 18 December, when we set a record for the longest Dresden Stollen in the Singapore Book of Records. The massive, sweet bread filled with fruits and nuts weighed 500kg and measured an impressive 93.1 metres in length, proudly serving as the centrepiece of RWS' A Big, Big World of Excitement Christmas Marketplace.

This moment of celebration extended beyond the resorts' gates. Embracing the spirit of Christmas giving, RWS also partnered with Chinatown Active Ageing Centre (CAAC) and FFTH to distribute the stollen to 50 seniors from CAAC, who were invited to witness the record-breaking moment and experience the Christmas marketplace festivities with RWS Cares volunteers. Approximately 300 pieces of the stollen were donated to communities in need, with a significant portion channelled to FFTH's Bread Run Programme, which strives to bridge food surplus from the retail sector with community needs. Executed through a network of community partners and volunteers, the stollen distribution was an opportunity to share a festive moment, break bread, and bring joy to communities in need.



RWS team members volunteering at FFTH



RWS chefs decorating the longest Dresden Stollen in the Singapore Book of Records



Seniors from CAAC witnessed the record-breaking stollen

Education

In 2024, the Children's Biodiversity Library by S.E.A. Aquarium at Singapore's Central Public Library hosted 18 dynamic workshops designed to offer children educational experiences in marine biodiversity and conservation, fostering awareness and passion for environmental stewardship. A team of 35 dedicated volunteers from RWS Cares conducted interactive sessions, such as the Horseshoe Crab Storytelling session for International Horseshoe Crab Day, as well as Intertidal Art-venture, Marine Mimicry Mystery, Magnificent Mangroves, and Upcycling Art-venture.



Magnificent Mangrove workshop at the Children's Biodiversity Library

Climate Change

We are dedicated to advancing environmental sustainability through initiatives such as Ocean Advocates, a volunteer-driven cleanup programme led by our Research & Conservation team. This programme unites individuals who are passionate about ocean protection, empowering them to clean Singapore's coastlines. The data collected during each cleanup is compiled and submitted to global monitoring databases managed by Ocean Conservancy and PADI's Project AWARE, contributing to a broader effort to understand and mitigate marine pollution.

In 2024, 70 dedicated RWS Cares volunteers participated in three Ocean Advocates cleanups, collectively removing over 200 kg of waste from local waters. These efforts included:

1. A dive cleanup at Seringat-Kias, removing 11 kg of debris.
2. A beach cleanup at Coney Island, co-organised with Republic Polytechnic (RP) DEAFining and TOUCH Silent Club, which removed 163 kg of waste.
3. A kayak cleanup at Kallang Basin with Waterways Watch Society, which removed 44 kg of marine waste.

Through these cleanups, RWS Cares volunteers contributed to creating a cleaner, healthier marine environment, underscoring our commitment to ocean conservation and sustainability. Additionally, Ocean Advocates conducted five other coastal cleanups, including a mangrove cleanup at Pang Sua Canal in partnership with Nature Society Singapore (NSS), where 215 kg of marine debris was successfully removed.



Beach cleanup at Coney Island, co-organised with RP DEAFining and TOUCH Silent Club

Supporting Local Enterprises

We empower local enterprises to drive meaningful community impact and fuel the local economy. By creating opportunities and supporting livelihoods, we build a collaborative ecosystem where local businesses can grow and succeed alongside us.

Empowering dreams, one shelf at a time

At RWS, we promote local enterprises and uplift underrepresented artisans by providing them with a platform to shine. We have dedicated Hotel Ora's retail shelf to showcase curated handcrafted

goods from artisans such as single mothers, the elderly, and persons with disabilities. This initiative is provided at no cost to the artisans, with all proceeds from sales going directly to them.

In 2024, we featured Social Gifting and JOURNEY by Touch Community Services, supporting 150 crafters and generating over \$3,200 in sales while providing guests with meaningful souvenirs. Looking ahead to 2025, we plan to expand these efforts by curating a diverse range of unique, handcrafted items that celebrate local culture and creativity.



Hotel Ora’s retail shelf showcases handcrafted goods from underrepresented artisans

Celebrating Inclusivity in Local Arts

We champion local arts for their ability to inspire, connect communities, and enrich Singapore’s diverse cultural landscape. Our initiatives aim to uplift local artists and create platforms that celebrate their creativity, ensuring their contributions are acknowledged and supported.

Partnering with ARTDIS

In 2024, we forged a partnership with ARTDIS, a non-profit organisation dedicated to creating learning and livelihood opportunities for persons with disabilities in the arts. We commissioned a three-part artwork from ARTDIS artist Eugene Soh, set to be unveiled progressively across 2025, beginning with S.E.A. Aquarium’s Anniversary campaign and culminating in the official opening of the Singapore Oceanarium. The collaboration also includes marine-themed craft workshops led

by ARTDIS staff for our guests during the Chinese New Year campaign and Anniversary campaign. Additionally, retail merchandise inspired by the commissioned artwork will be available as gifts with purchase at S.E.A. Aquarium Treasures, sold at the Singapore Oceanarium retail shop, and presented as welcome gifts for VIPs during the Oceanarium’s opening. This collaboration, totalling over \$69,000, empowers these artists by providing livelihood opportunities and platforms to showcase their work. Following the success of this partnership, we further committed \$250,000 over two years to support the ARTDIS Studio Programme. Curated artworks from ARTDIS will soon be featured at the new Hard Rock Hotel development, amplifying the voices of local artists with disabilities while creating a vibrant and inspiring space for our guests.

Partnering with I’mable Collective

Additionally, in partnership with SG Enable’s I’mable Collective, we established a CSR booth at the relaunch of the Forum, offering a space for local makers with disabilities to display and sell their handcrafted goods over 10 days. This initiative involved three inclusive charities—Jojomama, Artably, and E.VOL Studio—and offered both visibility and income to the artists while celebrating the rich diversity of Singapore’s creative community.

Partnering with Ding Yi

To celebrate and support Singapore’s vibrant music scene, S.E.A. Aquarium contributed over \$1,300 to local Chinese chamber ensemble, Ding Yi, in support of their mission to promote Chinese chamber music. During the 2024 Chinese New Year campaign, Spring in the Sea, S.E.A. Aquarium featured a specially curated playlist by Ding Yi, enhancing the cultural atmosphere of the Aquarium. Additionally, the collaboration extended beyond the campaign, with S.E.A. Aquarium profiling the ensemble on its social media platforms to amplify its reach. We have renewed our partnership for the 2025 Chinese New Year campaign, contributing an additional \$2,000 as part of our ongoing commitment to support local artists and further enrich the guest experience.



Team members participate in a session with ARTDIS artist, Eugene Soh (in red, seated) to work on the first part of the commissioned three-part artwork



Jojomama booth at the relaunch of the Forum

Spirit of Volunteerism

We drive meaningful social impact through RWS Cares, our comprehensive corporate social responsibility initiative. With a commitment to creating inclusive and sustainable communities, RWS Cares focuses on empowering volunteers and fostering partnerships that address pressing social and environmental challenges. In 2024, our volunteer efforts expanded significantly, with over 2,746 volunteer hours contributed, demonstrating RWS' collective spirit of giving.

RWS Cares Roadshow x Purple Parade

RWS proudly supports The Purple Parade, Singapore's largest movement dedicated to promoting inclusion and celebrating the diverse abilities of persons with disabilities. In August 2024, we set up booths at three staff canteens to raise awareness about The Purple Parade and promote volunteering opportunities aligned with our CSR Framework's four pillars. These booths were met with success, engaging more than 500 team members across three days. Themed goodies, such as lanyards, tissues, and pins sponsored by The Purple Parade, helped spark meaningful conversations about inclusivity. We were heartened by our team members' contribution towards building a more supportive and inclusive environment for everyone.

RWS Cares Day

On 1 November 2024, we celebrated RWS Cares Day in partnership with the Central Singapore Community Development Council's Silver Homes, marking the largest gathering of RWS volunteers since our pre-Covid-19 days. Over 300 dedicated team members came together at Jalan Kukoh's



Curated RWS Cares dessert boxes for residents

Chinatown Active Ageing Centre, dedicating their efforts to creating healthier and cleaner living environments for seniors in need across 60 homes.

Volunteers brightened the residents' homes by painting, cleaning, and tidying. In addition, we catered nourishing bento meals for the seniors. Our in-house chefs also prepared curated RWS Cares dessert boxes featuring traditional local snacks like kueh lapis, fresh fruits, and other homemade delights.

The event was graced by our CEO Mr Tan Hee Teck and Ms Denise Phua, mayor of Central Singapore District. Both distinguished guests assisted in house cleaning, food distribution, and connecting with the seniors. The bright smiles and warm hugs from the seniors reminded our team members of the power of collective social impact, demonstrating how teamwork can uplift those around us.



Team member volunteers brightening up the residents' homes

Creating Memories through SentosaCares Week

During SentosaCares Week 2024, from 2 to 25 September, RWS had the honour of partnering with Sentosa Development Corporation (SDC) to contribute 132 S.E.A. Aquarium tickets and 82 Universal Studios Singapore tickets to persons with disabilities and disadvantaged families, offering them the opportunity to create cherished memories within our resort.

Looking Forward

As we look ahead, we remain committed to driving positive change, fostering meaningful connections, and supporting vulnerable communities to ensure no one is left behind. Our strategic focus will encompass the following key areas:

Adherence to Core CSR Guidelines

We will reinforce our commitment to CSR by prioritising initiatives that align with our established guidelines. These principles serve as the foundation of our efforts to promote ethical practices, sustainability, and long-term value creation with like-minded partners.

Sustained Community Impact

Our projects aim to produce lasting benefits for the communities in which we operate. By designing initiatives with long-term effects, we intend to address key challenges and empower local populations.

Contributing to Positive Socio-Economic Outcomes

We will focus on programmes that drive measurable socio-economic advancements. Through strategic investments, partnerships, and capacity-building efforts, we seek to enhance livelihoods, create opportunities, and support resilient economies.

Exploration of Inclusive Experiences

Inclusion will remain at the heart of our approach. We plan to explore and implement initiatives that foster equitable opportunities for diverse groups, ensuring our programmes and solutions reflect the diversity of the communities we serve.

By focusing on these priorities, GENS aims to build a future marked by sustainable progress, inclusive growth, and meaningful community partnerships.

Biodiversity Conservation

Our Approach

Situated amidst Sentosa Island’s vibrant terrestrial and marine biodiversity, GENS is deeply committed to environmental stewardship, striving to minimise our ecological footprint while championing conservation efforts. Recognising the importance of biodiversity in maintaining healthy ecosystems, we go beyond operational priorities to implement meaningful conservation initiatives. These include the diligent monitoring of our terrestrial forest, the protection of marine biodiversity, active advocacy for biodiversity conservation, and the cultivation of meaningful partnerships in research and conservation.

1 Terrestrial Conservation

We strive to protect the health and vitality of our terrestrial ecosystems. We ensure the long-term resilience of this habitat by conducting regular biodiversity surveys to monitor and protect native species across our 2.9-hectare forest.

2 Marine Conservation

We dedicate ourselves to marine conservation, environmental education, and the highest standards of animal welfare. The S.E.A. Aquarium, soon to be the Singapore Oceanarium, is set to become

a leading institution for marine research and conservation. By serving as a hub of knowledge and resources, it aims to empower local and regional organisations to innovate and advance marine conservation efforts.

3 Partnerships for Conservation and Research

We believe in the power of collaboration to drive meaningful outcomes. By partnering with local and regional organisations, we contribute our expertise, resources, and innovation to support conservation projects and research initiatives. Together, we seek to amplify efforts beyond our doors and inspire a collective commitment to preserving biodiversity.

Our Progress

Terrestrial Conservation

Forest Preservation and Monitoring

Nestled at the base of Mount Imbiah, our resort’s 2.9-hectare coastal forest is a sanctuary for multiple plant and animal species. These plants not only support local wildlife but also contribute significantly to the island’s ecosystem health. The RWS Landscape team, in partnership with Nature

Society Singapore (NSS) and National Parks Board (NParks), has actively monitored the biodiversity of our coastal forest through surveys in 2005, 2012, and 2022, revealing 93 plant species, over a third of which are deemed threatened under the IUCN Red List. To protect our local species, we conduct proactive measures, such as pruning, to control the proliferation of invasive species. In 2023, a bird and butterfly survey identified 17 bird species and approximately 21 butterfly species, highlighting the thriving biodiversity within our protected coastal forest.

The biodiversity of our coastal forest

93 Plant Species 

17 Avian Species 

21 Butterfly Species 

Key Highlights

3 Heritage Trees

Bhesa robusta, *Garcinia celebica*, and the newly included *Alstonia angustiloba*

S.E.A. Aquarium and NTU-EOS Partnership

for climate research and marine conservation

49 biodiversity surveys

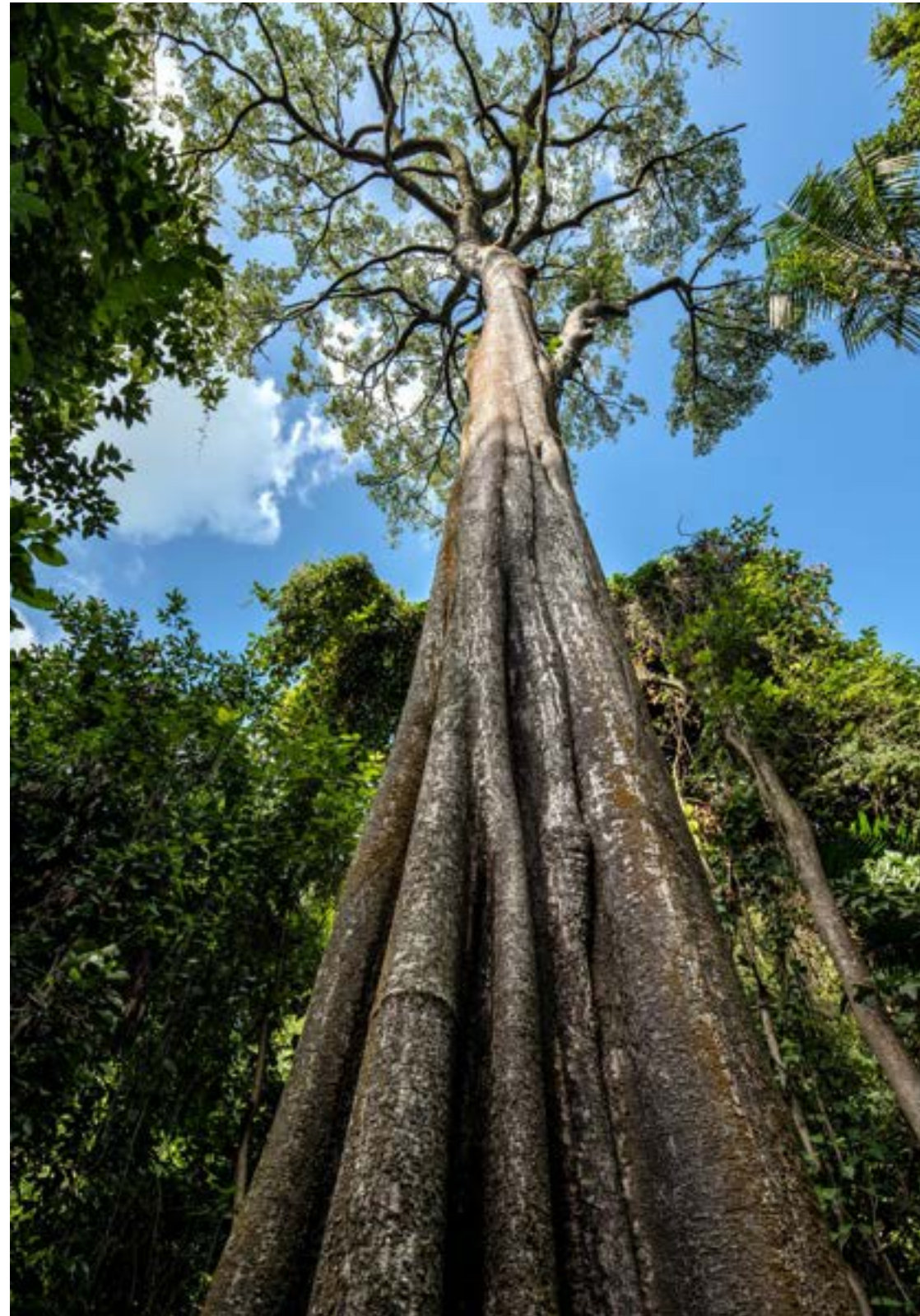
conducted under the RWS-NUS Living Laboratory research partnership

5 submissions

made to the Singapore Biodiversity Records

Eco-pond and biodiversity sanctuary

RWS manages an eco-pond adjacent to Equarius Hotel's Tangerine restaurant, featuring bio-swale filters and a stormwater collection system for water purification and irrigation. This sustainable water management approach conserves resources while creating a thriving habitat for diverse biodiversity, including egrets, hornbills, kingfishers, dragonflies, butterflies, monitor lizards, and more, showcasing harmony between nature and the resort.



Our newest Heritage tree, the Common Pulai (*Alstonia angustiloba*)

Our Heritage Trees

Heritage Trees are mature trees that hold ecological, historical, and cultural significance, serving as natural landmarks that reflect Singapore's identity as a Green City³⁵. These trees play a vital part in enhancing biodiversity, providing shade, and beautifying landscapes. The Heritage Tree Scheme by NParks aims to promote the conservation of these mature trees through stringent laws and care standards.

Within the resort, three Heritage Trees stand as symbols of our conservation efforts. The Seashore Mangosteen (*Garcinia celebica (hombroniana)*) at Universal Studios Singapore was our first Heritage Tree, followed by the 35 metres tall Red-flowered Malayan Spindle Tree (*Bhesa robusta*) in our coastal forest, that earned recognition from NParks in 2023. This year, we proudly welcomed a new addition: the Common Pulai (*Alstonia angustiloba*), also located in our coastal forest, bringing our total to three Heritage Trees at RWS. The Common Pulai is distinguished by its striking buttress roots and the sweet, burnt-sugar fragrance of its blossoms. Measuring an impressive 6.8 metres in girth, it is so vast that it takes eight people to encircle its base.

Protecting our trees

In 2022 and 2023, we implemented enhanced maintenance measures for our new Heritage Trees, the *Alstonia angustiloba* and *Bhesa robusta*, including the installation of a lightning protection system (LPS) and conducting regular inspections. This year, we installed four additional LPS units for the large *Alstonia angustiloba* trees located near Tree Top Loft. These trees, towering over 30

³⁵ [Heritage Trees - Gardens, Parks & Nature - National Parks Board \(NParks\)](#)

meters, are significant in size and ecological value, warranting further efforts for their preservation. The LPS not only safeguards buildings but also protects these trees from direct lightning strikes, which could otherwise result in explosions, fires, side flashes, and other collateral damage.

Landscaping to support biodiversity

As part of the RWS 2.0 expansion plan, we are refreshing the landscaping throughout the resort. The newly refurbished Hard Rock Hotel will feature a Rejuvenation Garden, designed in collaboration with landscaping experts to carefully curate the garden's floral landscape. Looking to attract various pollinating species, our landscaping design emphasises flowering and fruiting plants,



We installed four additional LPS units near Tree Top Loft

encouraging pollination and seed dispersal while providing nesting and shelter structures to foster plant-bird symbiosis opportunities. We prioritise biodiversity-attracting native and resilient plants that offer a colourful bloom, referencing to NParks' native plant guide and other sources. Examples include the Malayan Ixora (*Ixora congesta*), the Red Leea (*Leea rubra*), the Rose Myrtle (*Rhodomyrtus tomentosa*), and more. A range of habitat niches will also be incorporated to attract a wider range of pollinators and seed dispersers, creating a landscape that will support the local ecosystem while enhancing the resort's aesthetics. Opened to the public, guests will be able to enjoy the vibrant colours of Singapore's native shrubberies and avian diversity.

Marine Conservation

Our organisation is committed to upholding the highest standards in animal welfare, conservation, and educational practices. As the S.E.A. Aquarium transitions to the Singapore Oceanarium, we aim to establish ourselves as a leading institution in marine research and conservation. Our vision is to serve as a central hub of knowledge and resources, providing valuable support to local and regional organisations dedicated to advancing marine conservation efforts.

RWS-NUS Living Laboratory

The RWS-NUS Living Laboratory, established in October 2022, is the largest of S.E.A. Aquarium's ongoing research partnerships with external institutions. This research collaboration between RWS and the Tropical Marine Science Institute (TMSI) at the National University of Singapore (NUS) focuses on marine conservation and the sustainable use of marine resources, along with marine outreach and education. 2024 marked the third year of close collaboration, with objectives including updating Singapore's marine biodiversity records, advancing research on the reproductive biology of threatened species, as well as enhancing outreach and education to the public on Singapore's marine life and habitats.

Marine biodiversity records

This year, under the RWS-NUS Living Laboratory collaboration, the S.E.A. Aquarium's Research and Conservation team and NUS-TMSI led staff and public volunteers on multiple biodiversity surveys

across Singapore. These survey expeditions, helmed by four international researchers—leading experts in their respective taxa—focused on Singapore's Southern islands, where participants assisted in opportunistic specimen collection³⁶, sorting, and preliminary identification. Specimens were initially identified by volunteers under guidance and then verified by NUS researchers in collaboration with affiliates from institutions such as the Lee Kong Chian Natural History Museum (LKCNHM), overseas universities, and other connected researchers. Interesting observations of local species were documented, with five record submissions made to the Singapore Biodiversity Records³⁷. The submissions were on the Coastal Horseshoe Crab (*Tachypleus gigas*), Very Long Anemone (*Actinoporus elongatus*), Haeckel's Anemone (*Actinostephanus haeckeli*), Spotted box crab (*Calappa philargius*), and the Tiger Cowrie (*Cypraea tigris*). Our submission on the Coastal Horseshoe Crab (*T. gigas*) has been successfully published, while the rest are currently under review.

Outreach and Education

On the outreach front, experts conducted six taxonomy workshops and seven public seminars across the St. John's Island National Marine Laboratory (SJINML) and S.E.A. Aquarium, sharing their knowledge and engaging more than 500 individuals. These sessions covered diverse topics, including brittle stars and sea anemones, led by distinguished researchers well-versed in the marine biology and conservation field. Workshops



Intertidal survey at Seringat-Kias Island, as part of the RWS-NUS Living Lab Expedition

offered hands-on learning opportunities, such as a photography workshop to capture scientifically valuable images and a field survey workshop teaching participants to identify marine animals using dichotomous keys. These efforts deepened public understanding and appreciation for conservation science.

Researching threatened species

Additionally, S.E.A. Aquarium and NUS-TMSI continued regular population surveys of the endangered Mosaic reef crab (*Lophozozymus pictor*) on Sentosa. These surveys were conducted during low tide by walking parallel to the beach to record the size and sex of all crabs encountered while capturing photographs for further analysis. Alongside this, ex-situ research is being conducted at TMSI to culture these crabs and study their

reproductive life cycle. This research aims to refine culture techniques and close the species' life cycle, with the long-term goal of supporting breeding efforts and contributing to rewilding initiatives, potentially aiding in the species' long-term preservation.

Marine Immersion and Wellness Study

NUS researchers conducted a study examining the impact of immersion in marine spaces, such as the S.E.A. Aquarium, on emotional and physical wellbeing across different age groups. The study explored how sensory and cognitive attributes of selected exhibits influenced wellness indicators. Findings showed that aquarium visits enhanced positive feelings and reduced negative emotions, particularly for individuals with higher psychological distress. Additionally, both adults and children showed increased love for nature, with adults showing a significant increase in conservation intent. The study also highlighted the importance of exhibit design in influencing conservation attitudes and the perceived restorative effects of the aquarium environment. This pioneering research, one of the first in Singapore and the region, provides valuable insights that can inform aquarium curation and design to improve visitor experience and promote marine life conservation. These findings, presented at several medical conferences over the past year, could also contribute to future studies on the wellness effects of other urban nature environments, such as zoos and parks.

³⁶ Opportunistic specimen collection refers to gathering samples or specimens as they are encountered. It is particularly useful for biodiversity surveys, where the primary goal may be to document as many species as possible within a given area.

³⁷ Original and previously unpublished short communications that highlight significant findings related to the country's biodiversity, such as rare species sightings and noteworthy behavioural observations. Learn more at [Nature in Singapore - NUS LKC�H](#)



RWS hosting the 5th IUCN International Workshop on the Science and Conservation of Horseshoe Crabs

5th IUCN Workshop on Horseshoe Crabs

We hosted the 5th IUCN International Workshop on the Science and Conservation of Horseshoe Crabs, organised by Nature Society Singapore (NSS) in association with IUCN's Horseshoe Crab Specialist Group. Held over three days in June at Resorts World Convention Centre (RWCC), the workshop was graced by Minister for National Development, Mr Desmond Lee, alongside more than 100 researchers, partners, students, and educators to exchange knowledge and develop comprehensive conservation and research plans for Asian horseshoe crab species. Simultaneously, we organised a satellite educational booth at S.E.A. Aquarium and a storytelling session at the Children's Biodiversity Library by S.E.A. Aquarium, both spotlighting horseshoe crab species that are found in Singapore.

Blue Water EduFest 2024

S.E.A. Aquarium participated in the Blue Water EduFest 2024 by hosting the opening night cocktail reception at the Ocean Gallery, graced by marine biologist 'Her Deepness' Dr Sylvia Earle—

one of the world's leading marine biologists and oceanographers. At the Blue Water Eco Summit, we shared S.E.A. Aquarium's evolving role in marine conservation, as we transition into Singapore Oceanarium, and emphasised the vital contribution of zoos and aquariums in biodiversity conservation. In addition to our participation in the conference, the Research and Conservation team also sponsored and led three pre-conference activation programmes to engage the Blue Water community: a dive programme at S.E.A. Aquarium, a coastal cleanup at Yishun Dam, and an intertidal tour at Changi Beach.

Partnerships for Conservation and Research

Singapore Oceanarium aspires to become a leading aquarium-based conservation institute, championing the protection and restoration of marine species and ecosystems. To drive meaningful, long-term impact, we harness our expertise, experience, and cutting-edge facilities to forge strategic partnerships. These collaborations with marine research and conservation partners empower us to undertake initiatives that deliver tangible benefits to both the marine environment within the aquarium and the broader ecosystem, ensuring a sustainable future for our environment.

S.E.A. Aquarium and NTU-EOS Dive into Partnership

S.E.A. Aquarium marked a new milestone in environmental collaboration by forging a new partnership with the Nanyang Technological University's Earth Observatory of Singapore (NTU-EOS). We formalised this partnership through a momentous underwater Memorandum of Understanding (MOU) signing ceremony on 30



NTU-EOS underwater MOU signing

April 2024. This first-of-its-kind ceremony saw representatives of NTU and the S.E.A. Aquarium's Education, Research & Conservation team diving into the S.E.A. Aquarium Shipwreck Habitat to formalise the collaboration.

This partnership combines the expertise of S.E.A. Aquarium and EOS—a research institute at NTU focused on natural hazards and climate research—to address the pressing challenges of climate change and its detrimental impacts on marine ecosystems. Proposed initiatives include research on super corals, climate science projects, and the development of educational resources such as ocean webinars and educational videos for the Aquarium's programmes. Together, we aim to advance research and conservation, catalyse meaningful action, and enhance climate resilience.

HKUST Partnership

S.E.A. Aquarium, with the assistance of its resident marine animals, continues to facilitate important research work both in-house and in partnership with external partners. One notable project is

our partnership with the Hong Kong University of Science and Technology (HKUST) to study the dietary markers present in the mucus of manta rays. Due to the stringent permit requirements for obtaining biological samples from wild manta rays, we are using the Aquarium's three resident manta rays (*Mobula alfredi*) for the research. This study aims to establish a baseline for further research on manta ray diets and assess whether existing protected areas can fully support their complete dietary and health needs, ultimately informing future conservation guidelines and laws.

Partnership with Educational Institutes

In 2024, S.E.A. Aquarium continued its commitment to sustainability education and advocacy by collaborating with educational institutes, providing youths with a platform to explore sustainable initiatives in corporate settings and gain insights into marine conservation. We established a long-term pathway with the School of the Arts (SOTA), engaging students in projects on topics like sustainable seafood and biodiversity. Additionally, we worked with Singapore Management University (SMU) students to assess the sustainability of our fish feed sourcing, leading to the identification of improvement opportunities. More detailed information on these initiatives can be found in our [Sustainability Education and Advocacy](#) chapter.

Looking Forward

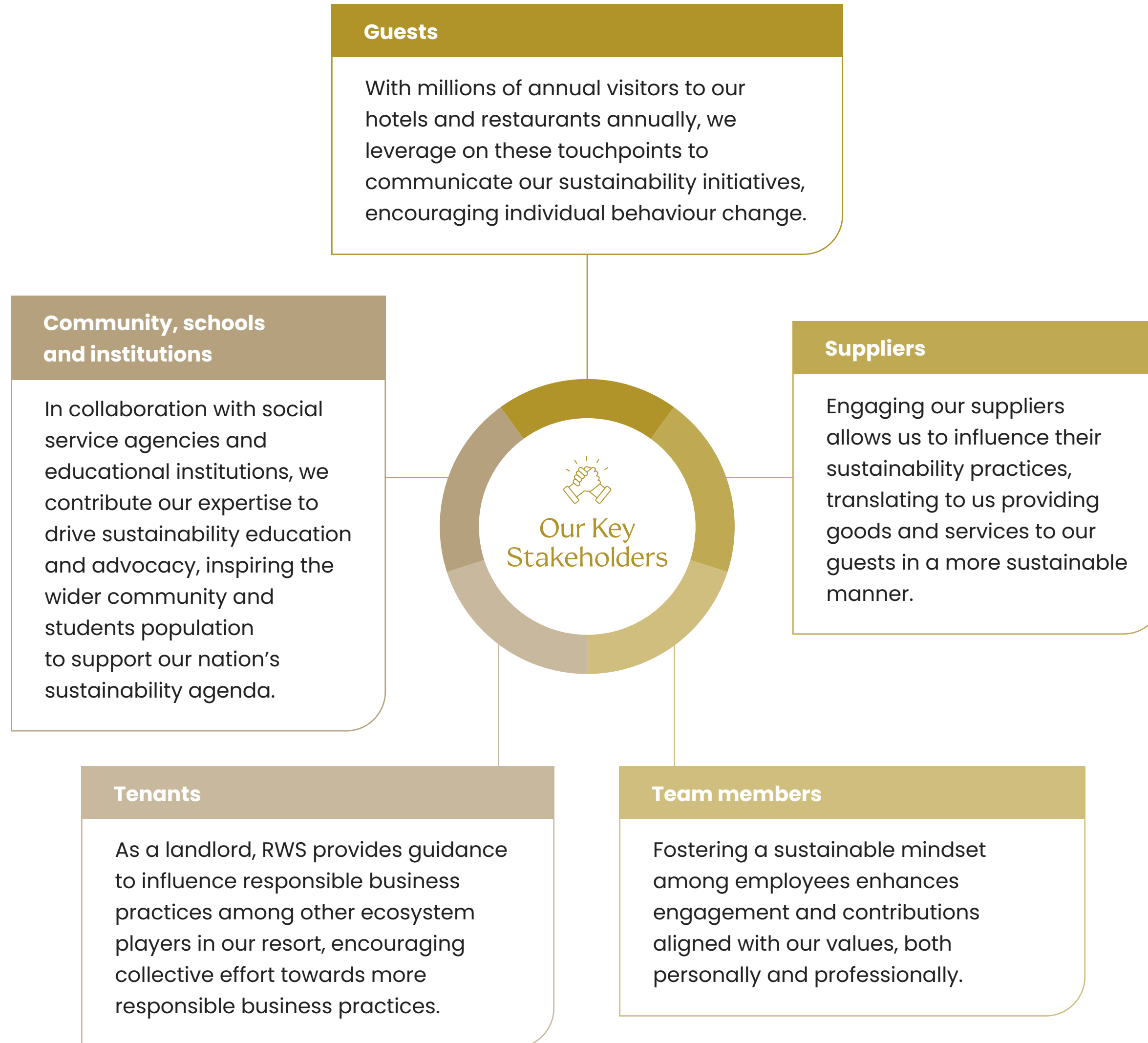
With Singapore Oceanarium and a brand-new Research and Learning Centre on the horizon, the S.E.A. Aquarium team looks ahead to embark on exciting new conservation and research projects with like-minded individuals, organisations and institutions.

Sustainability Education and Advocacy





Our Approach

We welcome millions of visitors annually to our integrated resort and take an active role in supporting broader societal initiatives through sustainability education and outreach. By raising awareness, imparting knowledge, and fostering collaboration, we empower diverse groups to unite to create meaningful positive change.

In 2021, we introduced the Sustainability Education and Advocacy Framework to guide our efforts in engaging key stakeholders.



Key Highlights

- >21,300** 
Individuals educated across 427 schools
- 1,045 kg** 
of marine debris collected in total
- >4,800** 
public guests engaged through public programmes
- >550** 
volunteering hours by Docents

Our Progress

Cultivating from Within

We inspire and educate our team members throughout the year with a series of learning journeys, self-learning platforms, and engagement programmes. In 2024, we launched Learning Moments to equip team members with bite-sized knowledge across six interest fields: sustainability, digital skills, safety, service, compliance, and leadership.

Team members are also prompted to refresh their sustainability knowledge each year through our Sustainability 101 e-learning module, which is designed to elevate the sustainability-related competencies of every team member. This module delves into fundamental climate change concepts, unravels their potential impact, and inspires our team members with tangible examples of how each one of us can champion sustainability within RWS.

Driving Sustainable Tourism

We hosted the Global Sustainable Tourism Council (GSTC) Conference 2024 at RWS from 13–16 November, gathering 500 delegates from 55 countries with one collective goal: to advance sustainable tourism. Leading up to the conference, we implemented a series of innovative activations across the resort to revitalise and amplify sustainability messaging, inspire behavioural change, and encourage guests to adopt more sustainable practices during their visit and beyond. This included updating our recycling bin wraps with clear sorting instructions, sprucing up the recycling corner outside our largest staff canteen with

educational materials on our waste management framework, and designing escalator decals at the Resorts World Convention Centre (RWCC) to highlight our sustainable MICE practices and offerings.

Beyond spotlighting our sustainability efforts, we aimed to create an immersive experience. Thus, we developed a Self-guided Sustainability Tour Brochure to provide guests and environmental enthusiasts a unique opportunity to explore the resort's sustainability initiatives at their own pace. The tour sheds light on our resort's unseen wonders and connects participants with the resort's broader sustainability goals, including reducing carbon emissions, conserving resources, and supporting local biodiversity. We maximise visibility and guest engagement via QR codes featured on digital screens across RWS and in hotel rooms.



Guided sustainability tour for GSTC delegates

In addition, we hosted complimentary sustainability tours for groups such as Singapore Development Corporation (SDC) for the Sentosa Learning Festival, Central Provident Fund (CPF), Workforce Singapore, Singapore Management University (SMU) learning journey, and GSTC conference delegates. Participants were guided by our Sustainability team through exclusive back-of-house locations to learn about our key initiatives in areas such as water conservation, waste management, energy efficiency, and sustainable and local procurement. We also unveiled our innovative, system-agnostic Building Management System (BMS) at the Fire Command Centre (FCC) during the GSTC conference, aiming to inspire the tourism sector to adopt more sustainable practices.

Nurturing Future Generations

In 2024, we conducted a total of 427 learning journeys for schools, educating 21,398 individuals across 427 schools. Additionally, we engaged 4,871 public guests through our immersive public programmes.

Children's Biodiversity Library

At Singapore's Central Public Library, the Children's Biodiversity Library by S.E.A. Aquarium remains a well-utilised hub of knowledge and discovery for children, where 18 marine-themed workshops were held throughout the year to engage the younger generation on topics relating to marine biodiversity and conservation.



Mr Tan Hee Teck, CEO of RWS, engaging children at the Children's Biodiversity Library



Storytelling session at the Children's Biodiversity Library with Ms Lee Shi Ruh, President of RWS (third from the right)

Partnership with Educational Institutes

A critical component of our sustainable education and advocacy strategy involves partnering with youths from educational institutes, including Institutes of Higher Learning.

SOTA

This year, we established a pioneering long-term, multi-year pathway with the School of the Arts (SOTA), creating a unique pathway for students to hone their skills and interest in marine biodiversity throughout their school years. Over 30 SOTA students, aged 15 to 18, engaged in various projects with S.E.A. Aquarium staff serving as mentors. These projects range from designing and executing workshops at the Children's Biodiversity Library to creating educational posters and conducting internal outreach on topics such as sustainable seafood, biodiversity surveys, and the deep sea. The collaboration also offers select Year 6 students (18 years old) with opportunities for attachments and internships at the Aquarium, helping them gain hands-on experience through contributing to our marine biodiversity and conservation efforts.

SMU-X

We contributed a problem statement to students from an SMU-X course by Singapore Management University (SMU), where they assessed the sustainability profile of our current S.E.A. Aquarium fish feed sourcing. The students evaluated the feasibility of sustainability initiatives while balancing operational challenges, such as sustainable seafood certifications and the sustainability profile of marine catch globally. The students identified improvement opportunities and proposed strategies that were based on research and best

practices from aquariums worldwide.

Youth Ocean Ambassador Programme

S.E.A. Aquarium continued its flagship bi-annual Youth Ocean Ambassador Programme in 2024, engaging over 40 youths and mentors from various schools in a week-long holiday programme focused on mangrove habitats. In addition to Aquarium tours, field trips, and workshops, the student participants showcased their final project posters at the 5th IUCN International Workshop on the Science and Conservation of Horseshoe Crabs, presenting their work to the Minister of National Development, Mr Desmond Lee.

Imparting Conservation Awareness

In collaboration with the non-profit organisation Impart, S.E.A. Aquarium's Research & Conservation team led an intertidal walk at Changi Beach for youths facing adversities and their families. This hands-on educational experience gave participants the opportunity to explore the intertidal zone and learn about Singapore's resilient marine life. The collaboration with Impart aimed to inspire a sense of responsibility to the environment and empower participants with knowledge of marine conservation.

Start Small Dream Big

In 2024, we continue to be a key partner for the annual Start Small Dream Big (SSDB) initiative through our partnership with Early Childhood Development Agency (ECDA). SSDB provides preschools an authentic platform for their students to innovate and contribute meaningfully to protecting our planet. We engaged centres to educate preschoolers on marine conservation,



Leading preschoolers in a beach cleanup as part of the SSDB initiative

inspiring their SSDB projects aimed at saving our oceans. In addition to conducting educational programmes, we provide assembly talks and support beach clean-ups.

Throughout 2024, we engaged 33 preschools, involving 1,409 students and 384 teachers. Our commitment as an SSDB partner culminated in the annual Early Childhood Conference & Celebrations (ECCC) for 2024, where we received a plaque of participation as a partner organisation. This marks the 7th consecutive year the S.E.A. Aquarium Education team has contributed as an SSDB partner, and we will continue our efforts in years to come.

Educator's Connect Session

The Educators Connect Session, launched by the Education team from S.E.A. Aquarium in August 2024, serves as a dedicated platform for us to engage directly with schools—primary, secondary,

and tertiary levels—to showcase our educational offerings and provide insights into future initiatives, including the upcoming Singapore Oceanarium. These sessions are a vital part of our outreach efforts, facilitating deeper connections with educational institutions and promoting meaningful dialogue with educators. This enables us to better understand students' learning needs and identify areas for further potential collaboration.

Through assembly talks, we address real-world marine conservation issues, raising awareness and empowering students to protect marine life. As of November 2024, we have reached a total of 33 educators and over 300 students through these Educators Connect sessions and Assembly Talks. We are exploring additional engagements for next year, aiming to expand our reach and further strengthen school collaboration.

Empowering our Communities

Docent Community

Started in 2018, the Docent Programme is S.E.A. Aquarium's first volunteer community, dedicated to providing a platform for passionate individuals to engage with their fellow members of the public and generate awareness for marine biodiversity and conservation. Docents are stationed within the Aquarium, guiding guests through animal interaction or engaging guests with mobile flasks containing interesting specimens like sea jellies and shark egg cases.

S.E.A. Aquarium's flagship Docent community welcomed 30 new additions for a total of 90 active docents. These dedicated volunteers contributed over 530 hours, sharing their extensive knowledge of marine biodiversity, improving ocean literacy among visitors, and inspiring meaningful conservation action. In addition, the docents also represented S.E.A. Aquarium at major exhibitions and shows like the Asian Dive Expo (ADEX) and the Aquatic Garden and Asia Show (AGAS), showcasing the Aquarium's conservation initiatives and engaging a broader audience.

Ocean Advocates

Marine debris poses a severe and growing threat to marine life and ocean habitats, inflicting staggering environmental and economic costs of approximately US\$13 billion in annual damage. With more than 250 million tons of plastic expected to enter the ocean by 2025³⁸, immediate action is essential. Therefore,

Ocean Advocates, S.E.A. Aquarium's coastal cleanup volunteer arm, actively collaborates with local partners to conduct annual cleanups across beaches, dives, kayaks, and mangroves. These efforts mobilise volunteers to combat pollution while gathering valuable data on marine debris, which is submitted to monitoring databases like the Ocean Conservancy³⁹ and PADI's Project Aware⁴⁰.

This year, Ocean Advocates collected a total of 1,045 kg of marine debris across 8 cleanups, exceeding our 800kg target. This figure includes over 1,800 plastic bottles, 2,500 plastic bags, 3,000 styrofoam and plastic pieces, and 2,400 plastic wrappers, among other types of waste. Ocean Advocates is proud to have worked with existing and new partners like Punggol Coast GAC, Nature Kakis, Nature Society Singapore, Waterways Watch Singapore, charities including TOUCH Community Services (Silent Club) and Impart, as well as school interest groups such as Republic Polytechnic DEAFining.

Citizen Science Programme

The S.E.A. Aquarium's Citizen Science volunteer Programme was launched in 2023 under the training of the NParks Intertidal Watch method. The programme aims to conduct quarterly surveys to collect long-term data at Sentosa's Coastal trail that will inform conservation planning. All data is submitted to the NParks Intertidal Watch database, which tracks biodiversity across coastal sites in Singapore.

This year, our Citizen Science programme recruited 120 new citizen scientists—everyday Singaporeans trained to play their part in biodiversity surveying and monitoring. On top of the Programme's quarterly surveys, the citizen scientists were also given the opportunity to participate in the RWS-NUS Living Laboratory field expeditions, undertaking surveys of Singapore's southern islands and assisting with lab work at the St. John's Island National Marine Laboratory.

ADEX and AGAS

Building on its first appearance in 2023, S.E.A. Aquarium returned to the annual Asian Dive Expo (ADEX) and the Aquatic Garden and Asia Show (AGAS). The team engaged over 3,600 members of the public at their booths and our vets and aquarists shared their expertise and the Aquarium's work on stage, speaking on topics ranging from

the PADI AWARE Shark Conservation Specialty Course and offshore dive cleanups to in-house best practices in animal husbandry and reproduction.

Looking Forward

As S.E.A. Aquarium evolves into the Singapore Oceanarium, our programmes will be refined. We aim to shift away from isolated disciplines, and instead adopt more interconnected approaches, such as emphasising STEM concepts. We will continue collaborating with schools and higher education institutions on projects promoting marine conservation and fostering critical thinking. With the 2025 launch of the Research and Learning Centre, we will expand educational opportunities, utilising classrooms, a teaching lab, and the Edutorium to support collaborative learning and programme development.



S.E.A. Aquarium at the annual ADEX

³⁸ Addressing the global marine debris crisis from an underwater perspective – citizen science and community engagement for global solution | Department of Economic and Social Affairs

³⁹ Home – Ocean Conservancy

⁴⁰ AWARE: Marine Debris Programme | PADI

Deepen Governance

- Sustainable Tourism
- Governance and Ethics
- Responsible Gaming



Sustainable Tourism

Our Approach

Sustainable tourism is gaining momentum globally, driven by growing awareness of its importance in preserving the environment and protecting local communities. However, despite the rising interest in sustainable tourism, a gap exists between awareness and action. The 2024 Trip.com Sustainable Travel Consumer Report⁴¹ highlights two key barriers: price sensitivity and a limited understanding of sustainable practices. These challenges hinder tourists' decision-making and reduce their ability to adopt sustainable behaviours, even when motivated.

At Resorts World Sentosa (RWS), we see this as an opportunity to make sustainable tourism more accessible and actionable for our guests. Through initiatives that simplify and enhance access to sustainable options, we aim to empower guests to make informed and environmentally responsible decisions during their stay, bridging the gap between intent and action. We also strive to extend our impact beyond our resort by engaging and educating the wider community on sustainability, thereby driving meaningful change to shape a more sustainable future for tourism.

To meet the demands of sustainable tourism, we have reinforced our commitment through our LEAD framework—Lower Emissions, Enhance Wellbeing, Amplify Impact, Deepen Governance. Guided by the ethos “Acting with purpose, delivering with impact,” this framework forms the foundation of our strategy to drive meaningful change and set a new standard for sustainable tourism.

Our focus on sustainability is realised through the following key areas of work:

1 Leading the sustainability ecosystem

We set the standard for sustainability, aligning with global benchmarks and industry best practices to establish ourselves as a truly sustainable destination.

2 Collaborating for success

We collaborate at the precinct and national levels to shape the sustainability agenda, leading by example through collaborating and testbedding new initiatives.

3 Creating transformative experiences

We strive to create exciting and refreshing experiences for our guests and communities, delivering meaningful impact while advocating for sustainability.

4 Fostering positive socio-economic impact

We prioritise uplifting our communities, ensuring they grow and thrive alongside us as we expand our business operations.

Our Progress

Leading the sustainability ecosystem

We set the industry standard for sustainability, securing certifications to global standards that place us at the forefront of emerging trends. In 2021, RWS made history as the first in the world to be certified to both the Global Sustainable Tourism Council (GSTC) Destination criteria and Industry criteria for Hotels. In 2022, we became the first venue globally to attain the Events International

Council (EIC) 2022 Sustainable Events Standards (Venue): Platinum level. These prestigious recognitions affirm our adherence to best practices and amplify our credibility with stakeholders. We continue to lead the sustainability ecosystem by continuously driving innovation, improving our practices, and setting new benchmarks for the industry.

Key Achievements 2024



GSTC Destination Criteria and GSTC Industry Criteria for Hotels

recertified



Best Sustainability Initiative (Hotel)

at the M&C Asia Stella Awards 2024



EIC 2023/4 Sustainable Events Standards (Platinum)

recertified



Hotel Ora BCA Green Mark Platinum Super Low Energy

recertified



NVPC Company of Good - Three Hearts



Equarius Hotel BCA Green Mark Platinum

recertified

⁴¹ Trip.com Group Sustainable Travel Consumer Report 2024 (8) ([c-ctrip.com](https://www.ctrip.com))

Pledges

- ▶ Singapore Hotel Sustainability Roadmap
- ▶ Singapore MICE Sustainability Roadmap
- ▶ Sentosa Disposable Pledge
- ▶ SHA Hotel Industry Sustainability Pledge
- ▶ Sentosa Carbon Neutral by 2030

For a full overview of our accomplishments, please visit our [Awards and Accolades](#) page.



The Next Chapter book installation was unveiled at the 2024 GSTC conference. From left to right: Mr Cheh Hsien Lee (Deputy CEO, SDC), Ms Thien Kwee Eng (CEO, SDC), Mr Bob Tan (Chairman, SDC), Mr Alvin Tan (Minister of State for the Ministry of Trade and Industry and Ministry of Culture, Community and Youth), Mr Luigi Cabrini (Chairman, GSTC), Mr Tan Hee Teck (CEO, RWS), Ms Huey Hong Ong (Chief Sustainability Officer, STB), and Mr Randy Durband (CEO, GSTC)

MICE Venue Sustainability Playbook

As one of Singapore's largest MICE operators, RWS plays a pivotal role in advancing and enhancing the MICE landscape by sharing knowledge, expertise, and best practices with our industry peers.

In 2024, we contributed to the Singapore MICE Sustainability Roadmap by the Singapore Tourism Board (STB), providing performance data, sharing challenges, and showcasing green initiatives. These efforts helped shape the MICE Venue Sustainability Playbook, unveiled during the GSTC Conference, which now serves as a practical guide to advancing sustainable practices across the industry. As the Singapore MICE Sustainability Roadmap evolves, we will continue to share our insights and best practices to inspire a more sustainable future for the MICE industry.

GSTC

For three consecutive years since 2021, we have led the way with our certifications against the Global Sustainable Tourism Council (GSTC) Criteria for

Destinations and GSTC Criteria for Hotels. In 2024, we proudly hosted the GSTC conference at our Equarius Hotel, Singapore's first hotel to achieve the prestigious WELL Certification at the Gold Level. Welcoming over 500 international delegates from 55 countries, this milestone marked the first time the GSTC conference was held in Singapore.

We curated the menu to feature plant-based dishes to lower carbon footprints, as well as locally sourced delights like cookies infused with upcycled orange peels. Display shelves alongside the food were provided for local vendors to showcase their locally harvested fresh produce, such as mushrooms from Spores Garden and edible flowers from Artisan Greens, increasing awareness of the quality of produce brought about by our local urban farms. Additionally, we implemented on-site recycling bins with clear sorting instructions and provided delegates with water carafes and dispensers to eliminate single-use plastic bottles.

During the event, we unveiled The Next Chapter, an interactive book installation crafted from eco-

friendly materials such as FSC-certified cardboard and motion-sensor LED lights, showcasing our sustainability journey and upcoming developments. We also hosted RWS Special Access Sustainability Tours that welcomed over 100 attendees across three sessions, offering an in-depth look at our integrated sustainability management system. Participants explored key initiatives in water conservation, circular waste management, energy efficiency, and sustainable procurement, with exclusive access to our Fire Command Centre (FCC). The tours encouraged meaningful discussions and inspired global leaders to elevate their own sustainability efforts.

Collaborating for success

Beyond securing international certifications, we actively support industry-wide initiatives and collaborate with like-minded organisations to drive meaningful change that extend beyond our doors.

Singapore Hotel Association Hotel Sustainability Committee

We have active representation as co-chair of the Singapore Hotel Association (SHA) Hotel Sustainability Committee. In 2023, we pledged our support for the Singapore Hotel Association's Hotel Industry Sustainability Pledge.

Sentosa Disposable Pledge

As a member of the Sentosa Carbon Neutral Network (SCNN) and a key resident of Sentosa Island, we collaborated with Sentosa Development Corporation (SDC) and other island partners to develop the Sentosa Disposables Policy to reduce the use of single-use plastics and disposables

across our operations. The policy, released alongside the Sentosa Disposables Playbook, provides a practical guide for all Sentosa Island partners to adopt sustainable waste management practices. This includes initiatives such as banning single-use plastic bottled water in dine-in, takeaway, and event settings on the island and replacing them with water dispensers to promote waste reduction. Additionally, we eliminated unnecessary packaging, such as secondary packaging, to further reduce waste. Through these collective efforts, we make sustainability more convenient and accessible, helping guests and visitors to make environmentally responsible decisions with ease.

Creating transformative experiences

We recognise the gap between guest awareness and action in sustainable tourism, often driven by cost concerns and a limited understanding of sustainable practices. To bridge this divide, we seamlessly integrate sustainability into our offerings, ensuring eco-friendly options are accessible without additional costs. To further address the knowledge gap, we deliver engaging hands-on activities, exclusive behind-the-scenes tours, and interactive workshops that educate, inspire, and empower guests to take meaningful action. Through these efforts, we lead the way in making sustainability both accessible and impactful for all.

Empowering guests through sustainability experiences

We offer a range of immersive and educational guest experiences, such as:



Self-guided Sustainability Tour

Discover how RWS maximises guest experiences while minimising environmental impact.



Youth Ocean Ambassador

Engage in a unique learning experience, investigating and addressing conservation challenges in innovative ways.



Guided Sustainability Tours

Join our sustainability team for an exclusive guided tour of our behind-the-scenes sustainability initiatives.



Aquarist Lab

Explore our behind-the-scenes nursery and plankton cultivation at S.E.A. Aquarium.



Sustainability in Motion Programme

Explore the multifaceted concept of 'sustainability' and learn about marine conservation in RWS.



Innovation Workshop: Aquarist LAB 2100A

Participate in a 2-day workshop for hands-on learning and discussions on marine issues.



S.E.A. Aquarium Discovery Tour

Explore marine ecosystems, the interactions between diverse organisms, and the importance of ocean conservation.



Coral Propagation

Witness coral breeding and contribute to self-sustainability and conservation.



Feeding Frenzy Trail

Explore marine animals' feeding methods and how their structural and behavioural adaptations help them efficiently obtain nutrition.

Public Volunteer Programme

At RWS, our sustainability experience extends to Volunteer Programmes that offer guests a variety of engaging roles.



Docents

Serve as frontline ambassadors, engaging the public on marine biology, ecology, and conservation within our aquarium and at external events.



Citizen Scientists

Contribute to long-term bio-monitoring efforts, conducting surveys of Singapore's intertidal biodiversity.



Ocean Advocates

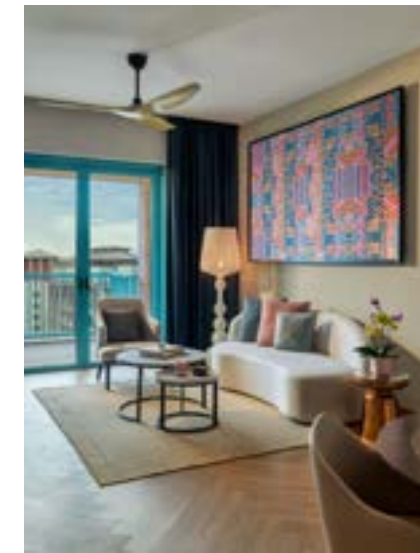
Actively combat marine debris through beach, mangrove, kayak, and dive cleanups. We collected over 1045kg of marine debris in 2024.

Sustainable Offerings



Responsible Sourcing and Supply Chain

From the eco-friendly cleaning products to responsibly sourced seafood served at our dining establishments, we ensure that every touchpoint—from procurement to guest experience—are sustainable.



Hotels

Our hotels promote sustainable living with reusable water carafes, refillable dispensers, locally sourced amenities in reusable containers, and strategically placed recycling bins to make sustainable living second nature for our guests.



MICE

Our MICE corporate sales team is expertly trained to help clients to host events that align with their environmental goals. This includes tracking energy, waste, and water data, using exclusively sustainably sourced ingredients, and implementing additional onsite recycling stations.



Events

We manage our prop inventory to minimise waste by recycling and reusing materials like dummies, animatronics, costumes, and LED panels, ensuring that our events have a minimal environmental impact while still delivering memorable experiences for our guests.

Fostering positive socio-economic impact

Supporting Local

We support the local economy by sourcing over 80% of our purchasing portfolio from local companies. Our efforts with sourcing from local farmers have earned us the prestigious Farm-to-Table Recognition (Highest Tier) award. In addition to our sourcing practices, we empower underrepresented communities by providing platforms for local artisans and social enterprises. For example, Hotel Ora's social gifting shelf showcases handcrafted goods from artisans such as single mothers, the elderly, and persons with disabilities, with all proceeds going directly to them. Through partnerships with organisations like ARTDIS and the I'mable Collective, we continue to create opportunities that foster inclusivity, celebrate cultural diversity, and drive positive socio-economic impact. For further details, please refer to the chapters [Responsible Sourcing and Supply Chain](#) and [Empowering and Engaging Local Community](#).

Education

We take our educational efforts beyond the resort to inspire and empower the next generation. In partnership with the National Library Board, we launched Singapore's first marine biodiversity-themed public library, the Children's Biodiversity Library by S.E.A. Aquarium, at the Central Public Library. Supported by a \$1 million commitment, this initiative funds the library's construction and year-round marine-themed programmes, including art workshops and career talks facilitated by RWS Cares volunteers. Since its opening in January 2024, we have been facilitating various workshops to

engage the younger generation on topics relating to marine biodiversity and conservation. We also partner with educational institutes like School of the Arts (SOTA) and Singapore Management University (SMU) to increase awareness of marine conservation. Refer to the [Sustainability Education and Advocacy](#) chapter for more details.

Creating Opportunities

We also drive socio-economic growth by creating meaningful work opportunities and shaping future leaders. Through initiatives like the ITE Work-Study Diploma Programme and Management Associates Programme, we nurture emerging talent. Meanwhile, our upskilling efforts support retrenched workers and those without prior experience. Our internship programme with Temasek Polytechnic further provides students early exposure to the tourism and hospitality industry, empowering them to contribute meaningfully to the workforce. Refer to the [Human Capital Development](#) chapter for more details.

Looking Forward

With RWS 2.0 underway and strong partnerships in place, we are set to advance sustainable tourism experiences in the coming years. Key developments include the Research Learning Centre and the Singapore Oceanarium, designed to serve as regional hubs for marine biodiversity awareness and conservation education, inspiring collective action for our oceans. Additionally, our upcoming sustainable RWS 2.0 buildings and developments, such as the Waterfront Lifestyle Complex, aim to set new standards for sustainable tourism infrastructure.



The Children's Biodiversity Library by S.E.A. Aquarium, at the Central Public Library



We facilitate various workshops at the Children's Biodiversity Library

Governance and Ethics

Our Approach

A company’s approach to governance and ethical practices is crucial for building stakeholder trust and securing its permission to operate. Key governance areas, such as risk management, anti-bribery, and corruption measures, reflect the organisation’s strategy and commitment to long-term value creation. At GENS, we uphold the highest standards of integrity and conduct throughout our operations. We have established robust governance practices to ensure sustainable value creation for our guests, team members, investors, and other stakeholders.

As we grow and navigate an increasingly complex business environment, maintaining the highest standards of ethical conduct is essential. We operate with integrity and full legal compliance, striving to deliver world-class experiences for our guests while upholding a zero-tolerance culture towards any violations of applicable laws. In 2024, we published the GENS Code of Ethics and Business Conduct (COEBC), a publicly available report that outlines key aspects of our Code of Conduct (COC) policy, embodying our commitment to

integrity, respect, excellence, and a positive and ethical workplace.

Our corporate governance responsibilities are organised as follows:

1 Code of Conduct (COC)

The COC mandates overall guiding principles and actions for our team members on professional conduct in response to specific risks and circumstances. This includes a set of policies, controls, and processes that demonstrate our responsible business approach.

2 Enterprise Risk Management (ERM)

The ERM policy and framework governs how the Company identifies, assesses, and acts on material risks. This complements the company’s business strategy, objectives, performance, and decision-making.

Our Progress

GENS CoEBC Framework

Our COC is a policy that mandates the overall guiding principles and actions for our team members on professional conduct in response to specific risks and circumstances. This includes a set of policies, controls, and processes that demonstrate our responsible business approach. For more details on our guiding principles, please refer to the full [Code of Ethics and Business Conduct \(COEBC\)](#) report.

Our COC and its related policies are encapsulated within our GENS COC framework. This framework highlights relevant principles and guidance on professional behaviour, including policies on ensuring compliance with the law and the highest possible ethical standards. These policies are signed off by relevant business unit heads and senior management, ensuring that every team member adheres to all listed rules and regulations. The COC is integrated into onboarding and induction training for all new team members, including part-timers. All team members are required to acknowledge and comply with the COC on an annual basis.

Our COC outlines our four commitments:



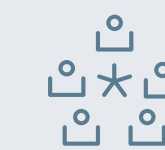
Commitment to Respect Our Team Members

People are at the heart of any business, and this holds particularly true for a leisure and hospitality business. Our team members must feel safe, respected, and empowered in order to deliver their best work.



Commitment to Fair and Ethical Business

Beyond compliance with the law, the way we conduct our business significantly influences how others perceive us. Such perception directly impacts various aspects, such as our ability to thrive, who we partner with, and our capacity to attract the best talents.



Commitment to Safeguard Stakeholder Interest

Our stakeholders are more than just our shareholders—they include our visitors, partners, and suppliers. By safeguarding their interests, we can strengthen their loyalty and bolster our resilience towards competition.



Commitment to Value Creation for the Community and the Environment

We regard ourselves as a socially and environmentally responsible corporation. We strive to create meaningful and positive impact to the local community and reduce our footprint on the environment.





We regularly review our COC to ensure its relevance in the face of evolving standards of responsible corporate behaviour. Any violation of the COC will result in appropriate disciplinary action, such as suspension or termination of employment, with clear procedures in place to ensure that disciplinary actions are implemented fairly across all levels of employees.

Our COC provides core guiding principles in the following areas:

- Integrity in all that we do
- Compliance with laws and regulations and the Company’s code and policies
- Commitment to doing our best for our guests and the Company
- Valuing the diversity and contributions of all team members
- Growing, striving, and creating memorable moments together for our guests and team members

Policies under the COC that cover critical business areas include:

	Professional Conduct <ul style="list-style-type: none"> • Anti-harassment and non-discrimination
	Fraud Risk Management <ul style="list-style-type: none"> • Anti-bribery and corruption • Anti-competition behaviour
	Compliance <ul style="list-style-type: none"> • Data protection and privacy • Prevention of money laundering, terrorism financing, and proliferation financing (PMLTFPF) • Whistleblowing policy
	Human and Labour Rights <ul style="list-style-type: none"> • Prohibiting modern slavery practices, including child and forced labour.

Professional Conduct

People are at the heart of our business, and we aim to foster an environment where team members feel safe, respected, and empowered to excel. In turn, team members are expected to perform their duties with honesty, integrity, and professionalism in all that they do.

Human Rights

Human and labour rights are the cornerstone of a safe, fair, and inclusive workplace. In 2024, we published our Human Rights Policy and [Human Rights Corporate Statement](#), reinforcing our commitment to ethical practices and the protection of our team members’ rights.

We are committed to upholding internationally recognised principles, such as those outlined in the International Bill of Human Rights (IBHR), the United Nations’ Guiding Principles on Business and Human Rights (UNGPs), and the International Labour Organisation’s (ILO) Declaration on Fundamental Rights at Work. Locally, we develop our HR practices and uphold fair labour and employment practices in accordance with Singapore’s Employment Act, the Singapore National Employers Federation, and the Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP).

We forbid any form of human rights violations, including modern slavery, discrimination, and harassment. Our Diversity and Inclusion Policy promotes respect and equality, while our Whistleblowing Policy provides a safe channel for reporting any concerns. For more details, please refer to our [Code of Ethics and Business Conduct \(CoEBC\)](#).

Key Highlights

0 confirmed incidents of corruption and money laundering

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

0 breaches of customer privacy

PMLTFPF
No financial penalties or sanctions in 2024

Fraud Risk Management

Corruption seriously undermines both corporate and individual integrity, posing operational and reputational risks for businesses. Companies and individuals found to be engaging in corrupt activities or violating the law face severe legal ramifications and may be prevented from carrying out business operations. GENS expects all team members to maintain professional integrity at all times and adopt a zero-tolerance stance against fraudulent practices and activities, including conflicts of interest.

Anti-Bribery and Corruption

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

Our Anti-Bribery and Corruption Policy applies to the Company, its subsidiaries, affiliates, overseas offices, and any company that may come under the Company's management oversight. It encompasses all employees, officers, directors, and any contract staff working under the supervision and/or management oversight of the Company. All team members are required to always comply with the Anti-Bribery and Corruption Policy and all applicable anti-bribery and corruption laws and regulations, including the Singapore Prevention of Corruption Act. In addition, every supplier is required to adhere to our Supplier Code of Conduct which details our zero-tolerance stance against bribery and corruption.

The Anti-Bribery and Corruption Policy is reviewed regularly and updated as needed to ensure it continues to be adequate and effective. We raise awareness among team members by communicating key issues surrounding bribery and corruption are communicated to new hires during induction training, and all team members must submit an annual policy acknowledgement.

Anti-Competition Behaviour

We adopt a zero-tolerance stance against anti-competition, as detailed in our Competition Act Policy, Code of Conduct, and Supplier Code of Conduct. All our team members and suppliers are required to acknowledge, on an annual basis, that they have

read, understood, and will act in accordance with our Code of Conduct and Supplier Code of Conduct, respectively. Information on the Competition Act is also included as part of our regular compliance training.

Compliance

All team members are expected to abide by applicable legislation, statutory, and regulatory requirements at all times. The Compliance Committee—comprising senior management—is tasked with overseeing compliance related matters. All incidents of non-compliance will be reviewed by our Compliance team and reported to the Compliance Committee. The Compliance Committee convenes at least quarterly to assess compliance risks, evaluate the effectiveness of mitigation controls, and ensure progress on action plans included in the agenda.

Prevention of Money Laundering, Terrorism Financing and Proliferation Financing (PMLTFPF) Framework

We operate our casino in Singapore, a leading global financial hub that enforces a strict “zero tolerance” stance on money laundering, terrorism financing and proliferation financing activities. The Board of Directors and senior management share this same posture and take the lead in emphasising the importance of PMLTFPF in our organisation.

The PMLTFPF Framework is established with a “three lines of defence” model, with each line fulfilling its responsibilities:

- **First line:** Focuses on prevention by ensuring that all business units understand and control MLTFPF risks. The PMLTFPF Committee is responsible for overseeing the effectiveness of controls and procedures, and reports PMLTFPF-related issues

to the Board through the Compliance Committee and the Compliance Officer. Relevant team members are trained to be constantly vigilant for any indicators that our products or services could be used for money laundering, terrorism financing, or proliferation financing through mandatory training and annual refreshers. This is supported by technology such as our facial recognition programme, which screens for patrons on terrorist lists or barred patrons. To stay equipped to address the ever-changing MTLFPF landscape, we are continually exploring further technological solutions.

- **Second line:** The Compliance department and Compliance Committee ensure regulatory compliance. The Compliance Committee receives reports from the PMLTFPF Committee.
- **Third line:** Internal audit provides independent reviews on the framework's effectiveness, providing an additional layer of oversight.

Governance forums provide oversight to ensure that PMLTFPF matters are robustly deliberated and appropriately addressed. The PMLTFPF Committee reviews and updates the PMLTFPF Framework annually to ensure it remains relevant and aligned with our risk profile. Key objectives of this framework include:

- Reducing the risk of our products and services being misused for money laundering, terrorism financing, and proliferation financing activities.
- Ensuring full compliance with legislative and regulatory requirements.
- Identifying and adopting risk-based PMLTFPF practices in line with industry standards.

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

- **Accountability:** All transactions are conducted exclusively by authorised staff only.
- **Segregation of duties:** Clear delineation of responsibilities to eliminate conflicts of interest.
- **Proper documentation:** Comprehensive recording of all transactions to ensure transparency and traceability.
- **Supervision and timely review:** Ongoing supervision of team members, tasks, and processes to ensure compliance.

In 2024, the Singapore Government aimed to tighten money laundering laws by reducing the Customer Due Diligence threshold from \$10,000 to \$4,000. In ensuring that RWS remains at the forefront of compliance with Singapore's legislative requirements, we proactively adopted this revised threshold before the legislation was passed, ensuring that our processes, systems, and team members were all updated and trained accordingly. Furthermore, as part of our continuous improvement efforts, we regularly collaborate with independent third-party experts to stay ahead of industry developments in a dynamic and evolving compliance landscape.

Data Protection and Privacy

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

Our dedicated Data Protection Office ensures compliance with the Personal Data Protection Act (PDPA). Our personal data commitments to our customers are set out in our Personal Data Protection Statement. Our internal policies and procedures are routinely updated to reflect best practices and provide clear guidance to team members. To reinforce these standards, our team members undergo annual training and formally acknowledge internal data handling policies and procedures, ensuring that they are fully aware of their responsibilities in handling customers' personal data.

Additionally, we maintain robust organisational, physical and information security controls to regulate access to and sharing of customer

personal data. These measures are supported by regular testing, monitoring, and audits to ensure the effectiveness of our data protection efforts.

Cybersecurity

Cybersecurity is a foundational building block of our business and a critical material topic that underpins our enterprise architecture, ensuring cyber resilience against and ever-evolving threat landscape.

Our approach to cybersecurity emphasises the fundamentals of cyber hygiene, adopting of robust risk management practices, and fostering a culture of security awareness among all team members. By integrating people, process, and technology

security controls, we safeguard the data security of our guests, team members, and stakeholders, enabling secure and reliable business operations.

Our operations are guided by a comprehensive set of cybersecurity policies and frameworks, which apply to all business units, team members, and third-party partners. Key policies and frameworks include:

- Data Security and Classification Policy
- Cyber Security Management Framework
- IT Security Policy
- IT End User Policy
- IT End User Policy for External Parties

As we advance with RWS 2.0, cybersecurity remains a top priority, aligning with our transformation goals and objectives. We are committed to continuously adapting our cybersecurity controls to new technologies and evolving business requirements, positioning ourselves to effectively address future challenges.

For more details on how we manage and protect data, please refer to our [Code of Ethics and Business Conduct \(CoEBC\)](#).

Whistleblowing Policy

We provide a safe and accountable environment where concerns can be raised without fear of reprisal in any form. Our whistleblowing policy is applicable to all team members and for anyone with a business relationship with GENS.

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

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

The whistleblowing policy is disseminated through the following channels:

- Our website
- The team member induction programme
- The team member's annual acknowledgement

The whistleblowing platform is overseen by the Audit and Risk Committee and administered with the assistance of the Head of Internal Audit. We have established a dedicated team within Internal Audit to handle whistleblowing cases in confidence, under the purview of the Audit and Risk Committee. All input via the whistleblowing channel will be directed to the Audit and Risk Committee Chairman, an independent GENS Board of Director, who has an overarching view of the entire investigation process and holds the authority to direct the investigation process.



Enterprise Risk Management (ERM)

Our ERM Policy and Framework provides guidance for GENS and its subsidiaries in managing material risks and pursuing relevant opportunities to enhance organisational value. The scope covers operational risks, including but not limited to operational disruptions, fraud, non-compliance with regulatory and legal requirements, financial loss, and reputational damage. GENS' risk appetite statements are determined by the Board, with the assistance of the Audit and Risk Committee. Our ERM policy and framework are reviewed annually or when there is a substantial change to the business environment. Material risk management matters, including those relating to material sustainability risks, are reported to the Board and the Audit and Risk Committee every quarter via the GENS Management Risk Committee.

ERM Objectives



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



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



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

Risks are identified through a robust process that includes internal risk registers, incident reports, insights from corporate experts, macro trends, and horizon scanning for emerging risks. The ERM Framework uses "likelihood" and "impact" categories to rate risks, grouping them within the risk matrix as "Critical", "High", "Medium", or "Low".

To manage risks, the ERM Policy and Framework utilises three lines of defence:

- **First line (Business Units):** Business units form the first line of defence and are accountable for managing risks generated from their business activities by implementing mitigation measures and controls.
- **Second Line (Risk Controls and Compliance):** Functions such as Risk Management, Compliance, and Safety form the second line of defence, offering guidance on managing risks. Led by the Risk Management department, this line establishes the risk management methodology and reporting structure.
- **Third Line (Independence Assurance):** Internal Audit serves as the third line of defence, delivering independent assurance to ensure the risk management system and controls are both adequate and effective.

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

- All team members are required to complete an online training on Risk Management General Awareness Training to build foundational knowledge.



- All departments' risk champions are required to undergo additional, more in-depth Risk Champions Training to enhance their expertise in managing risks effectively.

Our policy framework is based on the ISO 31000 Risk Management Standard, as well as the COSO ERM Framework⁴², with the objective of meeting the requirements of SGX Mainboard Rule 1207 (10) and Code of Corporate Governance 2018 Principle 9.

In 2023, we updated the ERM Policy and Framework to better support enterprise-wide identification and resolution of environment-related risks, with a focus on climate-related risks. Risk Management also

worked with the Sustainability Department during the biannual risk register review exercise to guide business units in identifying potential climate-related risks for their operations. Briefing sessions were provided to the risk champions, providing pointers and examples of possible types of climate impacts that would affect their respective business units. By 2024, these efforts led to a notable increase in departments recognising and documenting climate and sustainability-related risks in their registers. For more information on GENS' management of climate-related risks, please refer to the [Climate-related Disclosures](#) chapter.

⁴² [COSO ERM Framework | COSO](#)

Responsible Gaming

Our Approach

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

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

Our RG Framework

Our RG Framework is focused on three key goals.

1. To implement a plan to identify patrons with observable problem gaming behaviours and provide information and referral help services.
2. To deliver an ongoing responsible gaming education programme that promotes safer attitudes and gaming practices to enable patrons to make informed choices.

3. Collaborate with the government and stakeholders to build a responsible gaming culture based on continuous improvement and the adoption of best practices.

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

- RG Policies – Integrated corporate policies and strategies to actively address problem gaming
- Staff Training – Strong focus on training to ensure employees are well-equipped when carrying out their role
- Casino Exclusions – Robust and comprehensive casino exclusion framework (including self-exclusion) which facilitates access to help and support
- Venue and Game Features – Safe environment including promoting awareness of the passage of time and responsible use of alcohol
- Informed Decision Making – Easily accessible information to help patrons make objective decisions including access to setting voluntary spend and time limits, and tracking game play
- Advertising and Promotions – Socially responsible advertising and promotions that do not mislead or target potentially vulnerable patrons
- Access to Money – Controls for access to money that do not encourage excessive spending
- Assisting Patrons – Readily available help for patrons, with clear policies and procedures

Key Highlights

Top worldwide venue

accredited by Responsible Gambling Council

100% RG training

for casino team members

>25%

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

100%

casino entry checks using facial recognition system



Manage Game Play (MGP) Programme

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

Patrons enrolled in Manage Game Play Programme can set the length of time that they wish to play and/or the amount that they intend to spend. Patrons will receive personalised SMS notifications on their mobile phones at selected notification intervals.

Patrons may also select the option to have one of our trained Responsible Gambling Ambassadors (RGAs) to provide them a "shoulder tap" reminder if they reach 200% of their self-determined limit. A RGA would then personally remind the patrons of their limits and provide RG information or assistance, if required.

To-date, more than 2,500 patrons have enrolled into our MGP. More than 90% of patrons stay enrolled in the programme and have indicated that the programme is easy to use and is an effective tool to monitor and track their activities, and majority expressed that they do take a break or stop gaming when they received the SMS notifications.

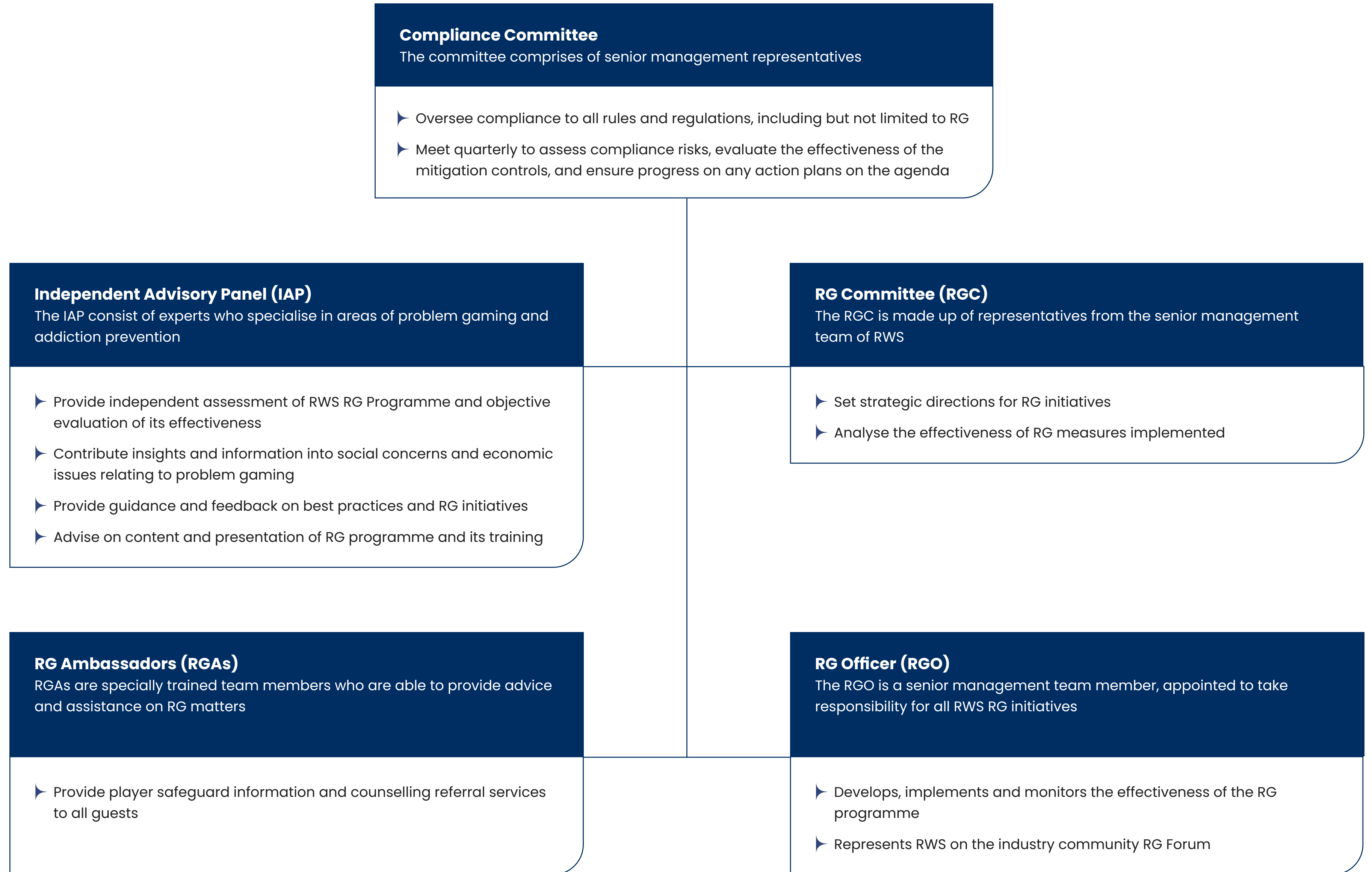
RG Governance and Management Structure

A RG Committee comprising RWS senior management from the various casino operations departments meets regularly and reports RG-related issues to the Board through the Compliance Committee and the RG Officer. The RG Committee is also supported by an RG Independent Advisory Panel (IAP), who are subject matter experts on responsible and problem gaming matters, and RG Ambassadors, who are specially trained to provide prompt assistance or reach out to casino patrons on responsible and problem gaming matters.

Our company works closely with RG IAP to regularly review our RG Programme, including its processes and practices. The RG IAP provides independent assessments and insights, offering an objective evaluation of the Programme’s effectiveness and identifying areas for improvement. The RG IAP plays a key role in shaping and enhancing the Programme by offering ongoing guidance, oversight, and expert insights. Their expertise helps us adopt best practices and implement strategies for continuous improvement. This collaborative approach ensures that the Programme remains robust, adaptable, and aligned with evolving standards while maintaining the highest performance and governance standards.

Accreditation by RG Check

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



(2015 to 2024), demonstrating RWS' leadership in responsible gaming, policy, management, and Programmes.

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



Responsible Gambling Ambassadors

The RG Ambassador Programme is a key resource for player education and outreach, as well as for access to help. RWS has about 800 RG Ambassadors (RGAs) who are specially trained to provide assistance to patrons, promote and raise awareness of responsible gaming, provide tips for safe gaming, and inform of various player safeguard options available at RWS. Patrons are able to directly approach the RGAs, who are identifiable by their badges.



Responsible Advertising

RWS is committed to socially responsible advertising and promotions. We have a stringent

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

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

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

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

Player Education and Safeguards

RWS provides comprehensive resources throughout the venue to maximise player reach.

Responsible Gaming Brochures

RWS provides responsible gaming brochures in various languages (i.e. English, Chinese, Malay, and Tamil) explaining how gaming works, gaming

safeguards, gaming risk factors, and help services. These brochures are placed in strategic locations both inside and outside the casino for patrons and the public to easily access.

Self-service membership kiosks

We provide self-service membership kiosks to enable patrons to check their gaming activity records, such as visit frequency, duration of stay, and win/loss, as well as other useful RG resources like information on how gaming works, tips on safe gaming, and a problem gaming self-check test. Patrons are able to access their past 12 months' information for free.

Self-Exclusion Programme

RWS is the only casino in Singapore to offer variable ban length options for patrons who make a request for self-exclusion. This is in line with international RG best practices. The enhancement considers that a non-permanent exclusion period lowers the psychological barrier for patrons who may wish to make a self-exclusion request. It also empowers patrons with decision-making options for them to initiate the application and revocation of self-exclusion. Since July 2024, RWS has implemented the "renewal" option such that patrons may choose to extend the duration of their existing self-exclusion.

Access to Money

RWS implements strict controls to limit excessive spending within the casino. These measures include no ATMs inside the casino premises and restrictions on credit and credit card transactions for Singapore Citizens and Permanent Residents. Only Foreigners and Premium Players are granted access to credit and allowed to conduct credit card transactions to purchase gaming chips.

Venue and Game Features

- **Limited Visibility of the Casino from Outside** - Our casino entrances are designed to ensure that gaming activities cannot be viewed by anyone outside of the casino, including families and minors (under 21 years) who may be visiting the resort.
- **Electronic Gaming Machines Responsible Gaming (RG) Features** - All electronic gaming machines on RWS casino floor are embedded with the applicable RG features such as tracking of gaming duration and/or spending under the Manage Game Play Programme, mandatory interval between each play, prohibition of auto-play mode, and display of odds of winning information, time of the day, minimum theoretical Return-to-Player percentage, and other RG messages.
- **Time Displays** - Inside RWS casino, there are more than 3,000 time displays in various forms to promote patrons' awareness of the passage time.
- **Cool-Off Rooms** - RG Centre and Private Lounge (i.e. cool-off rooms) are located within the casino where our RGAs can invite patrons for private discussions and provide them with access to responsible gaming information and help resources in a discreet and safe setting.

Casino Entry Checks

Our casino entry system is designed to ensure that all patrons entering the casino are screened to prevent entry by minors, excluded persons, and persons subject to visit limits. Patrons are required to produce their government issued photo identification to enter the casino. The use of Optical Character Recognition and Facial Recognition technology deployed to complete identification and impersonation checks

is a strong deterrent in preventing and identifying attempts to enter the casino using another person’s identification documents.

Responsible Gaming Training

Our RG Awareness training curriculum is reviewed regularly and approved by our RG Independent Advisory Panel to ensure relevance. All team members are provided a training on awareness of RG. In addition, Casino Special Employees licensed by GRA (CSEL) must attend and pass the RG training before performing their casino-related work and, thereafter, required to attend annual refresher training which is tracked and reported to the senior management.

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

Our Progress

RG outreach efforts

In conjunction with the annual national RG Awareness Week, RWS partnered with the Ministry of Social and Family Development (MSF) to run six roadshows in October 2024 in our casino. The theme of this year’s RG Awareness week was “Are you aware of Responsible Gambling Tools?”.

In addition, RWS held four other roadshows during the year as part of our efforts to raise awareness of responsible gaming amongst patrons. During the roadshows, RG Ambassadors engaged 1,891 patrons and saw 453 patrons enrolling in the MGP Programme. RWS also continues to proactively promote the Manage Game Play (MGP) Programme to our patrons to help them make better informed decisions about their gaming habits and develop healthy gaming habits. The MGP Programme has seen more than 2,500 enrolments to-date.

Highest RG Check Accreditation Score Worldwide

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

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

“

Congratulations to RWS for achieving the highest RG Check accreditation score worldwide for the past nine years. RWS sets the standard for excellence in responsible gambling. RG Check is the world’s most comprehensive gambling accreditation program and was developed by RGC in consultation with policy makers, gambling providers, players and people who have experienced gambling harms.

”

Sarah McCarthy

CEO, Responsible Gambling Council



RG roadshow held at RWS to promote responsible gaming amongst patrons



Appendix

- Climate-related Disclosures
- Sustainability Accounting Standards Board (SASB) Index
- Performance Tables
- 10 Principles of United Nations Global Compact
- Independent Practitioner's Limited Assurance Report on Identified Sustainability Information
- GRI Content Index

Climate-related Disclosures

This year, we evaluated our alignment with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), ensuring that our business strategy stays in step with evolving climate science and policies. Through this exercise, we have made some changes to our material climate-related risks and opportunities (CRROs), reassessed their financial impacts, and updated our sustainability governance structure.

Building on the TCFD framework, the International Sustainability Standards Board (ISSB) introduced the IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information and S2 Climate-related Disclosures. These standards demand greater clarity and detail on an organisation’s climate strategy and resilience. In 2024, the Singapore Exchange Regulation (SGX RegCo) announced that it will incorporate the IFRS S1 and S2 standards into its sustainability reporting requirements by FY2025.

With the enhancements announced by SGX, we conducted a re-assessment of our current CRROs. With the approval of the Board, we:

1. Determined that “Increased expectations on disclosure and transparency” was not a material climate-related transition risk.
2. Identified “Increasing frequency of extreme weather events” as a material climate-related physical risk, based on the publication of Singapore’s Third National Climate Study⁴³ (v3 Study) as well as the on-set of multiple heavy precipitation and windy days in Singapore, studies on the effects of these weather events on our properties, and recommendations by an external consultant.

Following these changes, we re-evaluated the financial impacts of our CRROs in accordance with our latest financial figures and the updates in climate research.

As we increasingly align ourselves with the IFRS S2 Climate-related Disclosures, we are working towards closing our gaps in recommended disclosures. To strengthen our sustainability governing hierarchy, we introduced our Chief Financial Officer and Risk Management Head of Department to support our Sustainability Steering Committee (SSC), bringing expertise on financial and risk assessment into our sustainability and climate strategy. To ensure that sustainability and climate action remains a priority in our business model, the GENS Board of Directors’ Terms of References have been updated to reflect the roles and responsibilities over the progress and achievement of GENS’ sustainability and climate targets. Additionally, the Board of Directors is supported by our Board Committees. For more information about our governance structure, please refer to our [Sustainability Governance](#) chapter and our [Annual Report](#).

TCFD Pillar	GENS’ Approach	Page Reference
<p>Governance</p> <p>Disclose the organisation’s governance around climate-related issues and opportunities.</p>	<p>Board Oversight of Climate Strategy</p> <p>GENS Board of Directors is the highest governing body and maintains an oversight of our sustainability and climate strategies, policies, programme, and initiatives. The Board ensures proper management of sustainability and climate-related risks and opportunities, integrating them into our business model and operations.</p> <p>This year, the Board approved of our new Sustainability Framework - LEAD, which sets the sights of our sustainability strategy moving forward. Guided by this framework, The Board is committed to integrating sustainability across GENS’ key businesses and working towards the targets set out in our 2030 Sustainability Master Plan. They receive quarterly updates on GENS’ sustainability including new developments and initiatives and updates relating to sustainability and climate-related risks and opportunities.</p> <p>This year, the Board’s oversight of sustainability has been further strengthened with the implementation of a Board Sustainability Charter. Within the various Board Committees, their Terms of References have been updated as well to reflect their enhanced roles:</p> <ul style="list-style-type: none"> • The Audit and Risk Committee: Maintains oversight of sustainability and climate-related risks and opportunities. • The Remuneration Committee: Responsible for setting sustainability key performance indicators (KPIs), linked to compensation for key management personnels. • The Nominating Committee: Reviews and ensures that the Board retains their competency related to sustainability and climate-related matters, ensuring that duties are carried out effectively. <p>Our CRROs guide our major business model, including guest offerings, business expansion plans, and major transactions, which are decisions made by our Board of Directors. The Board monitors our CRROs through the implementation and tracking of our mitigation and adaptation measures, and further considers the trade-offs associated with our identified CRROs. The Board is updated on the progress of our CRROs during our biannual Board meetings.</p>	<ul style="list-style-type: none"> • Lower Emissions Pillar • Sustainability Governance • 2030 Sustainability Master Plan

⁴³ [Singapore’s Third Climate Change Study](#)

Management’s Role in Climate Strategy

Our Management plays a vital role in ensuring the success of sustainability initiatives and achieving our targets. To strengthen accountability, sustainability and climate-related metrics have been integrated in their balanced scorecard KPIs, which will then determine their variable performance-based incentive. These KPIs are also applied to the Board members and further cascaded down to business units, departments, and team members whose performance bonus and other incentives are tied to their KPIs as well.

The SSC is responsible for prioritising sustainability matters and strategy of the organisation, involving key management personnels. The SSC provides oversight and stewardship on the company’s environmental sustainability strategy, including sustainability and climate-related risks and opportunities, reviews the targets set in our 2030 Sustainability Master Plan, our progress against these targets, and the initiatives planned out by various business units to achieve them. Members of the SSC also stay up to date on emerging sustainability challenges and opportunities, which will be brought up to the CEO and the Board if required.

The SSC is chaired by the GENS Chief Financial Officer and the President of RWS. It consists of the Head of Risk Management, GENS Head of Treasury, RWS Chief Financial Officer, Head of Sustainability, and is supported by working groups spanning all aspects of ESG, led by their respective heads of departments. This year, the committee members of the SSC were updated on GENS’ continued progress and the alignment of our sustainability efforts with the ISSB standards.

Strategy

Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation’s business, strategy, and financial planning where such information is material.

Climate-related Risk and Opportunity

GENS began our TCFD journey in 2021 by identifying our CRROs through an in-depth workshop with key stakeholders from various business units. As a result, four CRROs were determined as most material to GENS from a list of 20 identified. These CRROs were further assessed on the likelihood and extent of impact over the short (0–2 years), medium (2–4 years), and long (>5 years) term time horizons, considering their effects under different climate scenarios. Our time horizons are determined based on our business planning and expansion timelines, allowing us to set manageable targets based on our operational status. Our short-term time horizon aligns with our operational and budgetary planning. Our medium-term time horizon aligns with our resort’s RWS 2.0 expansion and construction timeline. Our long-term time horizon aligns with the timeline set out in our Master Plan and the SG Green Plan.

In 2024, we reviewed and updated our CRROs to better align with the evolving scientific and policy landscape, as well as our business strategy. This involved reviewing the existing adopted climate scenarios: IPCC’s Shared Socioeconomic Pathways (SSP) 1–2.6 and SSP 5–8.5, and the IEA’s 2050 Net Zero Emissions (NZE) Scenario and Announced Pledges Scenario (APS). We also considered the Singapore’s V3 Study, which condensed and contextualised IPCC’s findings and downscaled them into a more localised setting, whilst forecasting the nation’s future climate patterns. Additionally, we took note of SGX’s formal adoption of IFRS S2 for sustainability reporting among listed companies in Singapore. These developments highlighted the need for us to review and update our CRROs to ensure ongoing relevance. For more details, refer to the GENS Climate-related Risks and Opportunities table.

We recognise that physical climate risks can damage our infrastructure, disrupt business, pose safety hazards, and increase operating costs. Transition risks may also result in financial and reputational damage. To mitigate these risks, we take proactive measures to stay abreast of both physical and transition risks, ensuring that we remain operational for our guests.

At the same time, climate change is shifting global tourism trends towards sustainability-related experiences, which are increasingly sought after. This presents a valuable opportunity for us as we move forward with the expansion of RWS 2.0, incorporating more sustainability elements into our offerings.

- [GENS Climate-related Risks and Opportunities Table](#)
- [2030 Sustainability Master Plan](#)
- [Lower Emissions Pillar](#)

Risk Management

Disclose how the organisation identifies, assesses and manages climate-related risks.

Enterprise Risk Management

The GENS TCFD Taskforce, now renamed the GENS ISSB Taskforce, was established in 2023, bringing together heads of departments of key business units. In 2024, an external consultant conducted a briefing for the Taskforce members on ISSB’s updated requirements for CRROs.

The Risk Management and Sustainability team also conducted additional briefings to business units on GENS’ CRROs to enhance the integration of environmental and climate risks into their business units’ risk profile. The briefing included the types of environmental risks present, potential impacts, outlooks based on climate scenarios, and possible mitigation plans tailored to each business unit’s operations. This training has enabled business units to integrate climate risk identification into their daily operations and to develop mitigation measures as needed. Through this process, several CRROs were identified, including physical risks, such as rising temperatures, and transition risks, such as the increasing demand for sustainable tourism. For more information, please refer to the GENS Climate-related Risks and Opportunities table.

Environmental risk, which includes climate-related risks, has been integrated into our Enterprise Risk Management (ERM) framework since 2022. Our ERM methodology evaluates risks based on their impact and likelihood, guiding the prioritisation of ESG risks. Likelihood and severity of identified CRROs are determined through materiality assessments, stakeholder engagement, and scenario analysis, using a severity-likelihood matrix. Environmental risks with a financial impact exceeding S\$50 million are classified as "Critical" or "High," regardless of their likelihood. These high-priority risks are monitored and reviewed quarterly by the Audit and Risk Committee, which, alongside the GENS Management Risk Committee, oversees their selection and management. Risks categorised as "Medium" or "Low" are monitored and reported to the Management Risk Committee during the biannual departmental risk register exercise.

- [GENS Climate-related Risks and Opportunities Table](#)

Metrics & Targets

Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.

Climate-related Metrics

Our climate-related targets are outlined in our 2030 Sustainability Master Plan. Our targets are set with reference to local and international sustainability and climate goals, such as the SG Green Plan and the Paris Agreement. These targets primarily focus on reducing our combined Scope 1, Scope 2, and Scope 3 emissions, with an emphasis on energy, water, waste, and building performance – key contributors to our emissions. We assess our progress against our targets, our operations, and business plans annually and update them if necessary to ensure that they stay relevant, manageable, and realistic. To achieve these targets, we closely monitor and track our performance across these metrics and disclose these metrics alongside other ESG indicators in our Sustainability Report. For details on how we manage our environmental footprint, please refer to the Lower Emissions chapter, and for an overview of our progress, see the Performance Table chapter.

Here is a summary of our climate-related targets, which are reviewed annually. These targets are set to be achieved by 2030:

Metric	Target	Rationale
Carbon Emissions	Reduce carbon emission intensity by 30% ⁴⁴	Overarching carbon emission reduction goal
Waste	Reduce operational waste-to-landfill intensity by 50% ⁴⁴	Reduces Scope 3 emissions
Water	Reduce municipal water withdrawal intensity by 30% ⁴⁴	Reduces Scope 3 emissions
Energy	Reduce energy consumption intensity by 30% ⁴⁴	Reduces Scope 1 and 2 emissions
Buildings	Green 75% of buildings by GFA	Reduces Scope 2 emissions
Transportation	Achieve 100% electric transportation within owned fleet	Reduces Scope 1 emissions

To embed sustainability within individual business units, we have included Key Performance Indicators (KPIs) related to achieving our climate-related targets in the performance appraisals for all business unit heads of departments, CEO and Board of Directors.

Industry Metrics

Starting from 2024, we will be disclosing our industry-related metrics in accordance with the Sustainability Accounting Standards Board’s (SASB) Casinos & Gaming Sustainability Accounting Standard. Please refer to SASB Disclosure for more information.

- [2030 Sustainability Master Plan](#)
- [Lower Emissions Pillar](#)
- [Performance Table](#)
- [Performance Tracking Table](#)
- [Sustainability Accounting Standards Board \(SASB\) Index](#)

⁴⁴ Intensity is normalised against our Gross Floor Area (GFA) and are against 2015’s as baseline

Scenario Analysis

We conducted a scenario analysis in 2023 with support from an external consultant to evaluate the potential impacts of both physical and transition risks on our business, using international climate studies such as those from the IPCC and IEA, and local studies such as those from Singapore’s V3 Study. Amongst a list of 20 climate-related physical and transition risks, four risks ranked most relevant to our operations by senior management across various Business Units were chosen as our list of most material climate risks, forming the basis of our climate mitigation strategy. We chose the IPCC SSP1-2.6 scenario as it represents a sustainable development pathway with strong mitigation efforts, aligning with our commitment to sustainability and reducing climate-related risks. Additionally, we utilised the IPCC SSP5-8.5 scenario to understand the potential impacts of a high-emission future, allowing us to assess worst-case climate risks and develop robust adaptation strategies. Furthermore, we adopted the IEA 2050 NZE scenario to align with global efforts to achieve net-zero emissions by mid-century, providing a framework for transitioning to low-carbon operations and mitigating financial risks associated with future carbon regulations. We also considered the IEA Announced Pledges Scenario (APS), which reflects the impact of current policy commitments and pledges on future emissions, helping us gauge the effectiveness of existing climate policies. These analyses determined our material climate-related risks and opportunities and helped estimate their corresponding financial implications.

We selected two potential climate futures for our scenario analysis to better understand the potential magnitude of climate-related risks:

- In the 2°C scenario, global efforts are in place to limit warming, where macroeconomic trends point to ambitious decarbonisation policies and strategies to decarbonise global electricity grids aiming to achieve net-zero emissions by 2050;
- In the 4°C scenario, there are insufficient efforts to reduce emissions, leading to the global economy remaining dependent on fossil fuels and heightened physical and transition risks.

These scenarios allow us to understand the varying degrees of climate-related risks and better prepare our business for future uncertainties. Please refer to the table below for our chosen climate scenarios.

Climate Scenarios*	Accelerated climate ambitions (Below 2°C)	Insufficient climate action (Below 4°C)
Risk types	Physical Risks and Transition Risks	
Key Characteristics	<ul style="list-style-type: none"> • Rapid transition towards low-carbon economy • Robust technological development • High global and regional policy changes 	<ul style="list-style-type: none"> • Slow transition towards low-carbon economy • Minimal technological development • Low global and regional policy changes
Time Horizon	2050	
Transition Risk Scenarios	<p>Global warming is projected to peak at 1.8°C⁴⁵ by the end of the century, driven by the rapid development of international mitigation and adaptation measures, alongside advancements in low-carbon technologies. The IEA NZE scenario emphasises that significant acceleration in renewable energy adoption is critical for the energy sector to achieve net zero. Adequate carbon pricing is a key driving factor for renewable energy adoption worldwide, disincentivising fossil fuel-derived energy sources. IEA projected carbon prices to reach US\$130 for advanced economies by 2030 to an average of US\$250 by 2050⁴⁶. With Singapore’s ambition to achieve net zero by 2050, we expect the nation to increase its carbon tax exceeding its current trajectory of S\$80 by 2030 while also significantly investing in importing low-carbon energy into its grid. The latter has seen significant developmental strides, with Singapore aiming to import 6GW of low-carbon energy to supply one-third of the nation’s energy needs through a regional grid project⁴⁷, comprising of solar, wind, and hydro as its energy mix. We assess the impacts of these developments on our organisation on a high-level, considering our projected energy usage following the expansion of our resort.</p>	<p>Global warming is projected to rise to 4–5°C⁴⁵ by the end of the century, with extreme weather events increasing in prevalence. Global economic growth will emphasise on a fossil fuel-dominant energy mix⁴⁸, with governments and corporations scaling back efforts to mitigate climate change impacts. Technological advancements are rapid but directed towards fossil fuel exploration whereas alternative sources are not actively pursued⁴⁹. In Singapore, with access to renewable energy being limited to developments in our neighbouring countries, the low adoption of renewable energy would mean that Singapore’s energy mix will still be fossil-fuel dominant. Carbon price is expected to decline and be less financially material for businesses. In such a scenario, physical risks such as floods and heat waves present as more material risks than transition risks associated with a transition to a low carbon economy.</p>

* Climate scenarios were developed with reference to IPCC’s Shared Socioeconomic Pathways 1-2.6 (SSP) and SSP 5-8.5, IEA’s Net Zero Emissions by 2050 and Announced Pledges Scenario, and Singapore’s Third National Climate Study

⁴⁵ Extracted from IPCC’s AR6 [Summary for Policymakers](#)

⁴⁶ Extracted from the [Net Zero by 2050 Roadmap for the Global Energy Sector](#) by IEA

⁴⁷ [Singapore’s regional grid project aiming to import 6GW of low-carbon energy.](#)



⁴⁸ Extracted from a [research paper](#) on energy and resource intensive scenarios based on SSP5.




⁴⁹ Extracted from a [research paper](#) on the narratives for SSP describing world futures in the 21st century.

GENS Climate-related Risks and Opportunities



Iterating upon the initial list of CRROs developed in 2021 was crucial to developing GENS climate strategy and resilience. Remaining up to date with the constantly evolving scientific and political landscape enables us to better understand emerging risks and opportunities whilst phasing out the risks deemed less material to GENS. This was enabled through our climate scenario analysis utilising IPCC’s SSP and IEA’s NZE and APS, alongside referencing broader industry research such as the Singapore V3 Study. Through this process, the risk, “increased expectations for transparency and disclosure” was considered immaterial to GENS, while “increased frequency of extreme weather events” was included in our list of material climate-related physical risks.

Based on our assessments, we do not expect our financial performance, financial position and cash flows to change over the different time horizons considering our strategy to manage CRROs; however, minor financial movements may occur due to proactive measures to mitigate and capitalise on our CRROs, such as infrastructure upgrades and business offering changes. In 2024, there were no material financial impacts due to CRROs.

Climate-related Risk or Opportunity	Risk Type	Description and potential impact on GENS	Response
<p>Increasing frequency of extreme weather events</p>	<p>Physical Risk</p> <p> </p>	<p>Rainstorms and strong winds hit Singapore in late 2024. On 17 September, torrential rains from a Sumatran Squall uprooted trees, disrupted traffic, and shattered windows across the city⁵⁰. On 14 October, western Singapore experienced its highest rainfall in 46 years⁵¹. As some of our guest offerings are located outdoors, such as Universal Studios Singapore and Adventure Cove Waterpark, these extreme rainfall days have turned guests away from our theme parks, impacting visitation rates.</p> <p>As global temperatures rise and climatic patterns shift, such extreme weather events are expected to become more frequent and severe. The V3 study projects a 10%-20% increase in rainfall intensity, a 20% rise in wind speeds, and sea levels rising between 0.23m and 1.15m in Singapore by the end of the century⁴⁴. If unmitigated, these extreme weather events could significantly impact our business and operations, with infrastructure damage potentially endangering the safety of our guests and staff. Therefore, we have included the increasing frequency of extreme weather events in our material climate-related physical risks and are allocating resources to effectively manage these risks.</p>	<p>RWS is the primary subsidiary and the largest business arm of GENS, where our casino, attractions, hotels, and F&B establishments operate. Given RWS’ location on Sentosa Island, we were concerned about the potential implications of sea level rise on our resort and reviewed publicly available sea level rise maps, including those from Meteorological Service Singapore⁵², Climate Central’s coastal flood map⁵³, and NASA’s Sea level projection tool⁵⁴. Based on these resources, RWS’ critical infrastructure is situated above the highest predicted sea level rise of 1.15m, indicating that we remain above sea level even under elevated conditions. Even so, for added precaution, our new developments will include mitigation measures to prevent damages from unexpected weather events, such as:</p> <ul style="list-style-type: none"> • The construction of the Waterfront building will be elevated by 300mm to prevent damage from flash flooding events. • All buildings in RWS have been and will be built in accordance with Singapore’s relevant building codes, which will allow them to withstand wind gusts of up to 143 kilometres per hour. This is just shy of Singapore’s highest recorded wind speed of 144 kilometres per hour, which occurred during a Sumatran squall in 1984. As a result, the risk of significant infrastructure damage from wind is low. • The drainage system network serving RWS 2.0 is sized based on the past 50 years’ rainfall amount, allowing stormwater to be safely channelled out of the resort in the case of higher-than-expected precipitation. <p>With RWS’ current elevation and flood mitigation measures, we are confident in our resilience against the anticipated increase in extreme weather events. The financial impact from these events is expected to be minimal.</p>

 Short term (1 – 2 years)  Medium term (2 – 4 years)  Long term (>5 years)

⁵⁰ <https://www.straitstimes.com/singapore/many-reports-of-fallen-trees-as-heavy-rain-lashes-singapore>
⁵¹ <https://www.straitstimes.com/singapore/rainfall-recorded-over-western-singapore-on-oct-14-among-the-highest-in-over-40-years>
⁵² V3 Science Report Chapter 12
⁵³ Climate Central coastal map
⁵⁴ NASA sea level projection tool

Climate-related Risk or Opportunity	Risk Type	Description and potential impact on GENS	Response
<p>Temperature rise</p>	<p>Physical Risk</p> <p></p>	<p>A report by the International Labour Organisation (ILO) revealed that 74.7% of the workforce in the Asia-Pacific region is exposed to excessive heat⁵⁵. Projections from the V3 study indicate that annual average daily mean temperatures could increase by 0.6°C to 5.0°C by the end of the century. Singapore is expected to see a significant rise in very hot days—those with maximum temperatures exceeding 35°C—growing from 21.4 days currently to between 47 and 93 days per year by mid-century under the SSP1-2.6 scenario⁴⁴. High heat stress days will also become more common, with projections of 54 to 326 days annually where the Wet-bulb Globe Temperature (WBGT) exceeds 33°C. In the worst-case scenario, the average daily WBGT could range from 29.1°C to 30.9°C.</p> <p>The increase in WBGT, especially when it surpasses 33°C during heatwaves, poses a serious risk to workforce safety and productivity. However, even outside of heatwaves, consistently high temperatures remain a concern, as the ILO reports that eight out of 10 heat-related injuries occur in non-heatwave conditions. As high-temperature days and heatwaves become more frequent, occupational heat stress is expected to rise, threatening the safety and productivity of team members working in heat-exposed conditions. The ILO projects a potential 0.07% reduction in work and labour productivity within the service sector⁵¹ due to heat stress. While the financial impact may be relatively small, addressing this issue is critical to safeguarding the health and safety of both our team members and guests.</p> <p>RWS is cooled by our centralised District Cooling Plant (DCP), and the plant’s cooling efficiency fluctuates with changes in WBGT. The projected WBGT increase could lead to reduced efficiency in our DCP. In 2023, an energy audit conducted on our DCP estimated that the plant’s auxiliary efficiency could decrease by an estimate of 0.06kW/RT for every 1°C rise in WBGT. Given Singapore’s annual average WBGT was 26.6°C in 2023⁵⁶, this could result in an additional operational cooling cost of up to \$400,000 per year by the end of the century based on 2023’s usage and electricity tariff.</p>	<p>Ensuring that our team members remain safe and healthy in their workplace is our utmost priority. We adhere to Singapore’s national heat advisory guidelines⁵⁷ for all team members working while exposed to the outdoor heat for extended periods of time. For example, team members working in Universal Studios Singapore are on a strict rotation schedule to prevent prolonged exposure to the sun.</p> <p>Although the rise in annual average temperatures in the short to medium term is minimal, guest feedback has indicated that extreme daily temperatures are the main factor behind decreased visitation rates. As such, the increasing frequency of very hot days is a key concern for us. In response, we have made significant investments in ongoing infrastructural maintenance and upgrades in RWS. For example, we upgraded the ethylene tetrafluoroethylene (ETFE) roofs across outdoor areas such as Avenue 8, Forum, and Universal Studios Singapore, replacing them with higher ETFE-content roofs. These improvements have enhanced heat insulation and sunlight reflection, helping to maintain comfortable temperatures even on very hot days.</p> <p>As temperatures continue to rise, increasing our cooling capacity and efficiency is essential to ensure the resort remains comfortable for our guests. We will be investing heavily in multiple phases to refresh and upgrade the airside cooling equipment across older and newer buildings on the resort, enhancing their cooling efficiency. This will allow us to meet growing cooling demands while minimising cost increases.</p>
<p>Tightened carbon regulations and taxes</p>	<p>Transition Risk</p> <p></p>	<p>RWS’ operations are highly energy-intensive, with Scope 2 emissions accounting for most of our total carbon footprint. As we expand into RWS 2.0, we anticipate a significant increase in energy consumption, which increasingly exposes us to Singapore’s escalating carbon tax. The tax rate is currently set at S\$25 per tCO₂e (equalling to roughly \$1,700,000 for our FY2024 Scope 2 emissions), and will rise to S\$45 in 2026, followed by an increase to between S\$50 and S\$80 by 2030.</p> <p>In line with Singapore’s current and expected carbon tax trajectory, we have begun trialling an internal carbon price for emissions-intensive business decisions. This trial aims to shed light on the cost of emissions in our business units’ day-to-day operations and to incentivise the adoption of more sustainable practices. As of FY2024, RWS is affected by Singapore’s carbon tax only through our electricity usage, from flowthrough by our utility provider; hence, the trial focuses primarily on electricity saving initiatives.</p> <p>We are aware that the IEA’s NZE 2050 scenario projects carbon prices to reach US\$130 (S\$170) for advanced economies by 2030, which exceeds Singapore’s forecasted carbon tax rates. Considering both global trends in carbon pricing and Singapore’s ambition to reach net zero emissions by 2050, we recognise the potential for higher-than-expected carbon tax rates in the future. However, we are taking a more conservative approach during the initial phase of our internal carbon pricing trial. As we refine and develop this system, we will reassess and adjust our internal carbon price as needed.</p>	<p>Reducing our Scope 2 emissions, primarily through managing our electricity consumption, remains our primary strategy for minimising our carbon tax exposure. Our focus is on enhancing energy efficiency and reducing consumption across our operations, while exploring a transition to renewable energy sources.</p> <p>Throughout 2024 and beyond, we have made substantial investments to optimise the energy efficiency of our buildings and operations. Key initiatives include:</p> <ul style="list-style-type: none"> • Continued implementation of our large-scale cloud-based Building Management System; • Expansion of solar panel installations on the rooftops of new buildings; • Upgrading cooling equipment in older buildings; and • Implementing Smart Hotel Room Controls in newly refurbished hotel rooms. <p>The new buildings under RWS 2.0 have also been designed in alignment with the Building and Construction Authority’s (BCA) latest Green Mark Certification Scheme. Additionally, we aim to reduce our reliance on energy intensive cooling equipment by incorporating passive cooling architectural principles into our new builds.</p> <p>For more details on our decarbonisation efforts, please refer to the Lower Emissions chapter.</p>

⁵⁵ International Labour Organisation’s publication on [Heat at work: Implications for safety and health](#)

⁵⁶ Meteorological Service Singapore’s [2023 annual climate assessment](#)

⁵⁷ Ministry of Manpower’s revised framework to protect outdoor workers against heat stress

Climate-related Risk or Opportunity	Risk Type	Description and potential impact on GENS	Response
<p>Increased demand for sustainable tourism</p>	<p>Transition Risk</p> <p>S M</p> <p>Opportunity</p> <p>L</p>	<p>Global travel patterns are shifting towards an emphasis on sustainability, wellness, and inclusivity⁵⁸. This pattern has already manifested as we have been receiving increasing amounts of enquiry from our clients regarding the sustainability profile of our offerings, such as the green standard of our venues, post-event reports, sustainability reports, and more. This increase in demand for sustainable destinations presents a risk to us if we were to not adapt to these trends, missing out on potential revenue and risking negative reputation.</p> <p>We define the risk and opportunity presented to us as the potential amount of spending that a sustainable tourist might contribute to our business. We expect to see increased spending from existing visitors rather than an incremental growth in the number of visitors due to green offerings. Together with the new infrastructure, attractions, and offerings coming with the RWS 2.0 expansion, we anticipate an increase in tourist arrivals based on the available sustainability-related experiences that we will provide. Accurately estimating the potential revenue associated with this opportunity is challenging as tourist spending behaviours can vary widely and interest in sustainable tourism is a non-quantifiable attribute. However, some estimates can be made based on existing research on traveller's willingness-to-spend for sustainable tourism.</p> <p>Deriving from our non-gaming revenue in 2019, we previously estimated a potential opportunity of \$200mil by 2028 after the opening of our new attractions by end-2025. We have since updated this number in our projections to \$183mil by 2028, using Trip.com's 2024 Sustainable Travel Consumer Report⁵⁹. We derived \$183mil by multiplying our 2023 non-gaming revenue (\$758.18mil) by the number of travellers willing to pay more for sustainable travel (42.5%) and once again by the number of travellers who actually action ("action-inaction" gap) upon this willingness to spend (56.9%).</p>	<p>Sustainable tourism is embedded within our business, and we reflect that in every aspect of our offering. Through our newly unveiled ESG framework – LEAD, we instil sustainability through each one of those pillars.</p> <p>To uphold our standards of a sustainable destination, we were once again conferred the GSTC-D, GSTC-H, and EIC certificates for the third year running. We also hosted the GSTC Conference at Equarius Hotel, bringing together global and regional delegates for a three-day event focused on sustainability in tourism. This conference was a valuable opportunity to showcase our initiatives to industry leaders, inspiring greater adoption of sustainable practices. We conducted tours around RWS showcasing our sustainability initiatives, participated in panel talks, and provided post-event reports for the delegates.</p> <p>As we expand to RWS 2.0, all our new builds will have sustainability at its core. Illumination's Minion Land in Universal Studios Singapore is Zero Energy Building-certified as it will be fully powered by our on-site solar panels. Singapore Oceanarium and Research and Learning Centre will be constructed using sustainable building materials, as it serves as institutes championing marine research and conservation. Our existing infrastructure has also gone through significant retrofitting, pivoting to accommodate the influx of sustainable travellers. For example, our hotels will prioritise amenities sourced sustainably and locally, and our MICE venues will have additional meters installed to facilitate post-event reports. We have also invested significantly over the next few years for upgrades to our ETFE roofings, AHU and FCU units, and our DCP, increasing thermal comfort of our guests while reducing energy consumption for cooling.</p> <p>We aim to bring impact beyond our doors. Revolved around our CSR Framework, we contributed more than \$1 million in cash and in-kind donations in 2024, providing support for the local community. We partner with local organisations to amplify our community impact, organise large-scale volunteering events, and organising donation drives.</p> <p>The total investments into capturing the sustainable tourism opportunity are difficult to quantify as the strategy we implement forms the daily operations of our business. For more detail of our efforts, please refer to the chapters under each of our pillars.</p>

Moving Forward

The changes to our CRROs and sustainability governance structure we made this year have allowed us to better identify focal areas to improve our climate resilience, mitigating material risks while capitalising on the opportunity to capture the sustainable tourism market. Moving forward, we foresee much room for improvement, and we will build upon what we have learnt from the changes we have made this year to enhance our climate strategy and disclosures. Below is a summary of our next steps:

1. Conduct an in-depth landscape study and refine our climate scenarios, allowing ourselves to better position GENS in different climate futures.
2. Further quantification of the financial impacts of our CRROs, allowing for better resource allocation for mitigation and adaptation plans.
3. Further review of our climate metrics & targets to align with the Paris Agreement's goal of limiting global warming to 1.5°C.

⁵⁸ World Economic Forum's [report on inclusive and sustainable tourism](#)

⁵⁹ Trip.com's 2024 [Sustainable Travel Consumer Report](#)

Sustainability Accounting Standards Board (SASB) Index

Topic	Metrics	Unit of Measure	Performance	Code
Energy Management	1. Total energy consumed	Gigajoules (GJ), Percentage (%)	1. 680,118	SV-CA-130a.1
	2. Percentage grid electricity		2. 91.3	
	3. Percentage renewable		3. 1.3	
Responsible Gaming	Percentage of gaming facilities that implement the Responsible Gambling Standards and Criteria for Venues	Percentage (%) by revenue	100	SV-CA-260a.1
	Percentage of online gaming operations that implement the Responsible Gambling Council (RGC) Standards and Criteria for iGaming	Percentage (%) by revenue	N/A – we do not have online gaming operations	SV-CA-260a.2
Smoke-free Casinos	Percentage of gaming floor where smoking is allowed	Percentage (%) of gaming floor area	55.3	SV-CA-320a.1
	Percentage of gaming staff who work in areas where smoking is allowed	Percentage (%) of man-hours	60	SV-CA-320a.2
Internal Controls on Money Laundering	Description of anti-money laundering policies and practices	n/a	Refer to the PMLTFPF section of our Governance and Ethics chapter	SV-CA-510a.1
	Total amount of monetary losses as a result of legal proceedings associated with money laundering	Presentation currency	0	SV-CA-510a.2
Activity Metrics	Number of tables	Number	791	SV-CA-000.A
	Number of slots	Number	2042	SV-CA-000.B
	Number of active online gaming customers	Number	N/A – we do not have online gaming operations	SV-CA-000.C
	Total area of gaming floor	Square metres (m ²)	13,569.45	SV-CA-000.D

Lower Emissions Performance Table

	Units	2015	2022	2023	2024
Energy					
Direct Non-Renewable Energy	GJ	54,565	23,737*	36,915*	50,297*
Direct Renewable Energy	GJ	2,448 (679,911 kWh)	2,137* (593,480 kWh)	3,403* (945,310 kWh)	8,756* (2,432,282 kWh)
Indirect Energy – Electricity Grid	GJ	871,985 (242,218,025 kWh)	543,464* (150,962,315 kWh)	601,096* (166,971,074 kWh)	621,065* (172,518,103 kWh)
Total Energy Use	GJ	929,998	569,338*	641,414*	680,118*
Energy Intensity	GJ/m²/yr	2.27	1.42*	1.61*	1.72*
Emissions					
Scope 1 GHG Emissions⁶⁰					
Refrigerants ⁶¹	†CO ₂ e	3,432	2,803*	0*	0*
Stationary Fuels	†CO ₂ e	2,254	987*	1,490*	2,216*
Owned & Controlled Transport	†CO ₂ e	427	140*	275*	224*
Total Scope 1 GHG Emissions	†CO₂e	6,113	3,930*	1,765*	2,440*
Scope 2 GHG Emissions (Market-Based/Location-Based)					
Electricity	†CO ₂ e	104,468	61,245*	69,593*	71,077*
Total Scope 1 & 2 GHG Emissions	†CO₂e	110,581	65,175*	71,358*	73,517*
Scope 1 & 2 GHG Emissions Intensity	†CO₂e/m²/yr	0.270	0.163*	0.179*	0.186*
Scope 3 GHG Emissions					
Cat 3: Fuel-and-Energy-Related Activities Not Included in Scope 1 and Scope 2	†CO ₂ e	19,506	16,918	18,809	19,562
Cat 4: Upstream Transportation and Distribution	†CO ₂ e	4,159	1,145	1,318	1,454
Cat 5: Waste Generated in Operations ⁶²	†CO ₂ e	242	131	178*	62*
Cat 6: Business Travel	†CO ₂ e	1,955	431	957	965
Cat 7: Employee Commuting ⁶³	†CO ₂ e	7,010	2,501	4,215	5,066
Cat 13: Downstream Leased Assets	†CO ₂ e	3,484	2,350	1,624	1,486
Water ⁶⁴	†CO ₂ e	1,627	785	849	869
Total Scope 3 GHG Emissions	†CO₂e	37,983	24,261	27,950	29,464
Total Scope 1 to 3 GHG Emissions	†CO₂e	148,564	89,436	99,308	102,981
Scope 1 to 3 GHG Emissions Intensity	†CO₂e/m²/yr	0.362	0.224	0.250	0.261
Change in Scope 1 to 3 GHG Emissions (Baseline 2015)	%	-	-38%	-31%	-28%
Total GHG Emissions intensity Against Revenue	†CO₂e/mil\$/yr	61.90	51.84	41.09	40.70

* These numbers have been externally assured.

⁶⁰ Scope 1 emissions for FY2022 and FY2023 have been restated due to the inclusion of diesel and petrol consumption previously unaccounted for, resulting in an increase in emissions by 0.5% and 1% respectively.

⁶¹ Refrigerant emissions for 2023 and 2024 have been accounted for in 2022 during the changing of our chiller plants, which came with refrigerants.

⁶² Operational Waste Diverted from Disposal for FY2022 and FY2023 have been restated due to sold hotel linens previously unaccounted for, resulting in an increase in recycled waste amount by 1.135 tonnes and 4.549 tonnes respectively, and an increase in associated emissions by roughly 0.5% for both years.

⁶³ Employee commute emissions has been restated for FY2015, FY2022, and FY2023 utilising the emission factor from Singapore Emissions Factor Registry (SEFR), resulting in a reduction in emissions by 33% for all three years. Headcount accounting methodology for 2023 has been updated as well, resulting in a reduction in working days by 30%.

⁶⁴ Water emissions have been restated for FY2015, FY2022, and FY2023 utilising emission factors from SEFR, resulting in a reduction of emissions by approximately 62% for all three years.

	Units	2015	2022	2023	2024
Water					
Potable Water	m ³	2,319,210	1,050,681*	1,118,001*	1,142,090*
NEWater	m ³	534,993	326,174*	371,296*	383,425*
Total Water Withdrawal (Municipal Water)	m³	2,854,203	1,376,855*	1,489,296*	1,525,515*
Water Withdrawal Intensity (Municipal Water)	m³	6.96	3.44	3.75	3.86
Seawater	m ³	759,188	578,502*	563,076*	540,168*
Total Water Withdrawal (Municipal Water and Seawater)	m³	3,613,391	1,955,357*	2,052,372*	2,065,683*
Water Withdrawal Intensity (Municipal Water and Seawater)	m³	8.81	4.89	5.16	5.23
Reclaimed Water	m ³	<i>Untracked</i>	61,245	18,622	17,695
Rainwater Harvesting	m ³	785,179	178,392*	119,950*	197,197*
Waste					
Operational Waste					
Operational Waste Directed to Disposal	tonnes	10,803	5,337*	6,570*	6,720*
Operational Waste Diverted from Disposal ⁶²	tonnes	705	1,081*	1,541*	1,593*
Total Operational Waste	tonnes	11,508	6,418*	8,111*	8,313*
Operational Waste to Landfill Intensity	tonnes	0.0263	0.0134	0.0165	0.0170
Construction Waste					
Construction Waste Directed to Disposal	tonnes	0	860*	1,105*	84*
Construction Waste Diverted from Disposal	tonnes	0	3,276*	9,613*	6,521*
Total Construction Waste	tonnes	0	4,136*	10,719*	6,605*
Hazardous Waste					
Hazardous Waste	tonnes	0	1.72	0	0
Total Generated Waste	tonnes	11,508	10,556	18,830*	14,918*
Green Buildings					
GENS GFA	m ²	409,998	399,759	397,666	394,997
BCA Green Mark Certified Buildings by GENS GFA	%	60	64%	67%	61%
Supply Chain					
Local Suppliers ⁶⁵		2,030	2,250	2,381	
Foreign Suppliers		298	367	381	
Total Suppliers		2,328	2,617	2,762	
Percentage of Local Suppliers (By Spend)	%	90	86	87	

⁶⁵ Our significant location of operations are limited to Singapore only. "Local" includes local agents with local registered office addresses, who may procure from overseas sources.

Enhance Wellbeing Performance Table

Team Members Employment Contract	2022		2023		2024	
	Male	Female	Male	Female	Male	Female
Permanent	2,042 (54%)*	1,675 (49%)*	2,260 (48%)*	1,853 (44%)*	2,421 (50%)*	1,984 (46%)*
Contract ≥ 12 months	961 (25%)*	810 (23%)*	1,136 (24%)*	942 (22%)*	1,243 (26%)*	1,011 (24%)*
Contract < 12 months	13 (1%)*	11 (1%)*	11 (1%)*	4 (1%)*	12 (1%)*	3 (1%)*
Others	772 (20%)*	924 (27%)*	1,258 (27%)*	1,431 (33%)*	1,144 (23%)*	1,264 (29%)*
Total	3,788*	3,420*	4,664*	4,230*	4,820*	4,262*

Team Members by Gender and Employment Category	2022		2023		2024	
	Male	Female	Male	Female	Male	Female
Senior Management	32 (1%)*	26 (1%)*	32 (1%)*	29 (1%)*	36 (1%)*	32 (1%)*
Management	675 (18%)*	467 (14%)*	753 (16%)*	548 (13%)*	827 (17%)*	608 (14%)*
Executives and Supervisors	773 (20%)*	764 (22%)*	927 (20%)*	932 (22%)*	1,106 (23%)*	1,046 (25%)*
Rank and File	2,308 (61%)*	2,163 (63%)*	2,953 (63%)*	2,721 (64%)*	2,851 (59%)*	2,576 (60%)*
Total	3,788*	3,420*	4,665*	4,230*	4,820*	4,262*

Team Members by Age Group and Employment Category	Under 30 Years Old			30-50 Years Old			Above 50 Years Old		
	2022	2023	2024	2022	2023	2024	2022	2023	2024
Senior Management	0 (0%)*	0 (0%)*	0 (0%)*	35 (1%)*	37 (1%)*	41 (1%)*	23 (3%)*	24 (3%)*	27 (3%)*
Management	44 (2%)*	41 (1%)*	29 (1%)*	947 (25%)*	1,077 (25%)*	1,183 (25%)*	151 (20%)*	183 (20%)*	223 (22%)*
Executives and Supervisors	269 (10%)*	372 (10%)*	488 (14%)*	1,117 (29%)*	1,326 (30%)*	1,468 (32%)*	151 (20%)*	161 (18%)*	196 (20%)*
Rank and File	2,310 (88%)*	3,201 (89%)*	2,935 (85%)*	1,746 (45%)*	1,942 (44%)*	1,946 (42%)*	415 (56%)*	531 (59%)*	546 (55%)*
Total	2,623*	3,614*	3,452*	3,845*	4,382*	4,638*	740*	899*	992*

Team Members by Nationality	2022	2023	2024
	Singapore Citizens and Permanent Residents (SCPR)	4,990 (69%)*	6,479 (73%)*
Other ASEAN countries	1,742 (24%)*	1,913 (22%)*	1,880 (21%)*
Non-ASEAN countries	476 (7%)*	503 (6%)*	595 (6%)*
Total	7,208*	8,895*	9,082*

		2022	2023	2024
Localisation Split at Senior Management Level				
Singapore Citizens and Permanent Residents (SCPR)		83%*	87%*	87%*
All Others		17%*	13%*	13%*
New Team Member Hires⁶⁴ by Gender and Age Group				
Gender	Male	1,006 (52%)*	822 (55%)*	801 (54%)*
	Female	942 (48%)*	681 (45%)*	679 (46%)*
Total		1,948*	1,503*	1,480*
Age Group	Below 30	910 (47%)*	615 (41%)*	645 (43%)*
	30-50	995 (51%)*	805 (53%)*	764 (52%)*
	Above 50	43 (2%)*	83 (6%)*	71 (5%)*
Total		1,948*	1,503*	1,480*
Team Member Turnover⁶⁶ by Gender and Age Group				
Gender	Male	426 (51%)*	350 (51%)*	404 (52%)*
	Female	410 (49%)*	341 (49%)*	377 (48%)*
Total		836*	691*	781*
Age Group	Below 30	232 (28%)*	205 (30%)*	253 (32%)*
	30-50	541 (65%)*	431 (61%)*	459 (59%)*
	Above 50	63 (7%)*	65 (9%)*	69 (9%)*
Total		836*	691*	781*
Parental Leaves in 2024				
		Male	Female	
Total number of team members who were entitled to parental leave		1,056	639	
Team members who took parental leave		955	596	
Team members who returned to work after parental leave ended		955	596	
Team members who returned to work after parental leave ended and were still employed for 12 months after their return to work		877	535	
Return to work rate (%)		90%	93.0%	
Retention rate (%)		83.0%	84.0%	

⁶⁶ Includes only permanent team members and those with a contract more than or equal to 12 months

Average Training Hours by Employment Category and Gender	2022		2023		2024	
	Male	Female	Male	Female	Male	Female
Senior Management	33*	39*	44.5*	65.3*	47.4*	52.1*
Management	41*	48*	40.4*	43.0*	43.6*	45.8*
Executives and Supervisors	37*	40*	43.6*	50.7*	53.8*	52.3*
Rank and File	41*	40*	27.9*	26.4*	40.1*	43.0*

Work-related Injuries			
Number of fatalities as a result of work-related injury	0	0	0
Number of high-consequence work-related injuries (excluding fatalities)	0	0	0
Number of recordable work-related injuries	156	185	178
Man days lost as a result of recordable work-related injuries	1,401	1,181	1,351
Number of hours worked	13,936,000	13,043,600	13,682,442

Amplify Impact Performance Table

Volunteering hours	2022	2023	2024
	Cumulative volunteering hours since 2012	471,734	473,558

Deepen Governance Performance Table

	2022	2023	2024
▶ Economic Performance			
Revenue ('000)	\$1,725,331	\$2,417,628	\$2,529,960
Operating Costs ('000)	\$1,319,148	\$1,783,989	\$1,944,886
Team Member Wages and Benefits ('000)	\$362,771	\$484,791	\$552,890
Payments to Providers of Capital ('000)	\$243,057	\$422,651	\$483,105
Payments to Government ('000)	\$311,449	\$478,308	\$542,734
Financial Assistance from the Government ('000)	\$13,568	\$3,142	\$5,364
▶ Guest Satisfaction Scores			
Universal Studios Singapore	81.8%	88.0%	94.0%
Adventure Cove Waterpark	81.0%	89.0%	94.0%
S.E.A. Aquarium	85.9%	89.1%	91.3%
Hotels	95.8%	95.0%	86.0%
MICE (Organisers)	87.0%	83.7%	86.0%
MICE (Delegates)	94.0%	93.3%	96.6%
F&B	94.0%	88%	96.9%
▶ Compliance Performance Indicators in 2024⁶⁷			
	Gaming	Non-Gaming	
Environment-related rules and regulations	0	0	
Incidents of corruption and money laundering	0	0	
Health and safety impacts of products and services	0*	2*	
Customer Privacy	0	0	

⁶⁷ The fines amounted to \$500

GENS Greenhouse Gas Emissions Calculation Methodology

Our greenhouse gas emissions are calculated according to the principles and standards specified in the GHG Protocol Corporate Standard and Corporate Value Chain (Scope 3) Accounting and Reporting Standard. The table below summarises the sources of our Scope 1, Scope 2, and Scope 3 emissions and their respective calculation methodology.

GHG Scopes	Emission Source	Calculation Methodology
Scope 1	Stationary fuels include: <ul style="list-style-type: none"> • Diesel used for back-up generators across our properties. • Town gas is used for heating, cooking, and pyrotechnics for our shows and performances. • Refrigerants used within DCP's chiller plants. Petrol and diesel are also used by our vehicles across the resort to facilitate events and performances, and for transporting guests and team members around the resort.	Emission factor by DEFRA is utilised for diesel, petrol, and refrigerant emissions. Town gas emissions are derived from the gas' GHG composition published by NEA and the AR6 Global Warming Potential for greenhouse gases.
Scope 2	Purchased electricity	Location-based method referencing the Grid Emission Factor published by the Energy Market Authority . We do not calculate with the market-based method as we do not currently purchase any renewable energy certificates.
Scope 3		
Category 3	Category 3 emissions are derived from fuel- and energy- related activities not included in Scope 1 or Scope 2. For GENS' case, this refers to the Well-to-Tank (WTT) and transmission and distribution (T&D) losses for our fuel and electricity sources.	DEFRA WTT and T&D emission factors.
Category 4	Upstream transportation and distribution for GENS.	DEFRA freighting goods emission factor.
Category 5	Emissions derived from incinerating and recycling of our operational wastes and construction wastes.	DEFRA waste disposal emission factor.
Category 6	Emissions from our employees commuting to work by public and private transportation.	Emission factors published for public transportation, such as rail, bus, and cars, by the Singapore Emission Factor Registry (SEFR) . Emission factors for electric vehicles used within the resort are obtained from our vehicle vendor.
Category 7	Emissions from flights for business travel.	Flight information obtained from our flight booking agency. Flight emission is derived from DEFRA's air business travel emissions, inclusive of radiative forcing.
Category 13	Emissions derived from electricity consumed by our tenants leased on our properties.	Location-based method referencing the Grid Emission Factor published by the Energy Market Authority.
Water	Emissions derived from our usage of potable water and NEWater. Potable water is used for resort cleaning, washroom cleaning, water features, and general resort operations. NEWater is used as chilled water for our District Cooling Plant, and also as backup water for irrigation and firefighting purposes.	Emission factors published by the SEFR .

10 Principles of United Nation Global Compact

GENS has been a signatory to the UN Global Compact since 2022, and we conduct our business in line with its 10 Principles and the UN Guiding Principles on Business and Human Rights.

Domain	Principle	Report Section
Human Rights	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and	<ul style="list-style-type: none"> Human Rights Diversity and Inclusion
	Principle 2: make sure that they are not complicit in human rights abuses	<ul style="list-style-type: none"> Responsible Sourcing and Supply Chain
Labour	Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	<ul style="list-style-type: none"> Human Rights Diversity and Inclusion
	Principle 4: the elimination of all forms of forced and compulsory labour	<ul style="list-style-type: none"> Wellbeing
	Principle 5: the effective abolition of child labour; and	
	Principle 6: the elimination or discrimination in respect of employment and occupation	
Environment	Principle 7: Businesses should support a precautionary approach to environmental challenges;	<ul style="list-style-type: none"> Lower Emissions Pillar
	Principle 8: undertake initiatives to promote greater environmental responsibility; and	<ul style="list-style-type: none"> Sustainability Education and Advocacy Empowering and Engaging Local Community
	Principle 9: encourage the development and diffusion of environmentally friendly technologies.	<ul style="list-style-type: none"> Sustainable Tourism Climate-related Disclosures Responsible Sourcing and Supply Chain
Anti-Corruption	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery	<ul style="list-style-type: none"> Governance and Ethics Responsible Gaming

Independent Practitioner’s Limited Assurance Report on Identified Sustainability Information

To the Board of Directors of Genting Singapore Limited

Limited assurance conclusion

We have conducted a limited assurance engagement on the selected sustainability information, including the greenhouse gas emissions, of Genting Singapore Limited (the “Company” or “Genting Singapore”) included in Genting Singapore’s 2024 Sustainability Report (“the Identified Sustainability Information”) as at 31 December 2024 and for the year then ended.

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Identified Sustainability Information is not prepared in all material respects, in accordance with the Global Reporting Initiative (“GRI”) Sustainability Reporting Standards 2021 (the “Reporting Criteria”).

Identified Sustainability Information

The selected sustainability information, including the greenhouse gas emissions, forming the Identified Sustainability Information as at 31 December 2024 and for the year then ended is set out below:

GRI 302-1	Energy consumption within the organisation
GRI 302-3	Energy intensity
GRI 305-1	Direct (Scope 1) GHG Emissions
GRI 305-2	Energy indirect (Scope 2) GHG emissions
GRI 305-3	Other Indirect (Scope 3) GHG emissions – Category 5: Waste generated in operations
GRI 305-4	GHG emissions intensity
GRI 303-3	Water withdrawal
GRI 306-3	Waste generated
GRI 306-4	Waste diverted from disposal
GRI 306-5	Waste directed to disposal
GRI 401-1	New employee hires and employee turnover
GRI 404-1	Average hours of training per year per employee
GRI 405-1	Diversity of governance bodies and employees
GRI 416-2	Incidents of non-compliance concerning the health and safety impacts of products and services

Our assurance engagement was with respect to the year ended 31 December 2024. We have not performed any procedures with respect to (i) earlier periods and (ii) any other elements included in the Company’s 2024 Sustainability Report, and in the annual report, website and other publications, and therefore do not express any conclusion thereon.

Basis for conclusion

We conducted our limited assurance engagement in accordance with Singapore Standard on

Assurance Engagements 3000 (Revised), Assurance engagements other than audits or reviews of historical financial information (“SSAE 3000 (Revised)”), and, in respect of the greenhouse gas emissions, Singapore Standard on Assurance Engagements 3410, Assurance engagements on greenhouse gas statements (“SSAE 3410”).

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion. Our responsibilities under these standards are further described in the Practitioner’s responsibilities section of our report.

Our independence and quality management

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

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

Responsibilities for the Identified Sustainability Information

Management of Genting Singapore is responsible for:

- The preparation of the Identified Sustainability Information in accordance with the Reporting Criteria, applied as explained in the “About the report” section in Genting Singapore’s 2024 Sustainability Report;
- Designing, implementing and maintaining such internal control as management determines is necessary to enable the preparation of the Identified Sustainability Information, in accordance with the Reporting Criteria, that is free from material misstatement, whether due to fraud or error; and
- The selection and application of appropriate sustainability reporting methods and making assumptions and estimates that are reasonable in the circumstances.

Those charged with governance are responsible for overseeing Genting Singapore’s sustainability reporting process.

Inherent limitations in preparing the Identified Sustainability Information

Greenhouse gas quantification is subject to inherent uncertainty because of incomplete scientific knowledge used to determine emissions factors and the values needed to combine emissions of different gases.

Practitioner's responsibilities

Our responsibility is to plan and perform the assurance engagement to obtain limited assurance about whether the Identified Sustainability Information is free from material misstatement, whether due to fraud or error, and to issue a limited assurance report that includes our conclusion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence decisions of users taken on the basis of the Identified Sustainability Information.

As part of a limited assurance engagement in accordance with SSAE 3000 (Revised) and SSAE 3410, we exercise professional judgement and maintain professional scepticism throughout the engagement. We also:

- Determine the suitability in the circumstances of Genting Singapore's use of the Reporting Criteria as the basis for the preparation of the Identified Sustainability Information.
- Perform risk assessment procedures, including obtaining an understanding of internal control relevant to the engagement, to identify where material misstatements are likely to arise, whether due to fraud or error, but not for the purpose of providing a conclusion on the effectiveness of Genting Singapore's internal control.
- Design and perform procedures responsive to where material misstatements are likely to arise in the Identified Sustainability Information. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Summary of the work performed

A limited assurance engagement involves performing procedures to obtain evidence about the Identified Sustainability Information. The procedures in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

The nature, timing and extent of procedures selected depend on professional judgement, including the identification of where material misstatements are likely to arise in the Identified Sustainability Information, whether due to fraud or error.

In conducting our limited assurance engagement, we:

- Obtained an understanding of Genting Singapore's reporting processes relevant to the preparation of its Identified Sustainability Information by inquiring management on the gathering, collation and aggregation of the Identified Sustainability Information;
- Evaluated whether all information identified by the process to identify the information reported in the Identified Sustainability Information is included in the Identified Sustainability Information;
- Performed inquiries of relevant personnel and analytical procedures on selected information in the Identified Sustainability Information;
- Performed substantive assurance procedures on selected information in the Identified Sustainability Information;

- Evaluated the appropriateness of quantification methods and reporting policies;
- Evaluated the methods, assumptions and data for developing estimates; and
- Assessed the disclosure and presentation of the Identified Sustainability Information.

Purpose and restriction on distribution and use

We draw attention to the fact that the Identified Sustainability Information was prepared for the purpose of assisting Genting Singapore in reporting the Identified Sustainability Information in Genting Singapore's 2024 Sustainability Report in accordance with the Reporting Criteria. As a result, the Identified Sustainability Information may not be suitable for another purpose.

This report, including our conclusion, has been prepared solely for Genting Singapore in accordance with the letter of engagement between us. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than Genting Singapore for our work or this report.

Yours faithfully



PricewaterhouseCoopers LLP
Public Accountants and Chartered Accountants

Singapore
20 March 2025

GRI Content Index

Material Topics	GRI Standards	Disclosures	Location	
Not Applicable	GRI 2: General Disclosures 2021	2-1	Organizational details	4
		2-2	Entities included in the organization's sustainability reporting	3
		2-3	Reporting period, frequency and contact point	3 ; Our Sustainability Report is published together with our Annual Report. Sustainability Report FY2024 is published on 24 March 2025.
		2-4	Restatements of information	88-93
		2-5	External assurance	3, 96-97
		2-6	Activities, value chain and other business relationships	4, 10-11, 35-37
		2-7	Employees	90-92
		2-8	Workers who are not employees	Information about workers who are not employees are not currently available
		2-9	Governance structure and composition	9, 80-81
		2-10	Nomination and selection of the highest governance body	GENS Annual Report 2024 Page 40-41
		2-11	Chair of the highest governance body	9, 80-81, GENS Annual Report 2024 Page 2-5, 12-17
		2-12	Role of the highest governance body in overseeing the management of impacts	9, 80-81, GENS Annual Report 2024 Page 35-54
		2-13	Delegation of responsibility for managing impacts	9, 80-81, GENS Annual Report 2024 Page 35-54
		2-14	Role of the highest governance body in sustainability reporting	9, 80-81, GENS Annual Report 2024 Page 35-54
		2-15	Conflicts of interest	GENS Annual Report 2024 Page 35-54
		2-16	Communication of critical concerns	GENS Annual Report 2024 Page 35-54
		2-17	Collective knowledge of the highest governance body	GENS Annual Report 2024 Page 35-54
		2-18	Evaluation of the performance of the highest governance body	GENS Annual Report 2024 Page 35-54
		2-19	Remuneration policies	GENS Annual Report 2024 Page 35-54
		2-20	Process to determine remuneration	GENS Annual Report 2024 Page 35-54
		2-21	Annual total compensation ratio	Not reported due to confidentiality and sensitivity of information.
		2-22	Statement on sustainable development strategy	5
		2-23	Policy commitments	Please refer to respective chapters for policies. Please see our Code of Ethics and Business Conduct for consolidation of our policies.
		2-24	Embedding policy commitments	Please refer to respective chapters for policies. Please see our Code of Ethics and Business Conduct for consolidation of our policies.

		2-25	Processes to remediate negative impacts	80-86
		2-26	Mechanisms for seeking advice and raising concerns	73
		2-27	Compliance with laws and regulations	93
		2-28	Membership associations	7
		2-29	Approach to stakeholder engagement	10
		2-30	Collective bargaining agreements	39-40, 71
Materiality Assessment Process	GRI 3: Material Topics 2021	3-1	Process to determine material topics	12-14
		3-2	List of material topics	12-14
Lower Emissions				
Energy and Emissions	GRI 302: Energy 2016	3-3	Management of material topics	21-23
		302-1	Energy consumption within the organization	21-23, 88
		302-2	Energy consumption outside of the organization	GENS does not consume energy outside the organisation.
		302-3	Energy intensity	21-23
		302-4	Reduction of energy consumption	21-23
		302-5	Reductions in energy requirements of products and services	21-23
	GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	21-23, 88
		305-2	Energy indirect (Scope 2) GHG emissions	21-23, 88
		305-3	Other indirect (Scope 3) GHG emissions	21-23, 88
		305-4	GHG emissions intensity	88 ; Emissions intensity have been consolidated to CO2e, where appropriate methodology have been used to convert other GHG such as N2O, CH4, and others to CO2e.
		305-5	Reduction of GHG emissions	21-23
		305-6	Emissions of ozone-depleting substances (ODS)	GENS' operations do not emit ozone-depleting substances (ODS) in any significant amounts.
		305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Other than CO2, other air emissions are not significant in GENS' operations
	GRI 417 Marketing and Labelling	417-1	Requirements for product and service information and labelling	75-78
Water	GRI 303: Water and Effluents 2018	3-3	Management of material topics	24-26
		303-1	Interactions with water as a shared resource	24-26
		303-2	Management of water discharge related impacts	Aligned with national regulations and requirements set for the quality of effluent discharge
		303-3	Water withdrawal	24-26, 89
		303-4	Water discharge	Developing methodology to assess this. With the expansion of RWS 2.0, flowmeters will be installed in suitable outlet points to measure water discharge.
		303-5	Water consumption	Developing methodology to assess this. With water discharge measured, water consumption amount can be calculated as well.

Waste	GRI 306: Waste 2020	3-3	Management of material topics	27-29
		306-1	Waste generation and significant waste-related impacts	27-29
		306-2	Management of significant waste-related impacts	27-29
		306-3	Waste generated	27-29, 89
		306-4	Waste diverted from disposal	27-29, 89
		306-5	Waste directed to disposal	27-29, 89
Sustainable Building Design and Facilities	GRI 3: Material Topics 2021	3-3	Management of material topics	30-34
Responsible Sourcing and Supply Chain	GRI 3: Material Topics 2021	3-3	Management of material topics	35-37
	GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	89
	GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	35-37
		308-2	Negative environmental impacts in the supply chain and actions taken	35-37
Enhance Wellbeing				
Wellbeing	GRI 3: Material Topics 2021	3-3	Management of material topics	41-43
Diversity and Inclusion	GRI 3: Material Topics 2021	3-3	Management of material topics	39-40
		GRI 202: Market Presence 2016	202-1	Ratios of standard entry level wage by gender compared to local minimum wage
	GRI 401: Employment 2016	202-2	Proportion of senior management hired from the local community	91
		401-1	New employee hires and employee turnover	91
		401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	41-43
	GRI 405: Diversity and Equal Opportunity 2016	401-3	Parental leave	91
		405-1	Diversity of governance bodies and employees	90-91
	GRI 406: Non-discrimination 2016	405-2	Ratio of basic salary and remuneration of women to men	39
		406-1	Incidents of discrimination and corrective actions taken	39
		GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor
Human Capital Development	GRI 3: Material Topics 2021	3-3	Management of material topics	44-46
	GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	92
		404-2	Programs for upgrading employee skills and transition assistance programs	44-46
		404-3	Percentage of employees receiving regular performance and career development reviews	44-46

Health and Safety	GRI 3: Material Topics 2021	3-3	Management of material topics	47-49
	GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	47-49
		403-2	Hazard identification, risk assessment, and incident investigation	47-49, 74
		403-3	Occupational health services	47-49
		403-4	Worker participation, consultation, and communication on occupational health and safety	47-49
		403-5	Worker training on occupational health and safety	47-49
		403-6	Promotion of worker health	41-43, 47-49
		403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	47-49, 75-78
		403-8	Workers covered by an occupational health and safety management system	47-49 ; Number of workers who are not employees covered by our occupational health and safety management system is not available as it fluctuates based on contractor's needs.
	GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	75-78
416-2		Incidents of non-compliance concerning the health and safety impacts of products and services	93	
Amplify Impact				
Biodiversity and Conservation	GRI 3: Material Topics 2021	3-3	Management of material topics	57-60
	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	57-60
		304-2	Significant impacts of activities, products and services on biodiversity	57-64
	304-3	Habitats protected or restored	57-60	
Empowering and Engaging Local Communities	GRI 3: Material Topics 2021	3-3	Management of material topics	51-56
	GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	51-56
Sustainability Education and Advocacy	GRI 3: Material Topics 2021	3-3	Management of material topics	61-64

Deepen Governance				
Governance and Ethics	GRI 3: Material Topics 2021	3-3	Management of material topics	70-74
	GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	70-74
		205-2	Communication and training about anti-corruption policies and procedures	70-74
		205-3	Confirmed incidents of corruption and actions taken	70-74
	GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	70-74
Responsible Gaming	GRI 3: Material Topics 2021	3-3	Management of material topics	75-78
	GRI 417: Marketing and Labeling 2016	417-1	Requirements for product and service information and labeling	75-78
		417-2	Incidents of non-compliance concerning product and service information and labeling	75-78 ; GENS had had 0 incidents of non-compliance concerning product and service information and labeling for 2024.
		417-3	Incidents of non-compliance concerning marketing communications	75-78 ; GENS had had 0 incidents of non-compliance concerning marketing communications for 2024.
Sustainable Tourism	GRI 3: Material Topics 2021	3-3	Management of material topics	66-69
	GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	93
		201-2	Financial implications and other risks and opportunities due to climate change	80-86
		201-3	Defined benefit plan obligations and other retirement plans	GENS Annual Report 2024 Page 75-76
		201-4	Financial assistance received from government	93
Human Rights	GRI 3: Material Topics 2021	3-3	Management of material topics	71
	GRI 414: Supplier Social Assessment 2021	414-1	New suppliers that were screened using social criteria	35-37
		414-2	Negative social impacts in the supply chain and actions taken	35-37
Cybersecurity	GRI 3: Material Topics 2021	3-3	Management of material topics	73
	GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	71-73 , 93
Money Laundering, Terrorism Financing, and Proliferation Financing	GRI 3: Material Topics 2021	3-3	Management of material topics	72 , 75-78



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