

From Waves of Action to an Ocean of Change

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Sentosa Development Corporation

Sustainability Report 2023/2024

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About this Report

As an internationally recognised resort island, Sentosa Development Corporation (SDC) is committed to driving sustainable development and working closely with its stakeholders to build a sustainable Sentosa community. The publication of SDC's fourth Sustainability Report further reaffirms its commitment to sustainability.

The Sustainability Report outlines SDC's sustainability journey and provides insights into its management practices and performance regarding material Environmental, Social, and Governance (ESG) matters of significance to SDC and its stakeholders. Through this report, SDC aims to communicate its unwavering commitment to sustainability to its diverse stakeholders by detailing its policies and approaches. It also highlights how SDC upholds its core sustainability values in its role as the steward of the Sentosa Island precinct.

REPORTING PERIOD AND SCOPE

This report encompasses the portfolio of Sentosa Development Corporation over which it has operational control (SDC Group). It includes SDC's two subsidiaries, Sentosa Golf Club (SGC) and Sentosa Cove Resort Management (SCRM), and excludes Mount Faber Leisure Group (MFLG) to align with SDC's GreenGov.SG reporting submissions.

The reporting period spans from 1st April 2023 to 31st March 2024 (FY2023/2024). Data disclosed within this report should be read in conjunction with SDC's Annual Report and has not undergone independent assurance. There are no restatements or significant changes to the previous reporting period's sustainability disclosures.

REPORTING FRAMEWORK AND STANDARDS

This report has been prepared with reference to the Global Reporting Initiative (GRI) Standards, which provides a structured and globally recognised framework for sustainability reporting, and was chosen due to its inclusive development process involving multiple stakeholders, allowing SDC to align its sustainability efforts with stakeholder expectations and priorities. SDC has also aligned key factors considered material to the corresponding United Nations Sustainable Development Goals (UN SDGs), where it can contribute to global priorities and create the most significant positive impact. As a leading tourist destination, SDC references the Global Sustainable Tourism Council (GSTC) - Destination criteria to demonstrate its commitment to global best practices in sustainable tourism, focusing on environmental protection,



cultural preservation, and socio-economic benefits. While the information in this report has not undergone independent assurance, SDC is committed to ensuring the accuracy and compliance of all disclosed data with relevant laws and regulations. SDC remains committed to enhancing and ensuring transparency and accountability in its sustainability reporting endeavours.

GUIDING PRINCIPLES

As a statutory board of the Singapore government, SDC's strategic plans and the development of Sentosa are aligned with the GreenGov.SG framework, Singapore Green Plan 2030 as well as other national ambitions.

FEEDBACK MECHANISM

SDC and its subsidiaries welcome stakeholder feedback, recognising its importance in continuously enhancing their ESG performance and disclosures while advancing its sustainability journey.

For feedback and enquiries, please contact SDC at sustainability@sentosa.gov.sg.

Joint Chairman & Chief Executive Officer Message



BOB TAN BENG HAI
Chairman

Many businesses, governments, and members of the public are increasingly recognising that sustainability is essential for our future. For Sentosa as a beloved island destination, climate change is also an existential threat.

This global call to action aligns closely with our Sustainable Sentosa Framework, which guides our commitment to achieving carbon neutrality by 2030. As a certified global destination in sustainable tourism, we are committed to integrating sustainable practices across all aspects of our operations. This dedication spans from implementing innovative solutions to reduce our carbon footprint to ensuring that our initiatives have a positive impact and enhance the well-being of the local communities we engage with.

Sentosa is a 500-hectare island resort with a vibrant ecosystem encompassing a diverse range of businesses and notable natural and heritage assets. In 2022, we

were awarded the Global Sustainable Tourism Council – For Destinations (GSTC-D) certification. This recognition underscores our collective and collaborative efforts across the island, driving us towards a more sustainable future. It is also a testament to our dedication to advancing environmental stewardship and working with leading stakeholders in sustainable tourism.

Our fourth sustainability report aims to demonstrate our contributions as an island destination steward toward climate mitigation and adaptation and the strategies we employ to achieve our long-term sustainability goals. This year's report is themed "From Waves of Action to an Ocean of Change", reflecting our commitment to transforming our collective actions into significant, transformative impacts. Through this theme, we seek to showcase how our collaborative partnerships with stakeholders in targeted areas collectively advance our progress toward achieving our sustainability goals.

SYNERGISING EFFORTS TO DRIVE CLIMATE ACTION

Acknowledging the impacts of climate change is even more keenly felt today, we elevated "Climate Resilience" as a new material topic to underscore our commitment to addressing climate-related challenges such as urban heat and coastal adaptation, and enhancing our strategies to build resilience against extreme weather events and other climate impacts. We also continue to advance sustainable practices in several key areas, including energy and emissions management, effective water and waste management, and responsible sourcing.

Sustainability is a collective endeavour that requires a whole-of-nation effort, cutting across public and private sector. A key component of our decarbonisation strategy is our collaboration with island partners through the Sentosa Carbon Neutral Network (SCNN). Since its inception in 2021, the SCNN has expanded significantly, growing by 76% to include 30 member organisations, accounting for more than 95% of the island's carbon footprint.

Sustainability is a collective endeavour that requires a whole-of-nation effort, cutting across public and private sector.

This network plays a crucial role in uniting efforts and driving progress towards our shared carbon neutrality objectives.

Over the past year, we have collaborated extensively with our SCNN members to eliminate single-use plastic bottled water in dine-in, takeaway, and event settings, in line with the Sentosa Disposables Policy. Furthermore, through our Solarisation Programme, and in partnership with five other island stakeholders, we have successfully installed solar panels at 46 locations. This initiative is expected to generate nearly 6.6 GWh of clean energy annually, resulting in a reduction of over 2,600 tonnes of CO₂e each year.

BUILDING A SANCTUARY FOR NATURE AND HERITAGE

As an island renowned for its rich biodiversity and historical landmarks, SDC is deeply committed to preserving Sentosa's natural and cultural heritage. SDC prioritises biodiversity protection through the conservation of essential ecological sites, the enhancement of green spaces, and the cultivation of strategic partnerships. Additionally, SDC has also introduced light-touch offerings on the Southern Islands including water sports and glamping experiences, allowing our guests to get closer to nature. Working with nature groups to develop a visitors' guide to the Southern Islands also helps to ensure respectful co-existence between our guests and wildlife.

This year, SDC, in collaboration with Resorts World Sentosa (RWS) and the National University of Singapore (NUS), embarked on a series of citizen science training sessions and surveys. These initiatives are aimed at gaining a deeper understanding of the habitats within Sentosa's artificial beach lagoons.

To uphold our position as a leader in sustainable tourism and effectively address stakeholder needs, we are committed to proactively managing and adapting to climate change.



THIEN KWEE ENG
Chief Executive Officer

These concerted efforts are intended to ensure the long-term protection and sustainable management of Sentosa's exceptional environmental and historical assets.

FOSTERING EMPOWERED, RESILIENT AND INCLUSIVE COMMUNITIES

SDC is dedicated to fostering communities where every individual can thrive while maintaining a safe and supportive working environment for our workforce. This commitment is realised through rigorous risk management practices and the implementation of comprehensive safety measures, ensuring the protection and well-being of both our guests and employees.

Over the past year, SDC has actively pursued various initiatives aimed at promoting inclusivity and developing vibrant, sustainable communities. Notably, under the Sentosa Cares framework, SDC has partnered with the Ministry of Social and Family Development (MSF) and SG Enable to sign a Memorandum of Understanding (MoU). This agreement focuses on improving fair employment

and social opportunities for individuals with disabilities and ComLink families residing in public rental housing, and creating a destination with inclusive experiences. Through this collaboration, we aim to build meaningful partnerships and create business opportunities that contribute to a more inclusive and equitable society.

THE WAY FORWARD

As the sustainability landscape rapidly evolves, we face both challenges and opportunities. To uphold our position as a leader in sustainable tourism and effectively address stakeholder needs, we are committed to proactively managing and adapting to climate change. We extend our heartfelt gratitude for the ongoing support of our stakeholders and look forward to building new partnerships as we explore opportunities and address challenges in pursuit of our sustainability goals.

BOB TAN BENG HAI
Chairman

THIEN KWEE ENG
Chief Executive Officer

FY2023/2024 Sustainability Highlights



Goal 1: Carbon Neutral Urban Precinct by 2030



Reduced 8% of annual carbon emissions islandwide despite increasing visitorship



Avoided 97,000 room nights' worth of emissions annually through 5.2MWp of solar across 46 locations



Diverted 1,600 tonnes (46%) of island waste from landfill through recycling and composting efforts



Avoided use of 2 million plastic bottles annually through islandwide disposables management framework



Goal 2: Globally-Recognised Sustainable Destination



Certified 71% of Sentosa's hotel room stock against international hotel sustainability standards



Hosted over 1000 socially-disadvantaged beneficiaries under Sentosa Cares, an islandwide initiative for social inclusivity



More than 100 sustainability initiatives and offerings featured in RISE — a showcase of island sustainability efforts

From Waves of Effort, to an Ocean of Change

SDC recognises its potential to influence significant changes beyond its immediate operations and harness the transformative power of partnership and collective action to drive meaningful sustainability initiatives.

SDC and 17 island partners co-founded the Sentosa Carbon Neutral Network (SCNN), which has since grown to 30 member organisations. The SCNN has become the key collaboration platform to galvanise sustainability actions on the island as One Sentosa, such as the implementation of Sentosa Disposables Policy, Sentosa's Solarisation Programme, and Sentosa Cares Week. Through the Sentosa Enterprise Scheme and collaboration with other agencies such as Enterprise SG's Sustainability Open Innovation Challenge, SDC provides a platform to partner start-ups in test-bedding innovative solutions, such as novel solarisation methods, and other renewable energy solutions. As Sentosa develops, it opens the island up to the possibility of incorporating innovation in its infrastructure, such as local start-up Magorium's NewBitumen in the paving of new roads. By partnering fellow agencies, SDC is able to leverage resources and propel its implementation by not only embracing these initiatives, but also bringing on board its island partners and other industry players to further hasten adoption and amplify the impact.

This fourth report encapsulates the galvanising of efforts to amplify impact, and being a platform for innovation, as SDC moves ahead on its sustainability journey, showcasing the collective efforts that led to the theme of 'From Waves of Action to an Ocean of Change'.



Partnerships and Associations

Partnerships

SDC recognises that the pursuit of sustainability on the Island hinges on establishing robust partnerships with Island Partners and other key stakeholders. From the outset, SDC is dedicated to forming and nurturing these partnerships to build a collaborative ecosystem. This approach ensures that initiatives and experiences are developed in concert with stakeholders, thus fostering a unified effort to achieve shared sustainability goals.

SENTOSA CARBON NEUTRAL NETWORK (SCNN)

The Sentosa Carbon Neutral Network (SCNN) was formed in 2021 with the aim to collectively achieve carbon neutrality by 2030. As Singapore's first carbon neutrality-focused business alliance, SCNN members collaborate to develop sustainable tourism capabilities and offerings, share best practices and deliver decarbonisation projects. The SCNN has grown by 76% to a total of 30 members, from the initial 17 members when it was founded. Additionally, **71% of Sentosa's hotel room stocks have been certified** against international hotel sustainability standards.



ONE SENTOSA HR NETWORK (OSHRN)

SDC launched the One Sentosa HR Network (OSHRN) with businesses on the island to collectively drive best practices in HR and cultivate a robust One Sentosa employer branding. To date, 24 businesses on the island have joined the OSHRN.

Key outcomes from the network include its commitment to uphold social inclusiveness and to ensure a safe and welcoming workplace for all employees.



MOU WITH MSF AND SG ENABLE TO CHAMPION SOCIAL INCLUSIVITY AND BUILD AN ACCESSIBLE AND INCLUSIVE DESTINATION

On 20 September 2023, SDC, Ministry of Social and Family Development (MSF) and SG Enable inked a Memorandum of Understanding (MoU) to create fair employment and social opportunities for persons with disabilities and families with children living in public rental housing units who are being supported under the ComLink initiative (ComLink families). The tri-party agreement aims to establish partnerships and business opportunities to encourage positive action towards a more inclusive society.

18 Island Partners have also pledged to be Sentosa Cares Champions, to support initiatives such as aiming to obtain accreditations in inclusive hiring, create awareness of inclusive employment and participating in Sentosa's annual Sentosa Cares Week.

Please click [here](#) for more details on the partnership and initiatives.



MOU WITH SINGAPORE POLYTECHNIC TO OFFER WORKFORCE UPSKILLING IN SUSTAINABILITY

On 22 September 2023, SDC and Singapore Polytechnic (SP) signed a Memorandum of Understanding to leverage SP's educational expertise and SDC's industry knowledge to offer workforce upskilling. With an emphasis on sustainability, the MoU provides opportunity for collaboration on areas such as eco-friendly solutions, environmental assessments and sustainable tourism to achieve positive environmental and social impact for the island.

Please click [here](#) for further information regarding the MoU.

PARTNERING NTUC LEARNINGHUB FOR ONE SENTOSA TRANSFORMATION AND EQUIPPING PLATFORM (1-STEP)

On 4 July 2024, SDC partnered with NTUC LearningHub ('NTUC LHUB') to upskill approximately 15,000 employees over the next three years, through the signing of a Memorandum of Understanding (MoU), supported by Resorts World Sentosa (RWS), which employs 70% of Sentosa's workforce.

The new learning and transformation initiative, One Sentosa Transformation and Equipping Platform (1-STEP) will be established to accelerate Sentosa's transformation as a tourism destination in emerging capabilities, such as customer experience, wellness and regenerative tourism, sustainability, and data/AI.

Please click [here](#) for further information regarding the partnership.



External Associations

SDC is a member of the following external associations:

SINGAPORE GREEN BUILDING COUNCIL (SGBC)

SDC benefits from attending various industry-specific programs and sector-oriented initiatives organised by SGBC, further expanding its knowledge and expertise in the pursuit of greener and more sustainable practices for the island.

GREEN ECONOMY WORKING GROUP (GEWG), ESTABLISHED BY THE INTER-MINISTERIAL COMMITTEE ON CLIMATE CHANGE (IMCCC)

This strategic endeavour aims to leverage new economic prospects within the realm of sustainability, effectively capitalising on emerging opportunities while generating employment prospects for the citizens of Singapore¹.

MICE SUSTAINABILITY COMMITTEE

SDC is also represented on the MICE Sustainability Committee, that launched the Singapore MICE Sustainability Roadmap in December 2022, with the strategic vision for Singapore to become Asia Pacific's leading Sustainable MICE destination by 2030, through focussing on circular economy and reducing carbon emissions.

GLOBAL SUSTAINABLE TOURISM COUNCIL (GSTC)

As a testament to its dedication to sustainability, SDC joined GSTC as a member in November 2021 and was conferred the GSTC-Destination certificate in July 2022, becoming the first island destination in Asia to achieve this esteemed recognition. This milestone underscores Sentosa's pioneering role in championing sustainable tourism and setting a remarkable example for other destinations in the region.

HOTEL SUSTAINABILITY COMMITTEE

SDC is represented on the Hotel Sustainability Committee². With the primary objective of fostering the widespread adoption of sustainability practices within hotels, the committee's overarching goal is to position Singapore as a leading sustainable destination. To achieve this, the Committee has given its endorsement to the Hotel Sustainability Roadmap, which outlines specific targets and strategies for hotels to embrace on their journey towards sustainability.

Guest Engagement

SDC has been working extensively with key stakeholders and partners to drive change and amplify impact. From these waves of action, SDC recognises that a key component of creating an ocean of change is in empowering its guests to make conscious decision to choose options with a lower carbon footprint or that are more beneficial for the environment. As such, SDC has developed dedicated pages on its [website](#) to bring about awareness to its sustainability initiatives and encourage its guests to Play Well, Eat Well, and Travel Well. A [carbon calculator](#) is also made available so guests to Sentosa can track their carbon footprint and make appropriate choices to reduce their environmental impact. Additionally, SDC has curated an interactive exhibition, [RISE](#), at its transport node at Beach Station which features **more than 100 sustainability initiatives and offerings.**



¹ National Climate Change Secretariat (NCCS). (n.d.). Inter-Ministerial Committee on Climate Change. <https://www.nccs.gov.sg/who-we-are/inter-ministerial-committee-on-climate-change/>

² Singapore Tourism Board. (n.d.). Launch of the Hotel Sustainability Roadmap by STB and SHA. <https://www.stb.gov.sg/content/stb/en/media-centre/media-releases/Launch-of-the-Hotel-Sustainability-Roadmap-by-STB-and-SHA.html>

Sustainable Sentosa Journey

Since announcing the vision for a Sustainable Sentosa in 2021, SDC and its island partners have made significant strides in their sustainability efforts. The island remains dedicated to integrating sustainability into its operations, taking decisive steps toward decarbonisation, protecting its natural heritage, and forming strategic partnerships to champion sustainability initiatives.

FY2020/2021

FY2021/2022

FY2022/2023

FY2023/2024



Goal 1: Achieve Carbon Neutrality by 2030

Established Sustainable Sentosa Vision and Strategic Roadmap

- Established an island carbon profile baseline study
- Established partnerships with various stakeholders including Temasek, NUS and NTU
- Sentosa Golf Club was awarded the World's Best Eco-friendly Golf Facility at the World Golf Awards 2020

Embarked on a journey towards Decarbonisation and Certification

- Formed the Sentosa Carbon Neutral Network (SCNN)
- Commenced electric bus trials

Progressive Delivery of Sustainability Initiatives

- SCNN grew to 25 members
- SGC became world's first carbon neutral golf club
- EV chargers installed across Sentosa
- Intra-island bus service 'A' electrified
- SDC and Resorts World Sentosa (RWS) announced solar project of 3.09 megawatt-peak (MWp) across 18 sites

Amplifying Efforts through Partnerships

- Reduced 8.4% of annual carbon emissions islandwide despite increasing visitorship
- Avoided 97,000 room nights' worth of emissions annually through 5.2MWp of solar across 46 locations
- Diverted 1,600 tonnes (46%) of island waste from landfill through recycling and composting efforts
- Avoided use of 2 million plastic bottles annually through islandwide disposables management framework



Goal 2: Become a Globally Recognised, Certified Sustainable Tourism Destination

- Green Destination's 2021 Top 100 Destination Sustainability Stories
- Launched SentoSights — signature nature and heritage themed guided tours

- Sentosa certified in accordance with the Global Sustainable Tourism Council (GSTC) Destination Criteria
- Developed Green MICE methodology with two pilot events
- Explorers of Sentosa — giant sculptures made of upcycled materials
- Light-touch activations and experiences on Southern Islands
- Offerings with SG Farm-to-Table local food-sourcing label

- Certified 71% of Sentosa's hotel room stock against international hotel sustainability standards
- Hosted over 1000 socially-disadvantaged beneficiaries under Sentosa Cares, an islandwide initiative for social inclusivity
- More than 100 sustainability initiatives and offerings featured in RISE — a showcase of island sustainability efforts



OUR SUSTAINABILITY STRATEGY

Our Sustainability Strategy

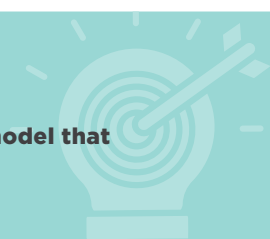
SDC aims to transform Sentosa into an inspiring model of sustainable tourism. SDC's strategy outlines how Sentosa promotes environmental stewardship, fosters strong community connections, and safeguards its rich cultural heritage, ensuring it remains a vibrant and sustainable destination for generations to come.

Sustainability Vision and Goals

Sentosa sustainability ambitions are articulated through two overarching goals, which are strategically aligned with key milestones and actionable initiatives.

Vision

To position Sentosa as an internationally recognised island destination that offers an inspiring sustainable development model that furthers Singapore's national sustainability and climate change outcomes.



Goal 1:
Carbon Neutral
Urban Precinct
by 2030

As an island destination, Sentosa faces substantial risks from climate change and shares Singapore's concerns about the effects of climate change, such as the need to protect coastlines from rising sea levels and mitigate against urban heat and extreme weather. To achieve carbon neutrality, SDC is committed to enhancing sustainability and collaborating with its stakeholders to introduce new initiatives.



Goal 2:
Become a Globally
Recognised,
Certified Sustainable
Tourism Destination

As the demand for sustainable and responsible tourism grows, it is crucial for Sentosa to establish itself as a sustainable destination across social, cultural, environmental, and business dimensions. Sustainability drives every decision made and the island features a variety of sustainable options, including green Meetings, Incentives, Conferences, and Exhibitions (MICE) events, farm-to-table dining experiences, and eco-tourism offerings.

Sustainable Sentosa Framework and Strategic Roadmap

The Sustainable Sentosa Framework was established to align with national sustainability goals to tackle climate-related risks and enhance sustainability throughout SDC and its subsidiaries. SDC integrates its two primary goals strategically and effectively into its operations the following key sustainability focus areas.

Key Sustainability Focus Areas

CHAMPIONING SUSTAINABLE TRAVEL AND LEISURE ACTIVITIES

As a well-loved and globally recognised destination that has attracted 19 million guests as well as multiple MICE events annually (Pre-COVID-19), SDC will champion sustainable outcomes through sustainable guest experiences and touchpoints, such as sustainable MICE or events offerings with lower carbon footprints.

Sustainable Tourism

Delivering the best-in-class guest experience in a sustainable manner and influencing sustainable actions through products, services, and experiences

Culture and Heritage

Safeguarding, strengthening, and showcasing Sentosa's cultural heritage

Social Inclusivity

Enabling an inclusive society through inclusive hiring practices, Corporate Social Responsibility (CSR) initiatives and corporate volunteerism and building an inclusive destination and employer for people of all abilities

DECARBONISATION AND CLOSING THE WASTE LOOP

SDC will accelerate the journey of island businesses towards carbon neutrality, through energy-efficient design and technology as well as carbon abatement and implementing a roadmap towards carbon neutrality that is in line with, or ahead of, national goals.

Resource Management

Reducing the use of disposables and closing the waste loop through test-bedding innovations, education and partnering with stakeholders to influence climate-friendly behaviours

Carbon Management

Achieving carbon neutrality through sustainable design, sustainable facilities management and retrofitting for resource efficiency (e.g. energy and water), as well as decarbonisation technologies and solutions

Green Transport

Ensuring sustainable modes of transportation throughout the island and reducing environmental pollution by tapping on the use of electric vehicles

INTEGRATIVE PLANNING, DESIGN AND DEVELOPMENT OF MASTER PLAN ZONES

Through the Greater Sentosa Master Plan, SDC will design and develop the islands sustainably, deploying precinct-level infrastructure that will reduce their carbon emissions, close the waste loop and protect the coastline against climate change impacts, while being sensitive to the environment and biodiversity. These efforts will also set the stage for the way precincts are further designed and operated in future.

Sustainable Sites

Enhancing the biophilic design of the built environment and adopting a sustainable approach towards site design and development

Green Buildings

Greening existing and new buildings by tapping on new innovations, and stewarding the implementation of sustainability goals for the new built environment

Ecology and Environment

Ensuring the long-term sustainability of ecological habitats on Sentosa and preserving Sentosa's rich biodiversity and the natural environment

Key Approaches

Delivering Commitments

- Implement a carbon reduction strategy to achieve neutrality by 2030
- Commit to sustainable development practices in the Greater Sentosa Master Plan

Engaging Island Sustainability Community

- Develop an Island Business Community committed to sustainable outcomes
- Foster relationships with larger sustainable community of influencers and stakeholders

Building Competencies

- Developing depth in SDC's expertise on sustainability verticals
- Participate in platforms for sustainability collaborations with research institutes, companies, and agencies

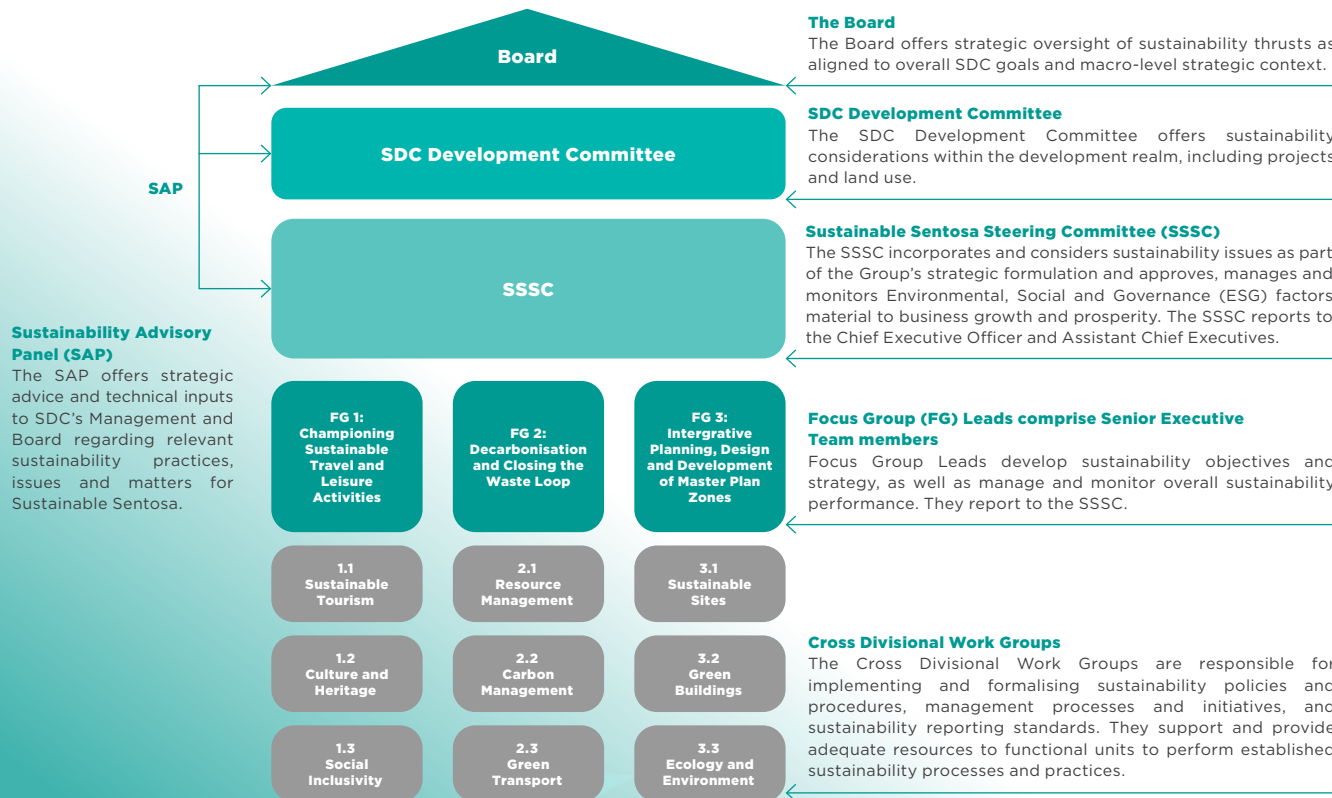


Sustainability Governance

A robust governance structure allows SDC to strengthen relationships with stakeholders and ensure sustainability is integrated into strategic decision-making at all levels.

The SDC Board and Development Committee provide strategic oversight and guidance on SDC’s sustainability issues, including ESG risks and opportunities. The Sustainable Sentosa Steering Committee (SSSC) serves as a platform for strategy development, coordinating sustainability strategies and integrating interdisciplinary efforts to achieve SDC’s two long-term goals.

Chaired by SDC’s Chief Executive Officer, the SSSC consists of three Focus Groups (FG) led by SDC’s Divisional Directors. The FG leads offer strategic guidance, while members of cross-divisional Work Groups (WG) within the SSSC implement and formalise sustainability policies and initiatives, as well as offer operational guidance to the wider organisation.



SUSTAINABILITY ADVISORY PANEL

The Sustainability Advisory Panel (SAP) meets at least twice a year to provide strategic advice and technical input to SDC’s Board and Management on sustainability practices, issues, and matters relevant to the vision, ambitions, and focus areas of Sustainable Sentosa.

Role in SAP	Current Member
Chairman, SDC	Mr Bob Tan
Chief Executive Officer (CEO), SDC	Ms Thien Kwee Eng
Independent members	Professor Koh Lian Pin Associate Vice President and Chief Sustainability Scientist, Director, Centre for Nature-based Climate Solutions, Director, Tropical Marine Science Institute, National University of Singapore (NUS)
	Professor Tai Lee Siang Deputy President-designate, Head of Pillar, Architecture and Sustainable Design, Singapore University of Technology and Design (SUTD)
	Mr Achal Agarwal Member, Board of Trustees, WWF-Singapore Conservation Fund
Development Committee (DC) member	Ms Geraldine Low Deputy Secretary (Development), Ministry of National Development

Materiality Assessment

Annually, SDC conducts an exercise to review and validate material ESG topics most pertinent to the Group. This evaluation adheres to the principle of double materiality, as defined by the GRI Standards 2021, by considering both the internal impact on SDC’s business operations and its external impact on the environment and society. As part of the evaluation process, stakeholders are engaged through an online survey to gather their insights and concerns.

SDC adopted a four-step approach to identify, prioritise, and address key material topics:



Step 1: Research and review

A universe of material topics was identified through desktop research, peer benchmarking, and stakeholder engagement.



Step 2: Prioritise

A materiality matrix was developed by ranking and prioritising the list of material ESG topics. This matrix considers both financial materiality and impact materiality, incorporating insights from stakeholder surveys.



Step 3: Validate

SDC Sustainability team reviewed and validated the materiality matrix in Step 2, ensuring that the prioritised topics continue to be relevant and significant to SDC.

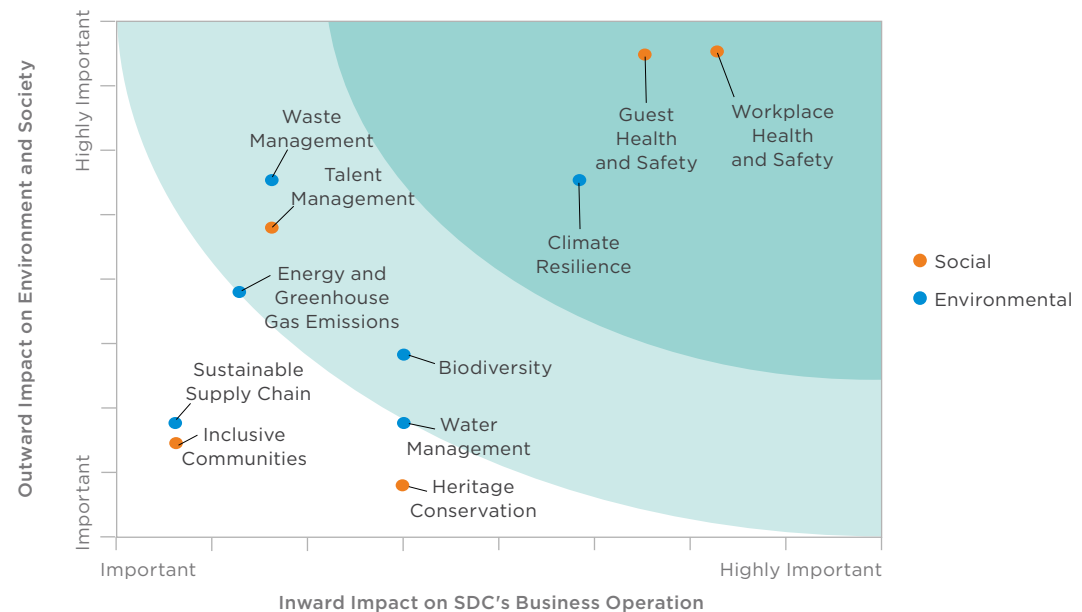


Step 4: Endorse

SDC Management provided their approval and endorsed the material ESG topics.

During the materiality assessment, SDC identified a new material topic – Climate Resilience, to elevate the ways SDC addresses climate-related risks and ensures that its operations remain resilient in the long run. Additionally, the material topic “Local Communities” has been renamed to “Inclusive Communities” to emphasise SDC’s commitment to fostering a diverse and inclusive environment.

In total, 11 material ESG topics were identified of importance to SDC and its key stakeholders:



Stakeholder Engagement

SDC acknowledges the crucial role of stakeholders in shaping Sentosa into a sustainable leisure destination. To ensure that its sustainability strategies, efforts, and programs address their needs and concerns, SDC engages both internal and external stakeholders on a wide range of ESG topics.

In FY2023/2024, SDC carried out an engagement survey and conducted interviews to gain deeper insights into stakeholder perspectives. A summary of the findings from this comprehensive engagement process can be found in the Appendix of this report.



**SYNERGISING EFFORTS TO DRIVE
TRANSFORMATIVE CLIMATE ACTION**

Synergising Efforts to Drive Transformative Climate Action

SDC recognises the profound impact of collaborative efforts in tackling climate change. Building on its strong relationships with businesses both on and off the island, SDC is committed to pioneering innovative strategies for reducing carbon emissions through the introduction of transformative and meaningful sustainability-focused initiatives.

Climate Resilience

SDC annually performs a risk assessment as part of its Enterprise Risk Management process. This involves comprehensive background research, ongoing risk monitoring, and active engagement with stakeholders to identify and systematically address climate risks in alignment with best practices, including those outlined in the Task Force on Climate-Related Financial Disclosures (TCFD) framework.

According to Singapore's Third National Climate Change Study (V3), the impact of climate change on Singapore is likely to be more pronounced than previously

anticipated. Very hot days will become more frequent; rainfall extremes will intensify, with extreme rainfall to increase and dry periods to become drier; and mean sea level is expected to rise by up to 1.15m by end of the century.

This year, SDC has included Climate Resilience as a material topic to commensurate with the elevated nature of the impact on SDC's long-term sustainability. SDC has been making proactive measures in view of these risks, and will continue to review the comprehensiveness of these measures in alignment with best practices.

Potential Impacts of Climate Change

Sea-level rise

The possibility of sea-level rise poses a heightened risk of flooding and seawater intrusion in Sentosa's lowlying beach areas, which could lead to inundation of vegetation, housing, and tourist facilities. As a result, this disruption could adversely affect businesses and residents on the island.

Measures to Address Climate-related Risks



Coastal Protection Measures

As part of Sentosa's future planning and in alignment with the Public Utilities Board's (PUB) nationwide coastal protection initiative, SDC has been collaborating with PUB to devise effective coastal protection measures, which are also being integrated into the broader development plan for the Greater Southern Waterfront.

Sentosa has partnered with the National University of Singapore (NUS) to explore nature-based hybrid solutions, including soft approaches to coastline protection, reducing reliance on built-up structures, and preserving the island's natural beauty. The collaboration includes research on ecological habitat restoration, augmentation measures, and targeted species recovery, such as research on seagrass. The collaboration also encompasses educational and outreach initiatives to raise public awareness about nature-based climate solutions. Workshops and educational materials will be developed for shared use, including NUS courses, eco-tourism, and school programs.

In addition to its ecological importance, Sentosa's biodiversity has provided valuable insights into sea-level rise in Southeast Asia. Through a collaboration with the Earth Observatory of Singapore at Nanyang Technological University (NTU), researchers have studied coral microatolls off the coast of Sentosa. The growth patterns of these microatolls at varying sea levels have enabled researchers to estimate sea-level variations in Singapore over the past 7,000 years. This data serves as a valuable resource for further research on sea-level rise and its implications.

Potential Impacts of Climate Change

Severe weather events

The increase in both the frequency and intensity of severe weather events, such as thunderstorms and dry spells, poses challenges to outdoor activities and can result in alterations to the natural ecosystems on the island.

Increased average temperature

The rising temperatures associated with climate change could exacerbate the urban heat island effect, leading to heightened thermal discomfort among guests and potentially discouraging outdoor activities.

Measures to Address Climate-related Risks



Slope Stabilisation

The occurrence of rainfall-induced landslides is becoming more prevalent in Singapore, primarily due to the noticeable increase in rainfall frequency, duration, and intensity attributed to climate change. In response to this challenge, SDC is actively undertaking slope stabilisation efforts to address the slope erosions. Furthermore, SDC is commissioning an engineering study to identify and recommend effective measures for safeguarding the slopes at Tanjong Rimau.



Coastal-Inland Flood Model (CIFM)

SDC is collaborating with PUB's Coastal Protection department to integrate Sentosa's catchment into the national Coastal-Inland Flood Model (CIFM). This sophisticated model allows for a comprehensive assessment of flood risks, considering various factors such as flood duration and depth under different climate change scenarios over an extended period.



Water Management

Rainwater harvesting serves as a vital strategy to optimise the utilisation of natural resources and promote water conservation. Presently, Sentosa implements rainwater collection at ponds, primarily dedicated to landscape irrigation purposes. For future developments, rainwater harvesting will be an integral consideration from the outset of the project. Moreover, as part of the precinct redevelopment within the comprehensive Greater Sentosa Master Plan, further opportunities for rainwater harvesting will be explored and incorporated.



Integrated Infrastructure Planning and Development

In pursuit of long-term sustainability and resilience, Sentosa's infrastructure planning will take into careful consideration future climate conditions, including the use of greenery to improve thermal comfort. This process will be approached systematically, addressing both the individual precinct level and the broader whole-of-Sentosa level. To achieve this, a precinct planning feasibility study will be conducted to formulate comprehensive and sustainable development plans. These plans will focus on creating sites that integrate blue-green infrastructure, including Sustainable Urban Drainage Systems (SUDS), and incorporate sustainable mobility solutions to support the island's environmental objectives.

Greenhouse Gas Emissions and Energy

SDC is implementing a range of initiatives across Sentosa Island, including large-scale investments in renewable energy projects and the electrification of its transportation systems, to reduce energy consumption and greenhouse gas emissions. Additionally, SDC leverages on innovative solutions to enhance the sustainability of Sentosa Island’s operations, keeping pace with technology developments and ensuring its long-term environmental stewardship. These efforts aim to position Sentosa as a leader in sustainability within the tourism industry and to achieve carbon neutrality by 2030.



Achievements in FY2023/2024

- **Reduced 8% of GHG emissions for Sentosa Island**
- Reduced 7% of GHG emissions for SDC Group
- Increase in number of SCNN members by 76% since inception
- GreenGov.SG: Energy Utilisation Index (EUI) is 175.93 kWh/m²



Targets up to 2030

- Carbon Neutrality by 2030
- Peak emissions around 2025
- GreenGov.SG: Improve Energy Utilisation Index (EUI) by 10% by 2030 from the FY2018/2019 to FY2020/2021 baseline average levels

Carbon Profile

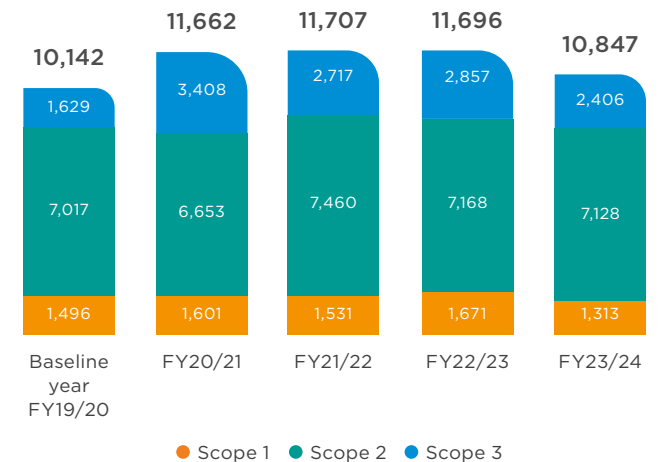
For FY2023/2024, SDC Group’s greenhouse gas emission was estimated to be 10,847 tonnes of CO₂e. This is a decrease of about 7.3% from the 11,696 tonnes of CO₂e in FY2022/2023, mainly attributed to Sentosa’s solarisation Programme³, the electrification of island buses as part of SDC’s green transport roadmap, the ongoing transition to using refrigerant with lower global warming potential, as well as the completion of major construction works in FY2023/2024.

Sentosa’s island-wide greenhouse gas emissions⁴, inclusive that of Island Partners’, is at 148,612 tonnes of CO₂e for FY2023/2024, an 8.4% reduction from the 162,276 tonnes of CO₂e in FY2022/2023.

The total carbon emissions is expected to increase as tourism recovery progresses, while decarbonisation projects in the pipeline are still in progress. A significant proportion of Sentosa’s emissions falls within Scope 2, encompassing purchased electricity utilised for powering buildings such as offices, hotels, transportation, attractions, F&B outlets, and common areas.

SDC is committed to monitoring the island-wide emissions and enhancing its efforts to gain a comprehensive understanding of its emissions profile. This commitment includes reducing energy consumption and greenhouse gas emissions across all operations, as well as collaborating with Island Partners with significant carbon footprints.

Carbon profile (SDC and its subsidiaries) (tonnes CO₂e)



³ Includes on-site consumption of solar energy generated, and decarbonisation benefits from the remaining energy exported to the grid (Renewable Energy Credits)

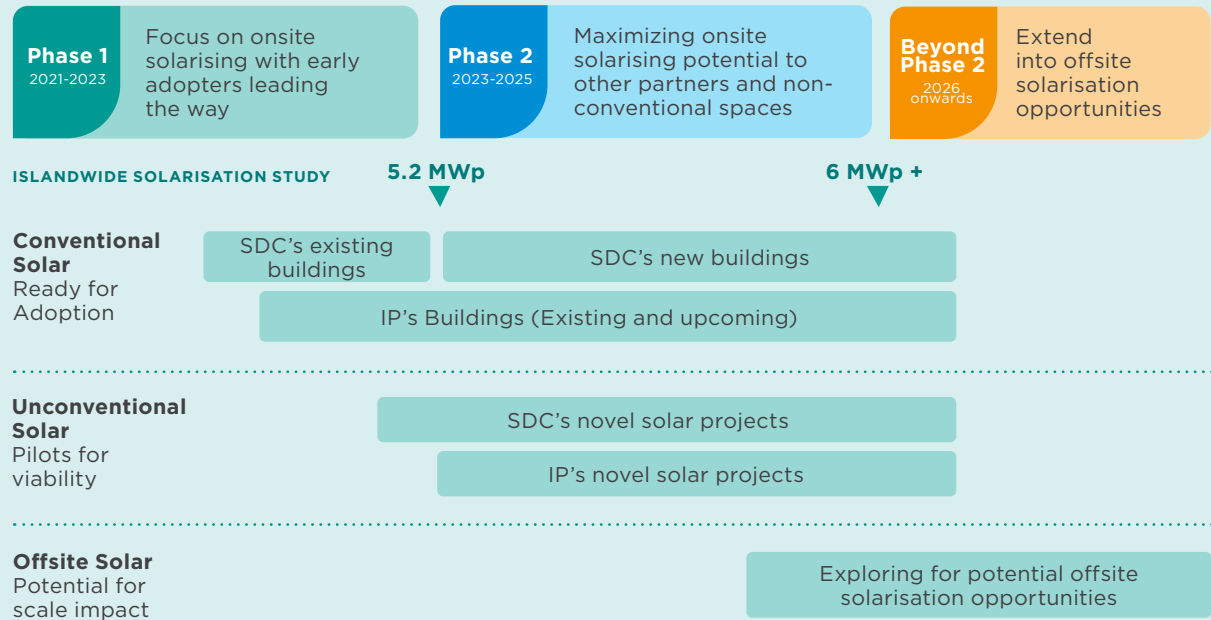
⁴ SDC’s greenhouse gas emission comprises of Scope 1, Scope 2 and Scope 3 emissions. Scope 1 refers to direct emissions including fuels from stationary and mobile combustion. Scope 2 refers to indirect emissions such as purchased energy. Scope 3 refers to indirect emissions that occur in the value chain including purchased goods and services, waste generated in operations, and business travel.

Sentosa's Decarbonisation Pathway

Leveraging its position as the developer and manager of Sentosa Island, SDC is partnering with Island Partners and other stakeholders to develop a comprehensive decarbonisation strategy. To support this effort, the Sentosa Carbon Neutral Network (SCNN), Singapore's first business alliance dedicated to carbon neutrality, was established in 2021, and has since grown to 30 members. Through this collaboration, SDC and the network of industry players will develop island-wide sustainability solutions by pooling resources and expertise, and leveraging economies of scale and a shared network to implement large-scale initiatives.



SENTOSA'S SOLARISATION STRATEGY



As part of the Sustainable Sentosa strategic roadmap, SDC and its Island Partners (IPs) are collectively advancing island-wide solarisation programmes to achieve greater decarbonisation outcomes.

In FY2023/2024, SDC together with five other businesses on the island — Mount Faber Leisure Group, Resorts World Sentosa, Capella Singapore, ONE°15 Marina Sentosa Cove and Big Tiny Pte Ltd which operates Tiny Away Escape @ Lazarus Island, have completed phase one of the programme by successfully installing solar panels across 46 locations, resulting in **5.2 megawatt-peak (MWp) of solar capacity**, surpassing the initial 3 MWp target. This achievement translates to an estimated annual yield of nearly 6.6 gigawatt-hours (GWh) of clean energy, leading to a reduction of over 2,600 tonnes of CO₂e annually.

SDC has commenced phase two of this programme by engaging more island businesses, including Amara Sanctuary Resort and FOC Sentosa, to join the solarisation effort. By 2025, SDC aims to achieve a solar capacity exceeding 6 MWp, which can generate an estimated annual yield of over 7 GWh of clean energy.

Please click [here](#) for a video on Sentosa's solarisation.



ELECTRIFYING SENTOSA FLEETS

Sentosa is actively advancing towards its goal of **electrifying 100% of its intra-island public transportation by 2025**. SDC introduced electric buses to Service ‘A’, which transport guests between Sentosa Beach Station and Siloso Point. Additionally, Sentosa’s existing transportation network includes fully electric options: the Singapore Cable Car, the Sentosa Express (monorail), and the Beach Trams. A successful trial for electric motorcycles was also conducted as part of the Land Transport Authority (LTA)’s sandbox, with plans to implement these motorcycles on Sentosa as part of its internal fleet. These steps are part of Sentosa’s broader commitment to sustainable and environmentally friendly transport solutions.

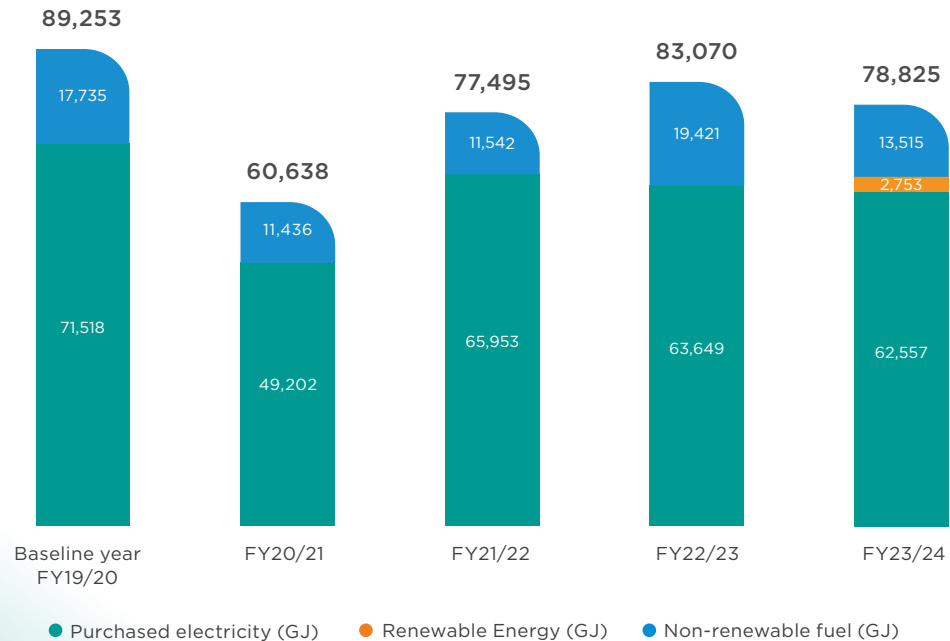
Energy Performance

SDC Group’s total energy consumption in FY2023/FY2024 was 78,825 gigajoules (GJ), a 5.1% decrease as compared to FY2022/FY2023. The decrease in energy consumption can be attributable to SDC Group’s continuous efforts to reduce energy consumption and the improved efficiency in its use.

As part of the Solarisation Programme Phase One, SDC Group has successfully installed a total of 3,221 solar panels across its premises. These installations which was completed in November 2023, are expected to collectively generate an estimated annual yield of 2 GWh gigawatt-hours (GWh) of clean energy, **avoiding 97,700 room nights’ worth of emissions**.

In addition to enhancing its facilities and operations to reduce energy consumption on Sentosa Island, SDC has undertaken several initiatives to improve energy efficiency within its premises. These measures include automatically switching off lights and air-conditioning during lunch hours and after working hours, and setting the air-conditioning system to 25°C.

SDC Group’s Total Energy Consumption (GJ)



SENTOSA PILOTS SOLAR PAVEMENT AS PART OF DECARBONISATION EFFORTS

As part of phase two of Sentosa's Solarisation Programme, SDC is exploring **non-conventional spaces for solar panel installations** on Sentosa to maximise the potential of harnessing solar energy. SDC has embarked on a pilot project to test out novel solar technologies from Raitan, winner of Enterprise SG's Sustainability Open Innovation Challenge (SOIC) for 2022. In March 2024, the first "solar pavement" in Singapore has been installed on Sentosa's Fort Siloso Skywalk as a trial to assess the feasibility of generating solar energy while serving the dual purpose of a pedestrian walkway.

Public feedback and maintenance of the solar panels during the pilot will be pivotal in providing insights into lifecycle costs and efficiency, helping SDC make informed decisions about future deployments and potential scaling up of solar pavements.



TRIAL OF TIDAL TURBINES

As an island destination surrounded by sea, SDC recognises the potential to harness the energy **from water currents** and turning them **into clean energy**. In view of this, SDC is facilitating Resort World Sentosa's trial of Bluenergy's bi-directional tidal turbines (winner of Enterprise SG Sustainability Open Innovation Challenge) at the Sentosa Boardwalk.

Water Management

SDC adopts an integrated and comprehensive approach to advancing water conservation and efficiency, committing to using water sustainably while rigorously adhering to best practices. Water for SDC's operations is sourced from PUB, Singapore's national water agency, which supplies water from four distinct sources: local catchment water, imported water, NEWater (reclaimed water), and desalinated water.



Achievements in FY2023/2024

- GreenGov.SG: Water Efficiency Index (WEI) is 246.93 litres/person/day.
- Total water consumption⁵ for SDC Group was 253 megalitres in FY2023/2024, which was comparably similar to the previous reporting year. It covers both standard infrastructures and non-standard infrastructures (e.g. beaches, common areas).
- NEWater contributed to about 1.9% of total water consumption.



Targets up to 2030

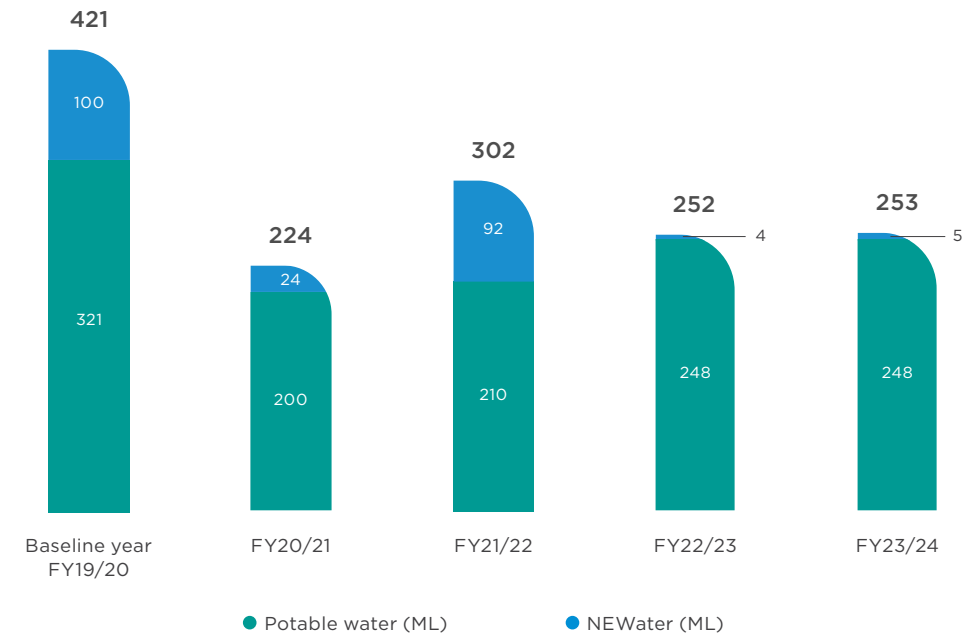
- GreenGov.SG: Improve Water Efficiency Index (WEI) by 10% by 2030 from the FY2018/2019 to FY2020/2021 baseline average levels.
- New development areas and projects should collect as much rainfall as feasible to irrigate landscape regions, taking into account the project's water requirement.
- Existing developments are required to assess rainwater harvesting options.

Water Performance

During reporting year, SDC consumed a total of 253 megalitres (ML) of water, which is similar to last year's consumption. The consumption of NEWater, a source restricted for emergency purposes, remains low — a testament to the fact that SDC's use of harvested rainwater for daily landscaping operations remain a sustainable source.

Despite access to these varied and sustainable water sources, Singapore faces significant challenges with water scarcity due to its limited natural resources and restricted land area. To address these challenges, SDC primarily uses rainwater collected from existing ponds for irrigation. During droughts or when pond water is not available, NEWater is used as an alternative source. This dual strategy ensures a responsible and resilient approach to water management within SDC's operations.

SDC Group's Total Water Consumption (ML)



⁵ "Water consumption" refers to water withdrawn from national water supply only.

Water Management Initiatives

Water plays a crucial role in advancing SDC’s sustainable development efforts across the island’s diverse activities. In response, SDC has adopted a strategic approach to water management, implementing a variety of initiatives designed to optimise and manage water usage effectively.

On the guest front, SDC and its Island Partners, as part of the campaign by national water agency, the Public Utilities Board (PUB), have come together to raise awareness and encourage action for water conservation.

Looking ahead, as part of the Greater Sentosa Master Plan, the water needs of future developments will be considered, ensuring that long-term sustainability is integrated into the design and planning stages. By proactively addressing water management, SDC reaffirms its steadfast commitment to sustainable practices, further enhancing its reputation as a leading environmentally conscious organisation.

SENTOSA PARTICIPATED IN SINGAPORE WORLD WATER DAY (SWWD) – MARCH 2024



SWWD is an annual national campaign by PUB to raise awareness and encourage action for water conservation. In its participation, Sentosa takes SWWD further as an opportunity to engage staff and Island Partners to amplify efforts and messages for consuming water wisely.

This year, **SDC and 12 Island Partners participated in national campaign to encourage action for water conservation** through various forms during SWWD campaign period, such as City Turns Blue – to turn on existing blue lights; Blue Deals – to curate promotional items, such as cocktails, in blue themes; and putting up promotional materials such as SWWD posters and activities in relation with SWWD.



RAINWATER HARVESTING

To reduce the overall consumption of water, SDC has been harvesting rainwater from the existing water catchment ponds for landscape irrigation purposes on Sentosa. In FY2023/2024, the total rainwater harvested by SDC Group is estimated to be 1,189 megalitres, with an improvement to the data collected from SDC’s subsidiaries.

Rainwater harvesting remains a vital strategy for SDC Group to promote water conservation through the utilisation of natural resources.

Reporting Entities	Est. Rainwater Harvested in FY2022/2023 (ML)	Est. Rainwater Harvested in FY2023/2024 (ML)
SDC	65	75
SGC	No data available	325
SCRM	No data available	789
TOTAL	65	1,189

Waste Management

Recognising the constraints posed by Singapore’s limited land availability for waste disposal, SDC is committed to implementing responsible waste management practices. This commitment involves implementing strategies to decrease reliance on single-use plastics, encourage reuse and recycling, and transforming food and horticultural waste into compost. By adopting these strategies, SDC aims to reduce environmental impact and support a circular economy.



Achievements in FY2023/2024

- **1,600 tonnes (46%) of island waste diverted from the landfill**
- Conducted a waste audit and developed a baseline of the various waste streams on the island
- GreenGov.SG: Waste Disposal Index (WDI) was 4.92 kg/person/day



Targets up to 2030

- GreenGov.SG: Improve Waste Disposal Index (WDI) by 30% by 2030 from FY2022/FY2023 baseline level

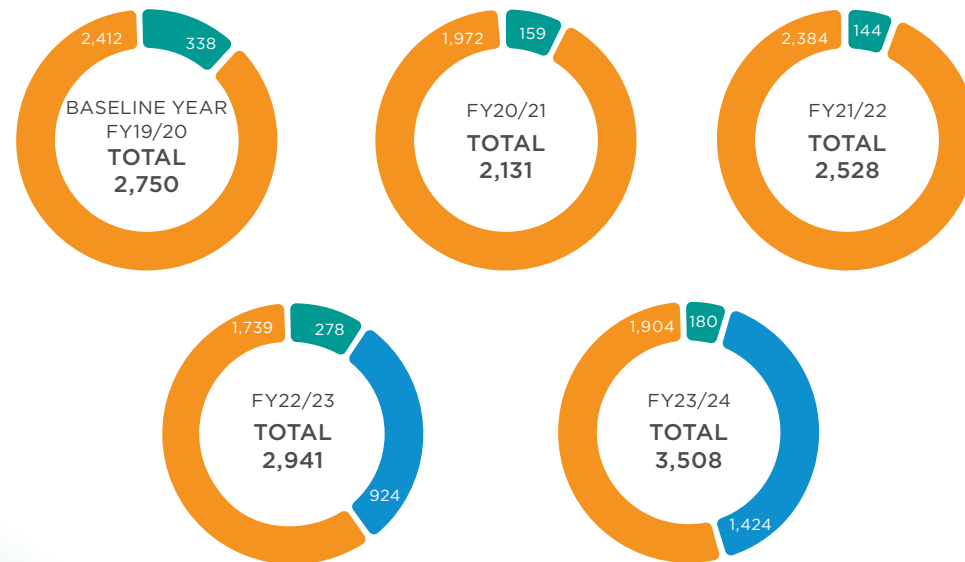
Waste Performance

In FY2023/FY2024, SDC generated a total of 3,508 tonnes of waste, a 19% increase compared to FY2022/FY2023. It is however, worth noting that **1,600 tonnes (46%) of island waste generated was successfully diverted away from the landfill** through recycling and composting.

The bulk of the increase in the total amount of wastes generated are composted wastes, and this can be attributed to the improvement of data collection for landscaping waste from both subsidiaries, and improved food waste management even as tourism recovers and new island offerings and events were activated. As a result, the amount of wastes sent for disposal increased by 9% despite a larger increase of visitorship and activities.

These figures reflect SDC’s ongoing dedication to enhancing its recycling and composting processes, demonstrating significant progress in its waste management efforts and commitment to sustainability.

SDC Group’s Total General Waste (tonnes)

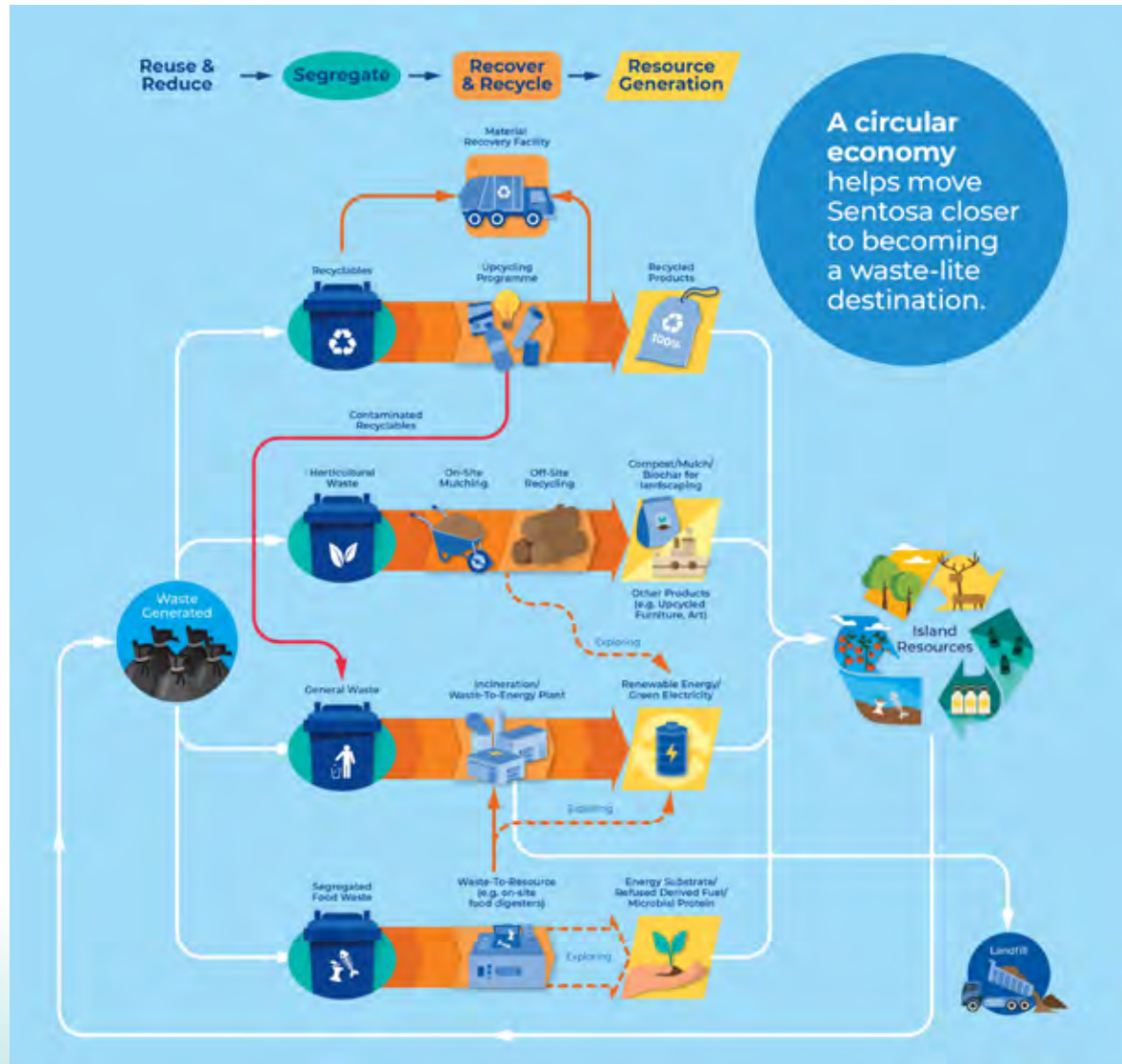


● Disposed (tonnes) ● Recycled (tonnes) ● Composted (tonnes)

Waste Management Initiatives

SDC has embraced a forward-thinking approach to waste management, rolling out a range of initiatives designed to reduce, recycle, and manage waste generated from its diverse operations. To minimise waste generation, SDC introduced the Sentosa Playbook for Reducing Disposables, a pioneering guidebook at the precinct level in Singapore that assists businesses in cutting down on disposable waste.

In addition to advocating for the use of sustainable materials and enhancing recycling practices, SDC has established comprehensive waste segregation programmes. These programmes ensure that recyclable materials are effectively segregated and diverted from the general waste stream, promoting more efficient waste management and resource recovery. Aligning with the nation's zero waste goal, SDC observed the need to further enhance waste management strategies. As a first step, SDC conducted one-off waste audit and sampling exercises at various businesses' sites in FY2022/2023 to better understand the baseline of waste streams on the island.



SENTOSA PLAYBOOK FOR REDUCING DISPOSABLES & SENTOSA DISPOSABLE POLICY

SDC launched the Sentosa Disposables Policy in May 2023, together with the Sentosa Playbook for Reducing Disposables. The playbook, which was developed in collaboration with World Wide Fund for Nature Singapore (WWF-Singapore), serves as a tool and guide for best practices in reducing disposables. Aligned with the Sentosa Disposables Policy, all members of the Sentosa Carbon Neutral Network (SCNN) committed to implement **no single-use plastic bottled water for dine-in, takeaway or event setting** and to implement by 2023, at least one measure per category as recommended in the Sentosa Playbook for Reducing Disposables, such as eliminating one-time use carrier bags, takeaway food containers, and amenity kits for hotels. The policy is estimated to **avoid the use of at least 2 million plastic bottles per year**.

A stock-take exercise conducted in early 2024 shows that a majority of SCNN members have complied with the Sentosa Disposables Policy. All integrated resort, hotels and accommodations on Sentosa have 100% complied with the policy, while the compliance of other sectors remain at 89% of attractions, and 70% of food and beverage businesses. Businesses who have not complied consist mostly those who became a SCNN member between end 2023 and early 2024. SDC continues to engage businesses across the island on aligning their business operations according to the Sentosa Disposables Policy and Playbook, as well as to explore potential solutions to increase adoption.

Please click [here](#) to find the Sentosa Playbook for Reducing Disposables.



GRILLFEST 2023 WASTE SEGREGATION PROGRAMME

In August 2023, SDC piloted food waste segregation for public events at Sentosa GrillFest, one of the most popular food-themed events in Singapore with over 140,000 visitors.

Over four weekends, SDC staff volunteers played the role of Circular Economy Ambassadors to engage guests on food waste and bring about awareness on the need for food waste segregation. The pilot resulted in valuable learning points for fine tuning SDC's waste management strategies. For instance, the event guest surveys revealed a high likelihood of the public supporting waste segregation at events and food and beverage outlets.

A total of **697 kg of food waste was rescued from the general waste bins**, representing about 7% of the total waste generated for the entire event. The introduction of compostable food packaging in the last two weeks of GrillFest increased the likelihood of the segregation of compostable waste. 60kg of compost was derived, and was used to test its suitability for use in local landscaping.



Sustainable Supply Chain

SDC recognises that sustainability must encompass not only its internal operations but also its entire value chain. To this end, SDC is committed to implementing sustainable practices throughout its supply chain, aligning these efforts with its overarching goals of attaining carbon neutrality and earning recognition as a sustainable tourism destination.

To support these goals, SDC uses Whole-of-Government Demand Aggregation contracts that incorporate sustainability criteria. As part of GreenGov.SG requirements, SDC has incorporated the sustainability specifications into its evaluation process for certain tenders, making sustainability a crucial factor in procurement decisions.

SUSTAINABILITY AS CRITICAL CRITERIA IN AIR-CONDITIONING UNIT REPLACEMENT EXERCISE

In the plan for air-conditioning unit replacement, SDC put sustainability as critical criteria, seizing the opportunity to improve energy efficiency through its cooling system. Taking reference from GreenGov.SG measures, SDC scheduled the **replacement of a total of 115 units of air-conditioning** to new units with specification of 3-tick or 5-tick and Global Warming Potential (GWP) ≤ 750 (when available) depending on cooling capacity, under the National Environment Agency (NEA)'s MELS (Mandatory Energy Labelling Scheme). Phase one of this exercise is targeted to complete by FY2024/2025.



UPCYCLING PLASTICS INTO ROADS

SDC partnered Gammon Pte Ltd and Magorium Pte Ltd to build a **124 metre road along Sentosa Sensoryscape from about 4 tonnes of plastic wastes** contributed by Sentosa businesses, such as retired kayaks and luge carts and other post-consumer wastes.

Magorium Pte Ltd is a local start-up that specialises in transforming plastic wastes into a novel material known as NEWBitumen. This innovative material displaces fossil-fuel based Bitumen usually used to pave roads, thus contributing to decarbonisation.

With the successful completion of this test-bedding project, SDC has demonstrated that, it is possible for tourism businesses to recover urban wastes by working together with upstream supply chain partners to build a circular economy.





BUILDING A SANCTUARY FOR NATURE AND HERITAGE

Building a Sanctuary for Nature and Heritage

Sentosa's unique character, characterised by its rustic charm, rich historical significance, lush greenery, and diverse biodiversity, establishes it as a remarkable sanctuary for nature and heritage. Acknowledging the island's vital role in biodiversity and heritage conservation, SDC collaborates with stakeholders and communities to protect key biodiverse areas and preserve Sentosa's cultural and historical landmarks.

Biodiversity

Sentosa Island is home to a diverse array of coastal marine habitats and lush terrestrial secondary forests. Spanning across 40 hectares of protected nature areas, featuring 23 heritage trees, and teeming with rich biodiversity, Sentosa's natural ecosystem stands as a fundamental pillar of the island's identity as a sustainable leisure destination.



Progress in FY2023/2024

- Building on baseline records of species present on Sentosa
- Launch Sentosa's Butterfly Corridor



Targets

- Maintain the LEAF Gold Level Certification for Fort Siloso

On a global scale, the planet's rich biodiversity faces alarming threats from climate change-induced degradation of intricate ecosystems and increasing encroachment of built-up areas. With Sentosa being a renowned leisure destination and a habitat for 848 species of flora and fauna across both terrestrial and marine habitats, of which 96 are estimated to be species of conservation concern⁶, it is imperative for SDC to undertake proactive measures ensuring that island operations and future developments have minimal adverse effects on the delicate ecosystem and biodiversity of Sentosa.

Land-use Planning

Sustainable development is central to SDC's strategy as Sentosa adapts to evolving guest preferences. SDC is committed to preserving Sentosa's unique character by carefully selecting sites for new developments and incorporating biodiversity preservation into land-use planning.

To uphold this commitment, SDC employs two main strategies: adopting environmentally sensitive practices and following the sustainable development guidelines set out in Sentosa's Master Plans. Furthermore, in alignment with best practices and government regulations, SDC conducts Environmental Impact Assessments (EIA) when necessary to ensure that new developments minimise their environmental impact. This approach underscores SDC's dedication to responsible and sustainable development within the leisure and tourism industry.

Sensoryscape, the first milestone of the Greater Sentosa Master Plan, is a 350-meter verdant connector nestled at the heart of Sentosa. It blends nature, design, and technology for an immersive, multi-sensorial journey, which invites its guests to experience the island's rich biodiversity.



⁶ Conservation status is based on The Singapore Red Data Book: Threatened Plants and Animals of Singapore (2nd Edition), published by Nature Society (Singapore).

Conservation

The protection of natural habitats in Sentosa and surrounding areas is a key pillar of SDC's approach to sustainability. SDC approaches conservation in three (3) ways: (i) Identification, (ii) Protection, and (iii) Enhancement.

Approach



IDENTIFICATION of Ecologically Sensitive Sites and Understanding of Biodiversity

By collaborating with various Government agencies, including the National Parks Board (NParks), SDC has undertaken comprehensive studies and research to assess species richness and diversity within ecologically sensitive areas on Sentosa.

These valuable insights have empowered SDC to determine appropriate levels of protection for each sensitive site, thereby safeguarding the island's abundant biodiversity. These efforts align seamlessly with SDC's overarching objective of achieving a sustainable long-term goal of attaining 50% greenery coverage across the island.

Ongoing efforts

Several ecologically-sensitive sites have been identified, including Tanjong Rimau, Imbiah Nature Area, Serapong Nature Area, and Serapong Reef. These coastal areas, secondary forests, and intertidal shores are home to a diverse range of rare and endangered flora, as well as terrestrial and marine wildlife.

These precious habitats offer essential ecological connectivity to other forested regions on Sentosa, the neighbouring Southern Islands, and even mainland Singapore.

SDC actively engages in conservation and restoration efforts for forest, and marine. Notable initiatives include compiling a centralised database for preliminary environmental and ecological information, providing a foundation for planning, identifying gaps, and formulating improvement plans to enhance habitats and biodiversity.

The SDC team provided strong support and was actively involved in the Southern Island Biodiversity Survey (SIBS) led by NParks. A total of 44 surveys (floristic, fauna and intertidal surveys) have been conducted on Sentosa island between 2020 and 2022, involving key habitats such as Tanjong Rimau, Siloso, Mt. Imbiah, Mt. Serapong, Serapong Lake mangrove, Serapong fringing reef, and Pulau Selegu. The surveys resulted in the 848 species being recorded, a significant increase from the 474 species previously recorded.

Other surveys specific to taxonomic groups and habitats have also been conducted, such as a year-long insect biodiversity survey with Yale NUS College.

Approach



PROTECTION of Key Nature Areas through Multi-pronged Approaches

SDC adopts a multi-pronged approach to protect key nature areas, ensuring the conservation of the island's rich biodiversity.

These efforts include (i) restricting access to sensitive ecological sites, allowing only educational guided tours, (ii) preventing intrusion into sensitive areas through the use of signages, guidelines, and virtual tours, and (iii) actively safeguarding and restoring the island's biodiversity.

Through this comprehensive approach, SDC demonstrates its dedication to responsible conservation practices and the preservation of Sentosa's unique natural heritage.



ENHANCEMENT of Awareness of Sustainability issues

SDC recognises that successful conservation endeavours depend on raising awareness of essential sustainability matters among diverse stakeholders. By cultivating a profound understanding among guests, they become more inclined to be mindful of their actions, thus safeguarding the surrounding environment from potential harm.

Ongoing efforts

To strike a balance between allowing guests to appreciate sensitive ecological areas and managing their access, SDC employs a well-balanced approach that permits controlled entry through pre-arranged group tours and educational journeys. These initiatives provide guests with insights into the natural habitats and biodiversity, fostering a sense of conservation awareness.

During FY2023/2024, 171 individuals participated in the Siloso Headland Intertidal Programme, and 1068 individuals joined the nature-based SentoSights Tours.

SDC has organised several initiatives to attract guests and school groups to visit the island and participate in activities that allow them to explore Sentosa's diverse natural habitats and biodiversity. These activities are conducted with due consideration to safeguarding ecologically sensitive sites.

SDC works closely with partners such as researchers and NGOs to gain a better understanding of the island's environment and develop new sustainability solutions. For instance, SDC has partnered with NTU's Earth Observatory of Singapore and Asian School of the Environment for ecological studies.

Additionally, SDC collaborates with the NUS Centre for Nature-based Climate Solutions to explore potential nature-based climate solutions and coastal protection measures. These initiatives reflect the organisation's dedication to advancing environmental knowledge and promoting sustainable practices.

ENVIRONMENTAL BASELINE STUDY FOR IMBIAH

SDC has initiated a study of Imbiah Hill and selected adjacent areas as part of SDC's ongoing effort to monitor the biodiversity on Sentosa. The aim is to provide **baseline environmental information to guide future developments**. This will help minimise impacts on biodiversity and habitats through thoughtful land use planning and conservation efforts. The study's findings will offer essential information about plants, animals, and the environment, as well as an evaluation of current habitats, and guide the enhancement of natural assets for improved biodiversity connections and guest experiences.



UNDERSTANDING OUR MARINE BIODIVERSITY

SDC and Resorts World Sentosa (RWS) partnered with the National University of Singapore (NUS) for a series of **citizen science training and surveys to better understand Sentosa's Habitats** at Siloso, Palawan and Tanjong beaches. Staff and volunteers from both SDC and RWS participated in workshops conducted by NUS researchers, both on Sentosa and at the National Marine Lab on St John's Island.

The survey from 8 to 12 May 2023, systematically documented marine fauna across all three lagoons, covering sandy and rocky shores, as well as on pontoons and underwater areas, recording more than 370 marine fauna. Additionally, RWS set up an outreach booth where members of the public could learn more about the survey and explore the science communications posters.



SENTOSA'S GREEN CORRIDOR TO BOOST, ATTRACT, AND SUSTAIN BUTTERFLY POPULATION⁷

As part of SDC's commitment to sustainability and protecting the island's biodiversity, SDC created a green corridor designed to attract and support butterfly populations. This 'butterfly corridor' connects the Imbiah Nature area to Sentosa Sensoryscape, covering an area of 500 square meters.

Over 3,000 specially selected trees, shrubs, and groundcovers will be planted to attract various butterfly species, including the tailed jay and lime butterfly. The corridor will feature 30 plant species, with 10 native to Singapore, providing habitat and food sources for butterflies to feed and lay eggs. SDC hopes this initiative will increase the local butterfly population and aid in the recovery of vulnerable or endangered species. The corridor will also **facilitate butterfly movement to other forested areas** on Sentosa. Khew Sin Khoon, a lepidopterist and founder of Butterfly Circle, emphasised the importance of butterflies for pollination and as a food source for other wildlife.

In addition to the butterfly corridor, SDC's Native Plant Programme supplements island landscaping with seedlings from Sentosa's forests to ensure genetic diversity. The butterfly corridor is open to the public for free, with plans for educational tours and citizen science initiatives to monitor butterfly populations.

Please click [here](#) for more information regarding Sentosa's green corridor.



⁷ The butterfly corridor was officially launched on 19 June 2024. While this feature falls outside the reporting period of this sustainability report, SDC believes it is important to inform readers about the latest developments in its sustainability efforts.

Heritage Conservation

The essence of heritage conservation lies in preserving identity. Every historical landmark embodies a unique and significant story that, without preservation, may remain untold. SDC believes Singapore's historical legacy holds intangible value, and it is their responsibility to share these stories with both local and international visitors.



Progress in FY2023/2024

- Launch Sentosa Peace Blossoms display event at Fort Siloso to commemorate the Battle of Singapore and 40th Anniversary of Total Defence
- Embarking on improvement works for Fort Siloso
- Stabilisation of Berhala Reping



Targets

- Maintain Fort Siloso's National Monument status
- Improve understanding and preservation of heritage buildings and sites through heritage studies

SDC's approach to heritage conservation goes beyond merely restoring old buildings. SDC aims to infuse renewed vibrancy into these structures and monuments, contributing to the city's ongoing evolution.

As Singapore's 74th National Monument, SDC leverages the rich historical backdrop of Fort Siloso to strategically implement various programmes, instilling a sense of pride in Singapore's heritage. This includes commemorating the Battle of Singapore and the 40th Anniversary of Total Defence by adorning the muzzles of eight guns at Fort Siloso with flowers, in a symbolic gesture of peace. The Sentosa Peace Blossoms consisted of flowers such as Peace Lily, Gerbera, Eustoma, Lavender, and Chrysanthemum arranged into elegant bouquets to "silence the guns" and convey the message of peace.

Beyond events and festivities, SDC leverages platforms such as the Annual Museum Roundtable (MR) Management Meetings and the Preservation of Sites and Monuments (PSM) Stakeholders Engagement Sessions to discuss key issues related to the museum sector, preservation efforts, and knowledge sharing to better care for its National Monument. SDC recognises the importance of heritage preservation as the island develops, thus engaging heritage studies to guide future planning of heritages sites and preserving the historical values. Care is also being taken to ensure minimal intervention for ruin sites to maintain its natural charm while ensuring the safety of the structures.



FORT SILOSO NATIONAL MONUMENT

Since Fort Siloso's gazetting as the 74th National Monument in 2022, SDC has been working with the National Heritage Board (NHB) to monitor the condition of the site for effective preservation. When undertaking basic maintenance or restoration works such as signage, painting, and repairs of structural elements at Fort Siloso, SDC ensures that works are carried out sensitively in order to **maintain the dignity and integrity of the site**.

In addition to these guiding principles, SDC is carrying out a feasibility study for drainage enhancements works and also planning to execute other improvement works that complies with preservation and conservation guidelines from the Urban Redevelopment Authority and NHB. These works will focus on preserving the integrity of the structures and improving the safety of visitors to this site. As a National Monument, Fort Siloso will continue to be preserved for posterity and accorded the highest level of protection, under the Preservation of Monuments Act.

HERITAGE STUDIES AND PRESERVATION OF HERITAGE SITES

A heritage study of Block 33 Allanbrooke Road was commissioned by SDC to assess the historical significance to guide future planning. Research on the colonial military building, previously known as Australia House during the war, and later Apollo Hotel, Sentosa's first mid-sized hotel, included onsite investigations and interviews with veterans. Uncovering the building's heritage values including its contextual, historical, architectural and social significance as well as the key defining elements of the building will help SDC in **preserving the historical charm and sense of islandness** as part of Sentosa's heritage resort cluster.

Berhala Reping, once a small island on the northern-eastern tip of Pulau Blakang Mati, has served as a military site as an Anti-Motor Torpedo Boat (AMTB) battery, the Singapore Naval Base and Keppel Harbour defences in its history. The site is also a recognised ecological area. A technical feasibility study was commissioned, and plans are put in place to stabilise the heritage-rich site. A 'minimum intervention' approach proposed in the study, will be taken to arrest the deterioration sensitively, preserve the beauty of patina of the ruins while allowing options for future restoration works.





**FOSTERING EMPOWERED, RESILIENT
AND INCLUSIVE COMMUNITIES**

Fostering Empowered, Resilient and Inclusive Communities

Through actively collaborating with external stakeholders to advance sustainability and social responsibility initiatives, SDC aims to create vibrant communities where every individual can thrive and where collective strength is harnessed to drive positive, lasting change.

Guest Health and Safety

SDC prioritise comprehensive risk management and the effective implementation of safety measures to ensure the safety and well-being of its guests. To enhance guest safety, SDC has displayed clear guidelines on dos and don'ts at Sentosa's nature areas and trails, both on-site and through its official website. These reminders encourage guests to safely enjoy nature and trails while respecting and caring for the ecosystem.



Progress in FY2023/2024

- 220 incidents recorded for FY2023/2024



Perpetual Targets

- Achieve zero incidents of non-compliance with applicable regulations and guidelines governing the health and safety of guests visiting Sentosa

Performance

During the Reporting Period, there were no incidents of non-compliance with applicable regulations and guidelines governing the health and safety of guests visiting Sentosa.

There was a total of 220 injuries involving guests in Sentosa for FY2023/2024, compared to 216 in FY2022/2023. Even though most of the incidents experienced are minor or due to guests' pre-existing medical conditions, SDC continues to adopt prompt mitigation measures in maintaining safety and minimising incidents on the island through engaging in proactive identification of risks by ground staff.

In line with its dedication to caring for the well-being of guests, SDC remains actively committed to implementing measures that minimise injuries and ensure a safe experience for all guests. By leveraging the Sentosa Resilience Framework and the expertise of the Safety and Security Review Committee, SDC proactively identifies and mitigates potential hazards. SDC's on-site frontliners undergo rigorous first aid training and certification, ensuring they are well prepared for emergencies. These efforts underscore SDC's dedication to providing a safe and secure environment for all visitors to Sentosa.

SDC also collaborate closely with Island Partners through the Trade Specific Interest Group to uphold safety standards across Sentosa. Chaired by SDC, this group serves as a vital communication platform, facilitating incident analysis, updates on upcoming activities, and advisories from Government agencies. This collaboration reinforces the collective commitment to guest safety and enhancing overall safety standards across the island.

EXERCISE SG READY

Exercise SG Ready, held from 15 to 29 February 2024 as part of the nationwide Total Defence 40 campaign, aimed to enhance Singapore's preparedness for potential crises and disruptions. SDC played a key role by coordinating disruption activities among staff, collaborating with Island Partners, and engaging the community through various showcases.

The exercise, which simulated disruptions to food, power, and water supplies, emphasised the importance of **mental preparedness and adaptability in crisis** and disruption. To reach a broader audience, a joint roadshow with the Singapore Police Force (SPF) and Singapore Civil Defence Force (SCDF) was held at Beach Station, featuring static displays at Sensoryscape's Glow Garden. Additionally, a joint SCDF x CERT team exercise and asset displays were conducted at Sentosa Cove.

Participants provided positive feedback, with many expressing a willingness to participate in future exercises. MINDEF acknowledged SDC's significant contribution in mobilising businesses, communities, and individuals to consider the question: "Are we ready for disruptions?"



Workplace Health and Safety

SDC's Workplace Safety and Health Policy has been carefully formulated to address potential risks and provide guidance on effectively mitigating workplace incidents. Ensuring workplace health and safety (WSH) is closely overseen and managed through the Sentosa Crisis Management Structure and SDC's dedicated Workplace Safety and Health Committee, emphasising the organisation's commitment to maintaining a safe and healthy workplace for its employees.



Performance in FY2023/2024

- Maintain zero high-consequence work-related injuries
- 29 recordable workplace injuries reported, all defined as minor injuries based on the Ministry of Manpower's definition⁸



Targets

- Drive a culture of zero tolerance for unsafe workplace amongst all SDC employees
- Ensure zero high-consequence⁹ work-related injuries among employees across SDC's operations

One of the testaments for SDC's commitment to workplace safety and health is the achievement of bizSAFE level 3 certification. This certification requires the organisation to have implemented a comprehensive WSH management system that meets the requirements of the Workplace Safety and Health Act and its subsidiary legislation. To achieve this certification, all SDC's Senior Management had attended the bizSAFE Level 1 and bizSAFE Level 2 trainings to drive WSH at the organisation wide level. In addition, SDC proactively organises half-yearly bizSafe Level 3 risk management audit by an external auditor which is beyond certification requirements, to continuously strengthen SDC's WSH Framework to ensure safety for employees and visitors.

Performance

In FY2023/2024, there were 29 workplace injury cases reported, compared to 16 and 17 in FY2022/2023 and FY2021/2022 respectively. This translates to 340 man-days lost due to work-related injuries. The increase of number of injuries reported was attributed largely to road traffic accidents and insect bites/stings. These cases were thoroughly reviewed, and the lessons learnt from these incidents were discussed at the fortnightly Safety and Security Review Committee (SSRC) meetings to raise awareness and develop mitigation plans. SDC proactively monitors the top 6 key incident types, analysing trends and implementing preventive measures to mitigate risks and reduce accident recurrence. This data-driven approach determines its strategic safety initiatives, which are reported at all Audit Committee and SDC Board meetings to provide visibility on safety improvements across its operations. To reduce incidences relating to road traffic accidents, SDC sends its employees for defensive riding training to enhance their skills, and also to tighten the service checks on its fleet of vehicles. Insect-related injury occur mainly in the outdoor working environment, and efforts are being stepped-up to check for insect nests.

⁸ Minor injuries is defined according to the Ministry of Manpower's definition here: <https://www.mom.gov.sg/faq/wsh-act/what-are-major-injuries-and-minor-injuries>.

⁹ A high-consequence work-related injury is one that results in a fatality or in an injury from which the worker cannot, does not, or is not expected to recover fully to pre-injury health status within six months.

SENTOSA RESILIENCE DAY

To promote a culture of safety, security and taking **proactive action to keep the workplace safe**, SDC organised the inaugural Sentosa Resilience Day on 8 September 2023. The event is opened to all employees of SDC Group and SDC's subsidiary, Mount Faber Leisure Group.

The roadshow-style event covered a wide range of topics from SGSecure tips and general crime and scam prevention, to workplace health and safety and first-aid awareness. SDC employees also get a chance to engage with partners from the Singapore Police Force (SPF) and Singapore Civil Defence Force (SCDF) to better understand their role and capabilities.



MANAGING HEAT STRESS

As increased temperatures becomes increasingly an environmental concern, SDC keeps itself up to date with latest regulations and best practices for heat mitigation. A notification system has been set up by SDC to notify its employees who regularly work outdoors, of **real-time weather conditions** such as lightning warning, heavy rain notifications, and heat stress levels.

At moderate and high heat stress levels, employees are advised to take regular breaks and are reminded to keep hydrated. Sun protection such as hats and sunblock lotion are also being provided and made accessible to all employees.



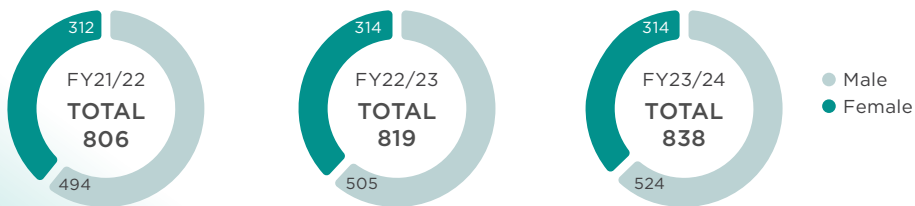
Talent Management

The skillsets and expertise cultivated by its employees are instrumental in pioneering transformative changes in SDC's operational strategies. Each member of the SDC team is highly regarded, and substantial emphasis is placed on recognising and leveraging the diverse backgrounds, skillsets, and talents of its employees.

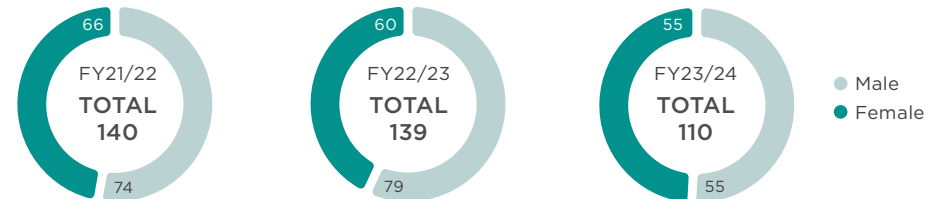
SDC's Diverse Workforce

As at 31 March 2024, SDC had a total employee strength of 838 full-time permanent employees, comprising 524 male employees and 314 female employees.

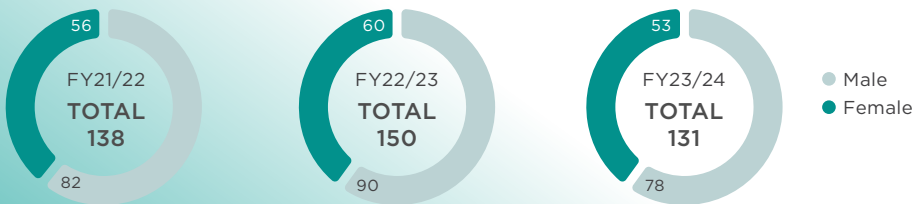
Total Number of Staff by Gender



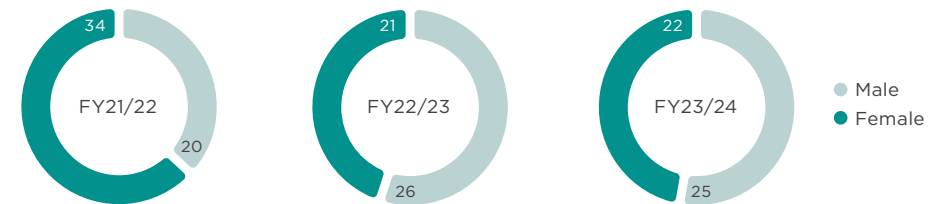
Total Employee Turnover by Gender



Total Employee Hire by Gender



Average Training Hours per Staff (based on full staff base)



Training and Development

Nurturing talent within SDC's human capital requires time and dedication. Ensuring that its employees feel valued and accepted is a key ingredient to SDC's long-term success and growth as an organisation. Beyond standardised annual leave and benefit packages, SDC recognise that most people drive greater satisfaction from their work and a stronger sense of belonging when they are offered equal opportunities for professional training and exposure.

To this end, SDC encourages its employees to pursue additional training hours that not only enhance their technical skills but also develop leadership, communication, and interpersonal skills. SDC regularly holds Leaders for Leaders sessions to provide SDC leaders with the platform to learn from one another and facilitate exchange of perspectives. On one session, Hossein Rezai, Global Design Director of Ramboll was invited to share insights on how leaders should pursue excellence while embodying the necessary skills and characteristics required to successfully lead a team. He emphasised the need for leaders to strive for excellence and be resilient while embracing complexities within a workplace.

Please click [here](#) to read more about this session.

In FY2023/2024, each employee received an average of 24 training hours.

SDC WELLNESS FESTIVAL

As SDC continue on this journey towards being a sustainable destination, it enhances staff engagement and well-being through a series of workshops and activities at the SDC Wellness Festival. Wellness Talks focusing on good sleep management and mindfulness were amongst the offerings that employees can participate in. To further demonstrate the organisation's **commitment to employee well-being**, Wellness with Leaders sees its senior management team leading 7 different wellness activities joined by its employees. A total of 283 staff participated in activities ranging from batik painting and healthy cooking, to yoga and kickboxing. SDC also worked with Ngee Ann and Don8uri to introduce sign language lessons and experiencing a world of blindness as part of the activities.





SENTOSA'S CAPABILITY BUILDING IN SUSTAINABILITY

SDC held its inaugural Sentosa Learning Festival (SLF) from 24 June to 5 July 2024 in various learning modalities, such as virtual panels, physical classroom trainings, and tours, over bite-sized sessions. SLF was participated by a total of more than 1,000 participants coming from SDC, its Island Partners, and other industry stakeholders. The popular SLF was supported by 23 Island Partners, who contributed in various forms, and attained a participant-satisfaction rating of 4.6 out of 5.

SDC leverages digitalisation to outreach to all staff and to **enable learning at own pace, anytime, anywhere**. Sustainability eLearning was developed and made available in LEARN App and website www.learn.gov.sg, featuring audio learning function to be accessible to all staff.

To retain knowledge, a Sustainability Info Kit has been incorporated in SDC's Staff App, serving as source of information about Sustainable Sentosa that comes handy as a quick reference.

Respect for Freedom of Association

SDC upholds the freedom of its employees to associate with and be part of trade unions. The organisation adheres to the regulations outlined in the Industrial Relations Act of Singapore, which grants employees the right to be represented by trade unions for collective bargaining. This provides an avenue for employees to seek resolution in the event of any disputes.

At SDC, employees have the opportunity to join recognised unions, including The Amalgamated Union of Public Employees (AUPE) and the Attractions, Resorts and Entertainment Union (AREU). These unions provide representation and support to

employees, allowing them to collectively address their interests and negotiate with the organisation.

In FY2023/2024, 60% of the workforce is encompassed by collective bargaining agreements, designed to adhere to the relevant local legislation and are formulated in diverse ways to accommodate specific requirements. Employees who are not included in collective bargaining agreements have their working conditions and employment terms determined independently, separate from the collective agreements that cover other employees.

Inclusive Communities

SDC's materiality refresh this year highlighted that Inclusive Communities are essential for fostering social equity, driving economic growth, and supporting sustainable development. Recognising that social cohesion and resilience are integral to Singapore's DNA, addressing this topic is key to creating a fair and thriving society.



Progress in FY2023/2024

- Attained 'Silver' Enabling Mark in May 2023
- Employed 5 persons with disabilities and 1 intern
- Conducted Sentosa Cares Week for more than 1,000 beneficiaries
- Conducted its first Accessibility Audit for Siloso



Targets

- Maintain Enabling Mark
- Provide employment for 14 persons with disabilities by 2026
- Conduct Sentosa Cares Week for at least 1,000 beneficiaries annually

SDC has been actively advocating for partnerships that allow it to contribute to outreach and engagement efforts. Its Social Inclusivity Workgroup, established under the Sustainable Sentosa Framework, identifies specific opportunities to collaborate with local Social Service Agencies (SSAs) supporting the underprivileged and persons with disabilities. This year, SDC has reviewed their Sentosa Cares framework, governing their social inclusivity initiatives, with the intention to position SDC and its Island Partners as choice employers who support inclusive hiring for persons with disabilities and underprivileged families; to build an inclusive and caring culture within the organisation; and to enhance Sentosa with inclusive experiences for guests of all abilities. With these key objectives, SDC has rolled out initiatives that deepens ties and compassion through community engagement, empower marginalised groups, and create more inclusive spaces across the Island.

In March 2023, SDC worked with the Disabled People's Association and Levelfield to conduct an accessibility audit for its Siloso zone, in an attempt to better understand the needs of its guests with differing abilities and identify any areas for improvement to make Sentosa a more accessible destination. The findings for the audit will guide SDC in future developments and upgrading works. SDC endeavours to conduct similar audits for other zones across Sentosa and to create an accessibility guide for its guests based on the insights to advise guests on the most seamless journey around Sentosa.



SENTOSA CARES WEEK

Over a week in September 2023, SDC **hosted over 1,000 socially-disadvantaged beneficiaries** as part of the inaugural Sentosa Cares Week. This flagship event creates and encourage social inclusivity by hosting beneficiaries from ComLink families and other social service agencies on Sentosa to enjoy over 10 offerings and attractions. The initiative was supported by 19 Island Partners as well as more than 200 volunteers from SDC and Mount Faber Leisure Group.

Click the link [here](#) to find out more about what the programme entails.



INCLUSIVE WORKPLACE

Wireless microphones and his colleagues' initiative to learn sign language has helped to create a better work environment for Mr Ronald Batchelor, a senior horticulturist at SDC. Mr Batchelor, who was born deaf, can now "listen" and participate in discussions with the help of the wireless microphones. The microphones are connected to his phone, translating his colleagues' words into text. Occasionally, his colleagues will also ensure that the words transcribed are accurate. To foster greater inclusivity, videos at SDC's Townhalls also come with captions. Besides leveraging technology, SDC has also collaborated with local social enterprise Don8uri to hold sign language classes for its employees to **better serve guests with hearing disabilities**. Click the link [here](#) to read more about this programme.





APPENDIX

Appendix

This appendix comprises of additional information relating to for SDC's corporate governance policies, technical annex for environmental topics and the Global Reporting Initiative (GRI) Content Index.

Grievance Mechanism

SDC is fully committed to its employment guidelines and has established formal grievance reporting and escalation procedures for its employees. These measures are in place to ensure a workplace that is free from discrimination, harassment and violence. To facilitate this, SDC has implemented a whistleblowing policy to serve as a channel for employees and external parties (e.g. consultants, contractors, suppliers and island partners) to report any wrongdoings, unlawful conduct or malpractices within or involving SDC Group. Individuals may report concerns regarding potential improprieties, wrongdoings, unlawful conduct, harassment, or malpractices within or involving SDC Group. The Policy aims to provide individuals with a platform to raise their concerns about possible improprieties without fear of reprisals or adverse personal consequences.

The reporting channels are independently managed by the Sentosa Internal Audit Department (SDC-IAD). To report any improprieties, individuals can submit written reports via mail to SDC. All information received through the reporting channel will be handled with the utmost confidentiality. The identities and interests of the whistle-blowers will be safeguarded and protected throughout the process. For more information, please visit <https://www.sentosa.gov.sg/whistleblowing>.





















Organisation Policies and Procedures

As an organisation, SDC firmly believes in its responsibility to advocate for policies that contribute to the growth of the business and the communities it operates in. SDC's corporate policies outline the core principles guiding the business conduct and ethical behaviour, obligatory for all employees and as a reference for stakeholders across SDC's value chain. For internal policies, the staff intranet provides access to these corporate policies, while external public policies can be found via the respective links below.

Policies & Procedures	Objectives
PUBLICLY AVAILABLE POLICIES	
SDC Whistleblowing Policy	Describes the approach SDC takes to enable individuals to report wrongdoings, unlawful conduct or malpractices within or involving SDC and its subsidiaries and proprietary club (SDC Group).
Personal Data Protection Policy	Establishes SDC's commitment to safeguarding information under its control by outlining how SDC collects, uses, discloses and/or processes the personal data provided to the organisation, as well as to assist individuals in making an informed decision before providing the organisation with any personal data.

Stakeholder Group	Engagement Manner	Interest Areas	Material Topics	SDC Responses
SDC Board	<ul style="list-style-type: none"> Quarterly board and board committee meetings Bi-annual Sustainability Advisory Panel meetings 	<ul style="list-style-type: none"> Achieving strategic outcomes in sustainability, while ensuring accountability to SDC's stakeholders' interests 	<ul style="list-style-type: none"> Energy and Greenhouse Gas Emissions Water Management Waste Management Climate Resilience Workplace Health and Safety Talent Management Inclusive Communities Guest Health and Safety Sustainable Supply Chain 	<ul style="list-style-type: none"> Review and approve annual sustainability report to maintain accountability to its stakeholders Integrate Board's guidance into SDC's core strategies
SDC Management	<ul style="list-style-type: none"> Quarterly SSSC meetings Directors' meetings twice a month 	<ul style="list-style-type: none"> Meeting SDC's internal aims and goals, as well as resolving any issues or roadblocks Environmental education and awareness 	<ul style="list-style-type: none"> Energy and Greenhouse Gas Emissions Water Management Waste Management Climate Resilience Workplace Health and Safety Talent Management Inclusive Communities Guest Health and Safety Sustainable Supply Chain 	<ul style="list-style-type: none"> Publish an annual sustainability report to track its performance and identify gaps Integrate sustainability principles into core business strategy and initiatives across divisions
SDC Staff	<ul style="list-style-type: none"> Electronic Direct Mailer CEO and staff engagement sessions Quarterly townhall 	<ul style="list-style-type: none"> Working environment and training 	<ul style="list-style-type: none"> Climate Resilience Workplace Health and Safety Talent Management 	<ul style="list-style-type: none"> Launched wellness programmes and a learning framework, One Sentosa Transformation and Equipping Platform (1-STEP) to upskill employees Signed a Memorandum of Understanding (MoU) with Ministry of Social and Family Development (MSF) and SG Enable to create fair employment and social opportunities for persons with disabilities
Guests	<ul style="list-style-type: none"> Monthly guest satisfaction survey Online feedback channel 	<ul style="list-style-type: none"> Service standards 	<ul style="list-style-type: none"> Guest Health and Safety 	<ul style="list-style-type: none"> Collaborate closely with Island Partners through the Trade Specific Interest Group to uphold safety standards Educate employees on safety measures implemented at the various businesses on Sentosa
Island Partners	<ul style="list-style-type: none"> Bi-annual SCNN forums and bulletin Meetings Partnerships Dialogues 	<ul style="list-style-type: none"> Funding for sustainability initiatives, and impact on business operations 	<ul style="list-style-type: none"> Energy and Greenhouse Gas Emissions Water Management Waste Management Climate Resilience Biodiversity Heritage Conservation 	<ul style="list-style-type: none"> Established the Sentosa Carbon Neutral Network Engage island partners in SDC's decarbonisation strategy (e.g. Sentosa Solarisation Programme)

Stakeholder Group	Engagement Manner	Interest Areas	Material Topics	SDC Responses
Government Agencies	<ul style="list-style-type: none"> Quarterly Green Economy Working Group (GEWG) forums Meetings Partnerships 	<ul style="list-style-type: none"> Alignment with the national agenda, including the Singapore Green Plan 2030 and GreenGov.SG Meeting Whole-of Government targets 	<ul style="list-style-type: none"> Energy and Greenhouse Gas Emissions Water Management Waste Management Climate Resilience Biodiversity Heritage Conservation Sustainable Supply Chain 	<ul style="list-style-type: none"> Committed to supporting the Singapore Green Plan 2030 and GreenGov.SG initiatives Actively collaborate with relevant government agencies to achieve national sustainability targets
Non-Government Organisations	<ul style="list-style-type: none"> Meetings and partnerships based on projects with the respective NGOs 	<ul style="list-style-type: none"> Meeting NGO aims and objectives Social responsibility 	<ul style="list-style-type: none"> Biodiversity Heritage Conservation Inclusive Communities 	<ul style="list-style-type: none"> Collaborate with NGOs on projects that contribute to the conservation of Sentosa's natural ecosystems and promote community well-being
Nature Group	<ul style="list-style-type: none"> Meetings as and when required 	<ul style="list-style-type: none"> Conservation of nature areas and building public awareness, while ensuring public safety at these nature areas 	<ul style="list-style-type: none"> Biodiversity Guest Health and Safety 	<ul style="list-style-type: none"> Engaged with nature groups and experts to collaborate on the protection of the island's unique flora and fauna through trainings, surveys and programmes
Suppliers	<ul style="list-style-type: none"> Meetings as and when required 	<ul style="list-style-type: none"> Impact on business operations 	<ul style="list-style-type: none"> Sustainable Supply Chain 	<ul style="list-style-type: none"> Work with suppliers to testbed innovative solutions at Sentosa (e.g. use of upcycled plastics to pave roads) Considers the sustainability performance of suppliers in the evaluation process for specific tenders
Local Communities	<ul style="list-style-type: none"> Meetings as and when required 	<ul style="list-style-type: none"> Conservation of nature areas and sustainability efforts Environmental stewardship and initiatives 	<ul style="list-style-type: none"> Energy and Greenhouse Gas Emissions Water Management Waste Management Sustainable Supply Chain Inclusive Communities 	<ul style="list-style-type: none"> Increase community engagement and volunteering among employees and Island Partners
Industry Associations	<ul style="list-style-type: none"> Dialogues and partnerships 	<ul style="list-style-type: none"> Impact on business operations and sustainability efforts Diversity and inclusion 	<ul style="list-style-type: none"> Energy and Greenhouse Gas Emissions Water Management Waste Management Sustainable Supply Chain Inclusive Communities 	<ul style="list-style-type: none"> Target to maintain GSTC-D certification Maintain engagement with industry associations to address their concerns on environmental impact reduction

Material ESG Topics	Impact Boundary	Alignment to UN SDGs	Alignment with GSTC-D Criteria
Energy and Greenhouse Gas Emissions	Energy (SDC) GHG Emissions (SDC and Island)	    	<ul style="list-style-type: none"> A3: Monitoring and reporting A10: Climate change adaptation D5: Energy conservation D10: GHG emissions and climate change mitigation
Water Management	SDC	  	<ul style="list-style-type: none"> A3: Monitoring and reporting A10: Climate change adaptation D6: Water stewardship
Climate Resilience	Island		<ul style="list-style-type: none"> A10: Climate change adaptation
Waste Management	SDC		<ul style="list-style-type: none"> A3: Monitoring and reporting A10: Climate change adaptation D9: Solid waste
Biodiversity	Island	 	<ul style="list-style-type: none"> D1: Protection of sensitive environments
Sustainable Supply Chain	SDC		-
Workplace Health and Safety	SDC		-
Guest Health and Safety	Island	 	<ul style="list-style-type: none"> B7: Safety and security
Talent Management	SDC		<ul style="list-style-type: none"> B2: Decent work and career opportunities
Inclusive Communities	SDC	 	<ul style="list-style-type: none"> B3: Supporting local entrepreneurs and fair trade B4: Support for community
Heritage Conservation	Island		<ul style="list-style-type: none"> C1: Protection of cultural assets C3: Intangible heritage D1: Protection of sensitive environments

Technical Annex

Energy and Greenhouse Gas Emissions

ORGANISATIONAL BOUNDARY

- The estimated data for carbon profile has been collated from SDC, SGC, SCRM, MFLG and Island Partners.
- Carbon profiling was conducted with reference to GHG Protocol.

ENERGY UTILISATION INDEX (EUI)

- Energy consumption comprises purchased electricity and non-renewable fuel consumption (e.g. diesel, Liquefied Petroleum Gas (LPG), natural gas, and petrol), used to power buildings such as office premises and hotels, transportation, attractions, food and beverage outlets, and common areas.
- Energy Utilisation Index (EUI) is the total electricity consumed by a facility in one year (Reporting Period) divided by its total Gross Floor Area (GFA) and serves as a proxy for energy efficiency. This index includes only standard infrastructures, which refers to publicly accessible buildings with a computable gross floor area, such as SDC's office and SDC-operated facilities. To calculate EUI, the electricity consumption of all premises is summed up and divided by the total GFA. The unit for EUI is kWh/m².

SOURCE OF EMISSION FACTORS

- National Environment Agency (NEA). Greenhouse Gas (GHG) Emissions Measurement and Reporting Guidelines 2023.
- National Environment Agency (NEA). Singapore's Fifth National Communication and Fifth Biennial Update Report, October 2022.
- Energy Market Authority (EMA). Electricity Grid Emission Factor (data published as of September 2023).
- Temasek, Deloitte, Agency for Science, Technology and Research (A*STAR). Environmental impact of food in Singapore, October 2019.
- Agency for Science, Technology and Research (A*STAR) Jonathan S.C. Low, PhD. Measuring Sustainability with Life Cycle Assessment (LCA) and Life Cycle Costing (LCC), 25 May 2021.
- Deloitte. Environmental impact of food in Singapore, 2019.
- International Energy Agency (IEA) Energy Statistics Manual, 2005.
- 2023 IPCC Sixth Assessment Report.
- 2006 IPCC Guidelines for National Greenhouse Gas Inventories.
- Global Compact Network Singapore. Carbon & Emissions Recording Tool (CERT).
- American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) blend composition.
- World Resources Institute. Sustainability Dashboard Methodology, 2022.
- UK Government GHG Conversion Factors for Company Reporting 2023.
- Cheng, K., Yan, M., Pan, G., Luo, T., & Yue, Q. (2015). Methodology for carbon footprint calculation in crop and livestock production.

Water Management

WATER EFFICIENCY INDEX (WEI)

- Water Efficiency Index (WEI) is derived as water consumption per day of a building divided by the total number of public officer headcount and visitors to the premises. The unit for WEI is litres per person per day.
- This index includes only standard infrastructures, which refers to publicly accessible buildings with a computable gross floor area, such as SDC's office and SDC-operated facilities. This index serves as a proxy for water efficiency.

Waste Management

WASTE DISPOSAL INDEX (WDI)

- Waste Disposal Index (WDI) is the total amount of waste disposed of per day divided by the total number of public officer headcount including visitors to the premises. The unit for WDI is kg per person per day. It is calculated only for standard infrastructures, which refers to publicly accessible buildings with a computable gross floor area, such as SDC's office and SDC-operated facilities.

GRI Content Index

Statement of Use	Sentosa Development Corporation has reported the information cited in this GRI content index for the period 1 April 2023 to 31 March 2024 with reference to the GRI Standards.
GRI Used	GRI 1: Foundation 2021 GRI 2: General Disclosures 2021 GRI 3: Material Topics 2021
GRI Sector Standards	No GRI Sector Standards adopted.

GRI Standards	Disclosure Number	Disclosure Title	Page Reference and/or Remark
GENERAL DISCLOSURES			
GRI 2: General Disclosures 2021	The organisation and its reporting practices		
	2-1	Organisational details	Page 02
	2-2	Entities included in the organisation's sustainability reporting	
	2-3	Reporting period, frequency and contact point	
	2-4	Restatements of information	
	2-5	External assurance	
	Activities and workers		
	2-6	Activities, value chain and other business relationships	Page 03 in AR
	2-7	Employees	Page 42
	2-8	Workers who are not employees	Sentosa's contract workers are managed by third-party staffing companies, with allocations based on project needs in terms of contractor count and days. Consequently, the number of contractors can differ across projects and staffing companies.
	Governance		
2-9	Governance structure and composition	Page 14	
2-10	Nomination and selection of the highest governance body	The Board is composed of individuals who collectively contribute essential skills including expertise in areas such as accounting or finance, business or management, industry insight, strategic planning proficiency, and tourism-based experience or knowledge. Approved by the Singapore Cabinet, the Board adheres to SDC's Code of Conduct and Ethics, ensuring their responsibilities are carried out with prudence, expertise, and conscientiousness.	
2-11	Chair of the highest governance body	Page 14	

GRI Content Index

GRI Standards	Disclosure Number	Disclosure Title	Page Reference and/or Remark
GENERAL DISCLOSURES			
GRI 2: General Disclosures 2021	Governance		
	2-12	Role of the highest governance body in overseeing the management of impacts	Page 14
	2-13	Delegation of responsibility for managing impacts	
	2-14	Role of the highest governance body in sustainability reporting	
	2-15	Conflicts of interest	Processes to ensure that conflicts of interest are prevented and mitigated are set out in SDC's Code of Conduct. This includes sensitive information of SDC's business affairs and are not to be disclosed due to confidentiality reasons.
	2-16	Communication of critical concerns	This includes sensitive information of SDC's business affairs and are not to be disclosed due to confidentiality reasons.
	2-17	Collective knowledge of the highest governance body	Page 14
	2-18	Evaluation of the performance of the highest governance body	This includes sensitive information and is not disclosed due to confidentiality constraints.
	2-19	Remuneration policies	The remuneration policy for Board members is based on guidelines established by the Ministry of Finance (MOF). The remuneration policy ensures comparability, motivation, measurement, and comprehensibility of the rules governing compensation while maintaining a balanced approach to remuneration packages. These topics pertain to confidential information about SDC's business and are not disclosed due to confidentiality concerns.
	2-20	Process to determine remuneration	
	2-21	Annual total compensation ratio	This information is not disclosed due to confidentiality constraints.
	Strategy, policies and practices		
	2-22	Statement on sustainable development strategy	Page 03-04
	2-23	Policy commitments	Page 48
	2-24	Embedding policy commitments	Page 14 Page 48
2-25	Processes to remediate negative impacts	Page 48	
2-26	Mechanisms for seeking advice and raising concerns		
2-27	Compliance with laws and regulations	This information is not disclosed due to confidentiality constraints.	
2-28	Membership associations	Page 09	

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	2-29	Approach to stakeholder engagement	Page 49-50
	2-30	Collective bargaining agreements	Page 44
MATERIAL TOPICS			
GRI 3: Material Topics 2021	3-1	Process to determine material topics	Page 15
	3-2	List of material topics	
CLIMATE RESILIENCE			
GRI 3: Material Topics 2021	3-3	Management of material topics	Page 17-18
ENERGY & GREENHOUSE GAS EMISSIONS			
GRI 3: Material Topics 2021	3-3	Management of material topics	Page 19-22
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	
	305-2	Energy indirect (Scope 2) GHG emissions	
	305-3	Other indirect (Scope 3) GHG emissions	
GRI 305-5	Reduction of GHG emissions		
GRI 302: Energy 2016	302-1	Energy consumption within the organisation	Page 21
WATER MANAGEMENT			
GRI 3: Material Topics 2021	3-3	Management of material topics	Page 23-24
	303-3	Water withdrawal	
WASTE MANAGEMENT			
GRI 3: Material Topics 2021	3-3	Management of material topics	Page 25-27
GRI 306: Waste 2020	306-2	Management of significant waste-related impacts	
	306-3	Waste generated	
	306-4	Waste diverted from disposal	
306-5	Waste directed to disposal		
SUSTAINABLE SUPPLY CHAIN			
GRI 3: Material Topics 2021	3-3	Management of material topics	Page 28

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GRI 304: Biodiversity 2016	304-3	Habitats protected or restored	
HERITAGE CONSERVATION			
GRI 3: Material Topics 2021	3-3	Management of material topics	Page 35-36
GUEST HEALTH AND SAFETY			
GRI 3: Material Topics 2021	3-3	Management of material topics	Page 38-39
GRI 416: Customer Health and Safety 2016	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	
WORKPLACE HEALTH AND SAFETY			
GRI 3: Material Topics 2021	3-3	Management of material topics	Page 40-41
GRI 403: Occupational Health and Safety 2018	403-9	Work-related injuries	
TALENT MANAGEMENT			
GRI 3: Material Topics 2021	3-3	Management of material topics	Page 42-44
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	Page 42
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	Page 43
	404-2	Programmes for upgrading employee skills and transition assistance programmes	Page 44
INCLUSIVE COMMUNITIES			
GRI 3: Material Topics 2021	3-3	Management of material topics	Page 45-46
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	Page 42
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	Page 45-46
	413-2	Operations with significant actual and potential negative impacts on local communities	