



# SILOSO BEACH RESORT SUSTAINABILITY REPORT 2016

The unique story of Siloso Beach Resort in its  
journey towards corporate sustainability

# Siloso Beach Resort Sustainability Report 2016

## Acknowledgment & contacts:

### Report Committee 2016:

- Kelvin Ng, Managing Director
- Sylvain Richer de Forges, Director of Sustainability  
[sylvain@silosobeachresort.com](mailto:sylvain@silosobeachresort.com)
- Karl Fischer, CSR Manager  
[csr@silosobeachresort.com](mailto:csr@silosobeachresort.com)
- All SBR Sustainability Committee Members
- Student interns: Vanessa Neo, Jolene Ang, Benjamin Poh, Chen Rui Jue, Delvin Tang, Donovan Loh

### Review:

#### Internal Review:

Reviewed by Sustainability  
Committee

**20th October 2016**

**“Expires”  
October 2017**



SILOSO BEACH RESORT

S e n t o s a

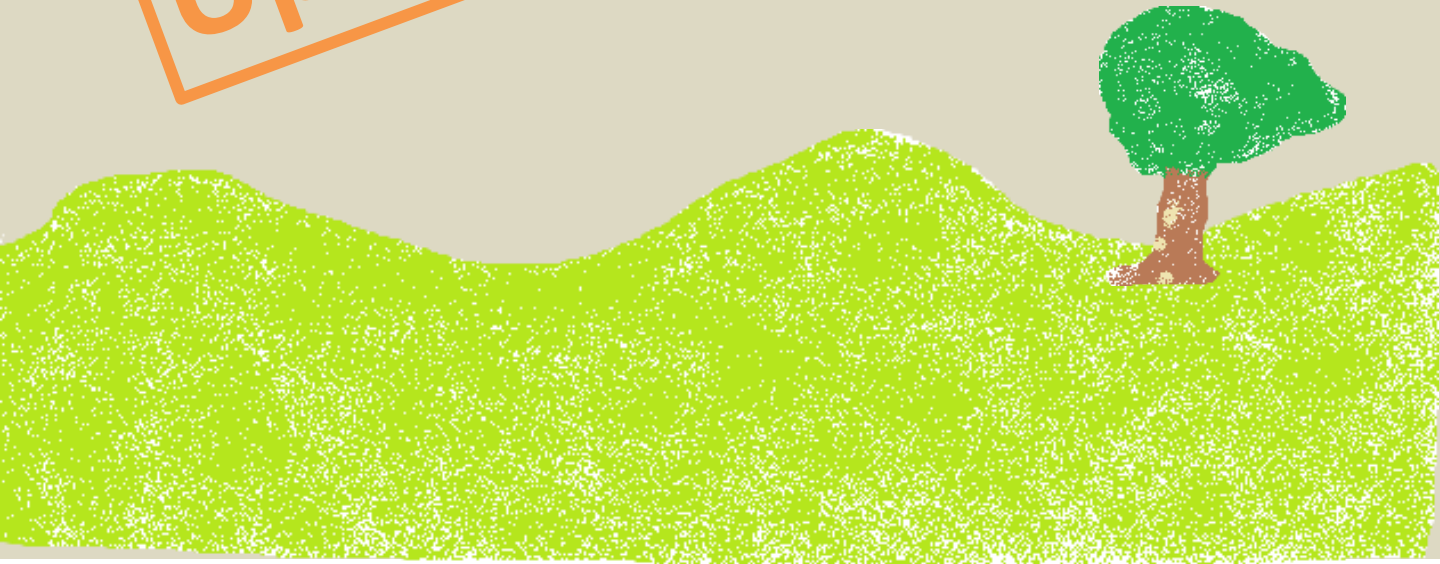
**Staying for Good**

[www.silosobeachresort.com](http://www.silosobeachresort.com)

# Siloso Beach Resort Sustainability Report 2016

This report follows the latest **ISO 26000** guidelines on Social responsibility as well as the **GRI 4.0**.

Updated to GRI 4.0



SILOSO BEACH RESORT  
Sentosa

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# PRESIDENT'S AWARD FOR THE ENVIRONMENT

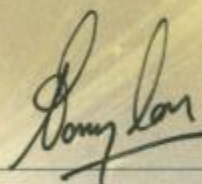


This award is conferred on

## SILOSO BEACH RESORT

for being an outstanding example of a corporate entity which places environmental sustainability at the core of its business and operating philosophy.

Your significant and exemplary efforts will serve as an inspiration for others to follow.

A handwritten signature in black ink, likely of Tony Tan Keng Yam.

Tony Tan Keng Yam  
President of the Republic of Singapore

24 September 2013



# PRESIDENT'S AWARD FOR THE ENVIRONMENT



## SILOSO BEACH RESORT

Siloso Beach Resort is a true exemplary of a corporate entity which places environmental sustainability as a core tenet of its operating philosophy and uses it to drive every business decision.

Siloso Beach Resort was conceived and designed with environmental preservation in mind. Built as an eco resort at the onset, Siloso Beach Resort was conceptualized in 2003 with the flora and fauna, and all natural habitats in its surrounding area preserved. Unconventional construction techniques were used to build over 200 hotel rooms while preserving over 200 fully grown trees and planting another 450 trees post construction. At the resort, the trees are literally integrated with the building structure.

Beyond preserving the flora coverage and biodiversity, the resort was constructed in a way that maximises natural lighting through an open concept that also allows freedom in movement of birds and insects through the resort premises. It enhances natural cooling by featuring an all natural spring water landscape pool. The resort also makes use of a very significant amount of re-used materials in the built structure, and taps on rainwater harvesting and purification extensively.

The resort has embarked on other green initiatives such as the growing of a roof top garden. Vegetables are produced organically at the garden using a composting system that is managed on site. Part of the produce from the garden is served at the resort's restaurant which prioritises purchase of food from local and regional food sources to reduce carbon footprint.

Siloso Beach Resort has also been running a very active corporate social responsibility (CSR) programme which speaks of a high level of commitment to outreach on sustainable initiatives. Some of the CSR programmes include the "biodiversity.sg" website which it developed and promoted in collaboration with various organisations including Conservation International, Singapore Environment Council, World Wide Fund for Nature, and the National University of Singapore; and providing complimentary specialised eco-tours to resort guests, schools, and walk-in visitors.

A leader amongst corporate entities, Siloso Beach Resort truly deserves to be the first 'hotel' to be awarded the President's Award for the Environment 2013.

# Content Highlight

We are transparent in reporting:  
We report on the great, the good, the bad...and hopefully we do not think we have any ugly

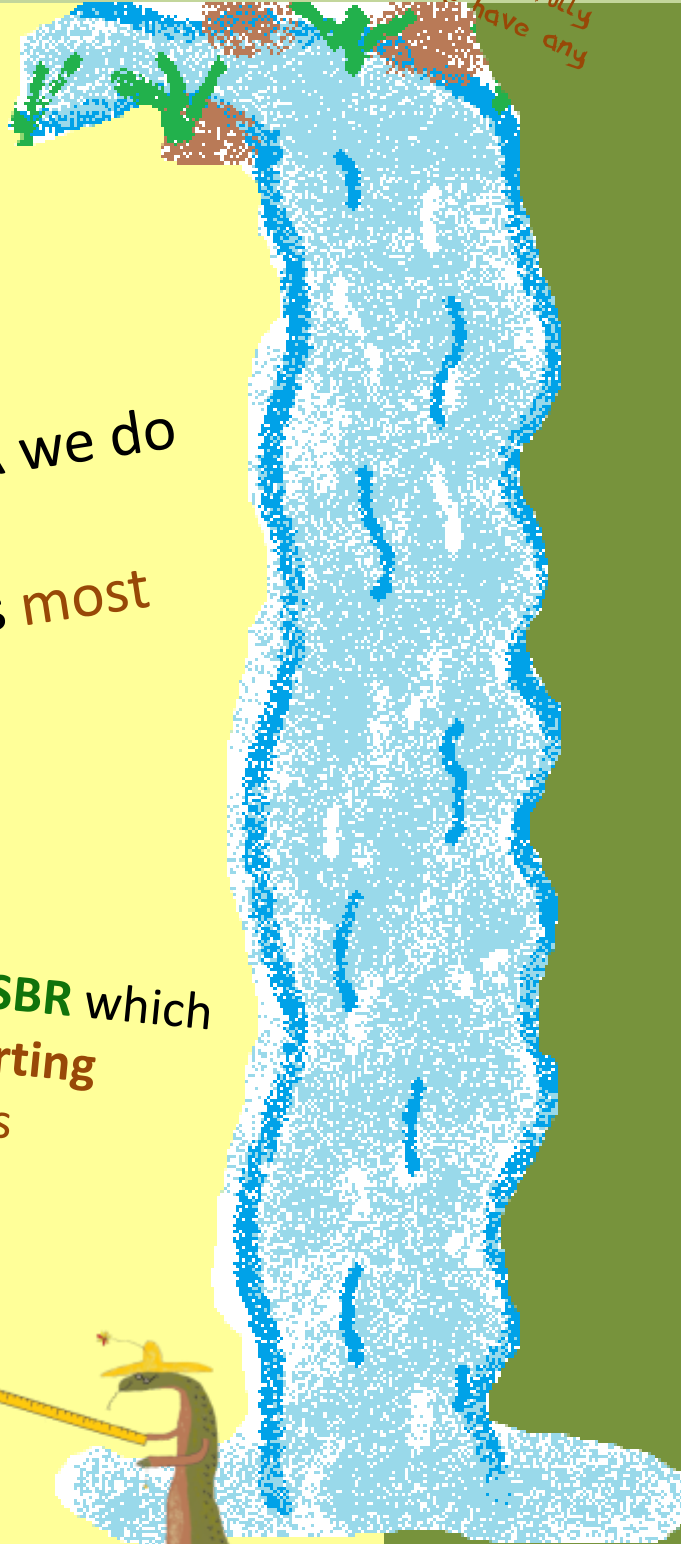


Squirzy: "Prof Monitor, this report is soooo looong zzz Why didn't we produce a shorter report for impatient readers like me??"

This is **NOT** a "conventional" sustainability report. At SBR we do nothing in an ordinary way. Our business model is **most unusual...**

This report is however **a story of SBR** which **includes a full sustainability reporting** according to the **GRI 4.0 guidelines**

Prof Monitor: "Yes, Squirzy that is a very good point. Actually a shorter report is always better. The decision to extend the report relies on the fact that this is not only a sustainability report but rather a statement of the story of SBR since its conception which includes a detailed analysis of our strong sustainability commitments. The length of the report does not reflect a lack of planning but rather that we have a lot to share with our stakeholders into one single report"



# Siloso Beach Resort

## Sustainability Report 2016

### Main Reporting Content

Global Compact Support and Statement.....7

Managing Director Statement 2015.....10

GRI Guidelines index.....166-170

Introduction.....11-14

The SBR story.....15-20

Impact risks and opportunities.....21-34

Organizational profile.....35-54

Report Parameters.....60-69

Governance.....55-94

Environment.....95 -142

Employment.....144-148

Human Rights.....148

Society.....150-151

Product Responsibility.....152-155

Economic.....156-160

Annex.....163- 170

This report provides content according to GRI 4.0 Guidelines, and also a range of case studies on best sustainability practices.







## Global Compact 10 Principles

### UN Global Compact

As of **1<sup>st</sup> February 2012**, SBR is proud to be a member of the United Nations Global Compact.

### About the United Nations Global Compact

*The United Nations Global Compact is a call to companies everywhere to voluntarily align their operations and strategies with ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption, and to take actions in support of UN goals, including the Millennium Development Goals. Endorsed by chief executives, the UN Global Compact is a leadership platform for the development, implementation, and disclosure of responsible corporate policies and practices. Launched in 2000, it is the largest corporate responsibility initiative in the world – with over 8,000 signatories based in more than 135 countries.*

For more information: [www.unglobalcompact.org](http://www.unglobalcompact.org).

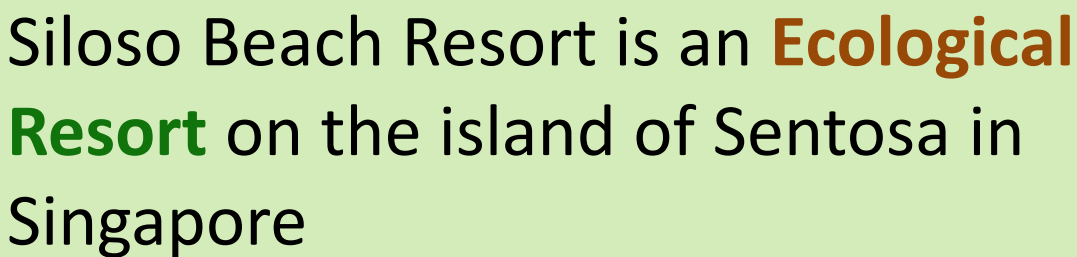
The UN Global Compact asks companies to embrace, support and enact, within their sphere of influence, a set of core values in the areas of human rights, labour standards, the environment and anti-corruption.

### Engaging in the Global Compact and implementing the principles will help SBR to:

- *improve organizational integration of environmental, social and governance issues. address the company's expanded business opportunities and risks;*
- *improve operational efficiencies;*
- *access the experiences and good practices of peers;*
- *acquire practical know-how;*
- *attract, motivate and retain employees;*
- *increase trust in the company and renew its license to operate;*
- *improve corporate reputation and brand image;*
- *engage in a proactive and constructive dialogue with civil society and other stakeholders;*
- *strengthen stakeholder relations, both globally and locally;*
- *establish better links with the United Nations;*
- *take a leadership role on critical issues & network with other organizations;*
- *respond to financial market expectations and improve access to capital.*

Categories	Global compact 10 principles
Human rights	<ul style="list-style-type: none"> <li>• <b>Principle 1:</b> Businesses should support and respect the protection of internationally proclaimed human rights; and</li> <li>• <b>Principle 2:</b> make sure that they are not complicit in human rights abuses</li> </ul>
Labour	<ul style="list-style-type: none"> <li>• <b>Principle 3:</b> Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;</li> <li>• <b>Principle 4:</b> the elimination of all forms of forced and compulsory labour;</li> <li>• <b>Principle 5:</b> the effective abolition of child labour; and</li> <li>• <b>Principle 6:</b> the elimination of discrimination in respect of employment and occupation.</li> </ul>
Environment	<ul style="list-style-type: none"> <li>• <b>Principle 7:</b> Businesses should support a precautionary approach to environmental challenges;</li> <li>• <b>Principle 8:</b> undertake initiatives to promote greater environmental responsibility; and</li> <li>• <b>Principle 9:</b> encourage the development and diffusion of environmentally friendly technologies</li> </ul>
Anti-corruption	<ul style="list-style-type: none"> <li>• <b>Principle 10:</b> Businesses should work against corruption in all its forms, including extortion and bribery</li> </ul>

## SBR fully supports and follows the 10 principles of the UN Global Compact









# Managing Director

## Statement 2016



**Siloso Beach Resort**  
*Blending Life and Leisure with Nature*

The years 2015-2016 have been successful and challenging ones for Siloso Beach Resort. While going through more difficult financial times resulting from a double hit by slower global economy and the Zika Virus outbreak, we have still managed to make progress in our journey towards sustainability. Some existing initiatives have been reinforced such as our strong as ever eco tour (over 15,000 attendees reached, exceeding our most optimistic targets) and new ones developed such as our talent showcase for some of our special needs staff.

I am very proud to mention that our continuous push for environmental and social efforts has been further recognized through new remarkable awards and recognitions of which the Singapore Eco Friend Award (from the national environment agency NEA). We have been further recognized for our CSR initiatives as well through the LEAF certification (Nparks). While we are please to receive such appreciation for specific sustainability efforts, these awards will also contribute in motivating our company to continue on our current sustainable development path and offer unique opportunities to raise awareness on the need for businesses to adopt a more sustainable path.

It is clear that SBR fully adheres to the commitments, initiatives and principles of the UN Global Compact and that we will unconditionally continue to do so in the years ahead. SBR has taken a number of practical actions to implement the Global Compact principles:

**Human rights:** We have always been following the UN Global Compact ten principles including on human rights. SBR has never had any infringement of these principles and we intend to keep it this way. Going beyond just adhering to these principles we actually have put into place a range of practices that help to raise awareness on stronger human right policies especially with regards to social employment and supporting a range of social community events.

**Labour:** We have reinforced and implemented a number of measures which make us a more responsible employer. Some initiatives include new work life balance programs for the staff, continuing our efforts to employ people with disabilities (in 2015 our employment of PWD remains strong with 12% of our workforce that falls under this category), improvement of facilities and systems for safety, staff usage and comfort. For instance our kitchen area has been specifically modified and we have installed safety fences on our rooftop garden.

**Environment:** As always our commitment to environmental causes remains strong. While we have continued with existing strong measures and programs we also have developed new initiatives. This year we are completing our brand audit which has already resulted in noticeable changes such as a new corporate logo and overall alignment of the brand with sustainability. It is becoming increasingly clear that hotel operations and sustainability initiatives go hand in hand in our resort.

**Anti-corruption:** SBR has never had any case of corruption. We have put in place all the proper measures to avoid such including regular third party external audits and transparency in financial information through reporting initiatives. One of the major upgrades in the upcoming year will be to expand on the service offerings.

We have reached most of our targets set in our previous report (refer to annex) and have set ourselves new targets for the year ahead that will be even more challenging.

We are proud to see a continuous improvement from our last report which showcases that our initiatives are not short-term efforts but have been constantly developing and growing.

I look forward to reporting on our progress next year and our continuous support to the UN Global Compact.

**Kelvin Ng**  
Managing Director  
Siloso Beach Resort

Introducing our new corporate logo reflecting the strong bond between hotel operations and sustainability:



**SILOSO BEACH RESORT**  

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S e n t o s a



# Introduction

## Our journey towards sustainability

At Siloso Beach Resort (SBR), we like to see ourselves as a very special hotel when it comes to sustainability and environmental values and I would like to highlight what I mean by this:

### Our vision of a sustainable business

Even before SBR was conceived more than 10 years ago, it was decided that it would become an eco-hotel. This hotel would not only adopt unique sustainable features in its design, but also act as a showcase of best sustainable practices to all our stakeholders.

Coming from a construction background, I have noticed first hand over the years the level of very significant impacts that this sector has on our environment. It was our vision that perhaps the construction of a hotel, which showcases how things can be done differently while still remaining a viable business model, could play a significant role in progressing towards a less impactful industry sector.

Since this vision was first conceptualized, we have gone a long way and are still growing strong into what has become our journey towards sustainability.

### The construction phase

This journey did not start without major obstacles. At the time of construction, our vision of a sustainable hotel was seen as very unusual by many of our contractors and stakeholders and it took determination and passion to proceed in making it a reality, the way we wanted it to be.

Perhaps one of our strongest and most unusual determination was **to preserve all the existing trees** on site. The location on a forested part of Sentosa and on a hill side did not prove easy. In order to preserve these trees, we had to apply **most unusual construction techniques**. These measures have allowed us to construct a 200 room hotel while **preserving over 200 fully grown trees and planting another 450 trees** post construction. At SBR, the trees are literally integrated within the building's structures.



Going beyond preserving the vegetal coverage and its inhabiting biodiversity, the buildings were constructed in a way that:

- *Maximise natural lighting through an open concept;*
- *Maximize natural cooling through efficient design as well as the implementation of unique features such as what remains (to the best of our knowledge) the longest self-maintained roof top garden in Singapore;*
- *Making use of a very significant amount of re-used materials in the built structure;*
- *Making use of the natural shape of the terrain (for example, our landscape swimming pool has been placed on top of an existing maintenance road).*
- *Rainwater harvesting and purification passive features;*

At SBR, we believe that real sustainability can only come from **good initial design** to minimize environmental impacts and maximise energy efficiency through passive means. This is what we are actively trying to promote.

### Post-construction

Following the success of the construction phase, it quickly became apparent that much more could be achieved than just growing the business without further consideration for the environment. On the contrary, we had to take advantage of this unique position to continue on our path of sustainability through retrofitting and Cleantech investments.

As such, numerous initiatives and investments have gone into further reducing the environmental impacts post-construction. To site a few:

**Water minimization** through numerous water saving features including an elaborate water treatment system. This system makes use of an underground **natural spring reservoir** which was discovered during construction (all the water for gardening and other applications such as the pool is not making use of any precious tap water but instead uses a natural resource that we have the chance of having on site);

**At SBR we have a holistic, progressive and continuous approach to sustainability**

# Introduction

## Our journey towards sustainability



**Siloso Beach Resort**

*Blending Life and Leisure with Nature*

**Energy use minimization** through smart appliances (best in class energy efficient lighting solution) but most notably through the early investment in a heat exchange system which was one of the first to be installed in Singapore;

### Management and outreach

The next logical step in our journey towards becoming a more sustainable business model was to relook into our management to **incorporate sustainable practices at all levels of operations**. This was already implemented since the beginning but we went into a great deal of effort to revamp our policies and staff training methods to push the concept of sustainability even further and making sure that it is well integrated and communicated throughout the organization, not just as guidelines, but more like **a corporate culture**.

### CSR

CSR was the most visible change in our outreach initiative. The level of commitment to outreach on sustainable initiatives through our CSR programs is truly an achievement. SBR has since been running successful outreach programs to various schools and organisations.

Some of our most visible outreach platforms to date include the **Biodiversity.sg platform** ([www.biodiversity.sg](http://www.biodiversity.sg)) as well as our successful **Eco Tours** which we use to communicate our practices to various stakeholders (to date more than 10,000 people from sectors as diverse as schools, universities, corporations, government agencies...have undertaken our eco tours).

We regularly outreach on global environmental issues through our contribution to various media platforms including [www.eco-business.com](http://www.eco-business.com) (one of Asia-Pacific's largest environmental business communities). We are regularly featured in press releases as well as articles and blogs on sustainability best practices not just in Singapore but increasingly on an international level.

### Donations

We regularly donate to various environment or social related causes should it be in the form of sponsorship of events, direct donations or providing facilities.

We have donated to various environmental and social causes including a single donation for the **amount of half a million dollars** to the **National University of Singapore** for the purpose of raising funds to bring real dinosaur bones to Singapore.

### Special projects and R&D

SBR has embarked on a range of special projects that many might see as unusual in a hotel environment. Some of these projects include:

-Roof top gardening: where **we produce our own vegetables organically** using an experimental worm composting system that we manage on site. Part of the production goes back to our F&B department.

-The display of **real dinosaur bones on site** in order to promote the Lee Kong Chian Natural History Museum and outreach on conservation issues.

-**Numerous** environmental outreach messages onsite through various means such as mascots, display panels, in house environmental TV channels and more, which we use to promote awareness on the most pressing global and local environmental issues such as Global Climate Change, pollution, biodiversity losses, water conservation...

### Our credentials as a small business promoting sustainability practices:

SBR is the winner/recipient of several awards :

- Singapore President's Award for the Environment;*
- NEA's Eco Friend Award*
- The Singapore Honorary PUB Watermark Award;*
- ASEAN Business Award for CSR;*
- Singapore Environment Achievement Awards (Top achiever);*
- The Singapore Sustainability Award;*
- Singapore Special Mention CSR Award;*
- The first hotel in South East Asia to be certified as an Eco Hotel from TUV Rheinland (international certification body);*
- The first hotel in Singapore to be certified under the Singapore Environment Council Eco Hotel Certification Scheme (we served as the model to develop this scheme);*
- One of the first hotels in Singapore to join The UN Global Compact;*
- And numerous other recognitions...*





# Introduction

## *Our journey towards sustainability*

### Commitment

At SBR, we are convinced that **corporate sustainability is the only way forward** and we will continue on our journey towards continuous improvement in this direction. We believe that a single small business like ourselves can play a role by not just adopting such practices to our own business but, in our opinion even more importantly, to remain active in sharing these practices by **outreaching to society** and possibly inspiring many others to adopt a similar development path.

Perhaps our most driving conviction behind all of this is that as a hotel, we are indeed in a position to influence and possibly educate people from all kinds of origins, nationalities, business sectors and interests, on a range of pressing environmental issues. The feeling that we are actually doing this is one of our greatest achievements.

I hope that the above very brief highlights give you an overview of what we are trying to do for the environment and sustainability in general even though we are just a small business, and that the following report could inspire many other businesses to embark on this journey of sustainability with us.

Sincerely,

**Mr Kelvin Ng,**  
Managing Director, Siloso Beach Resort



*Pic: Our latest eco pond*



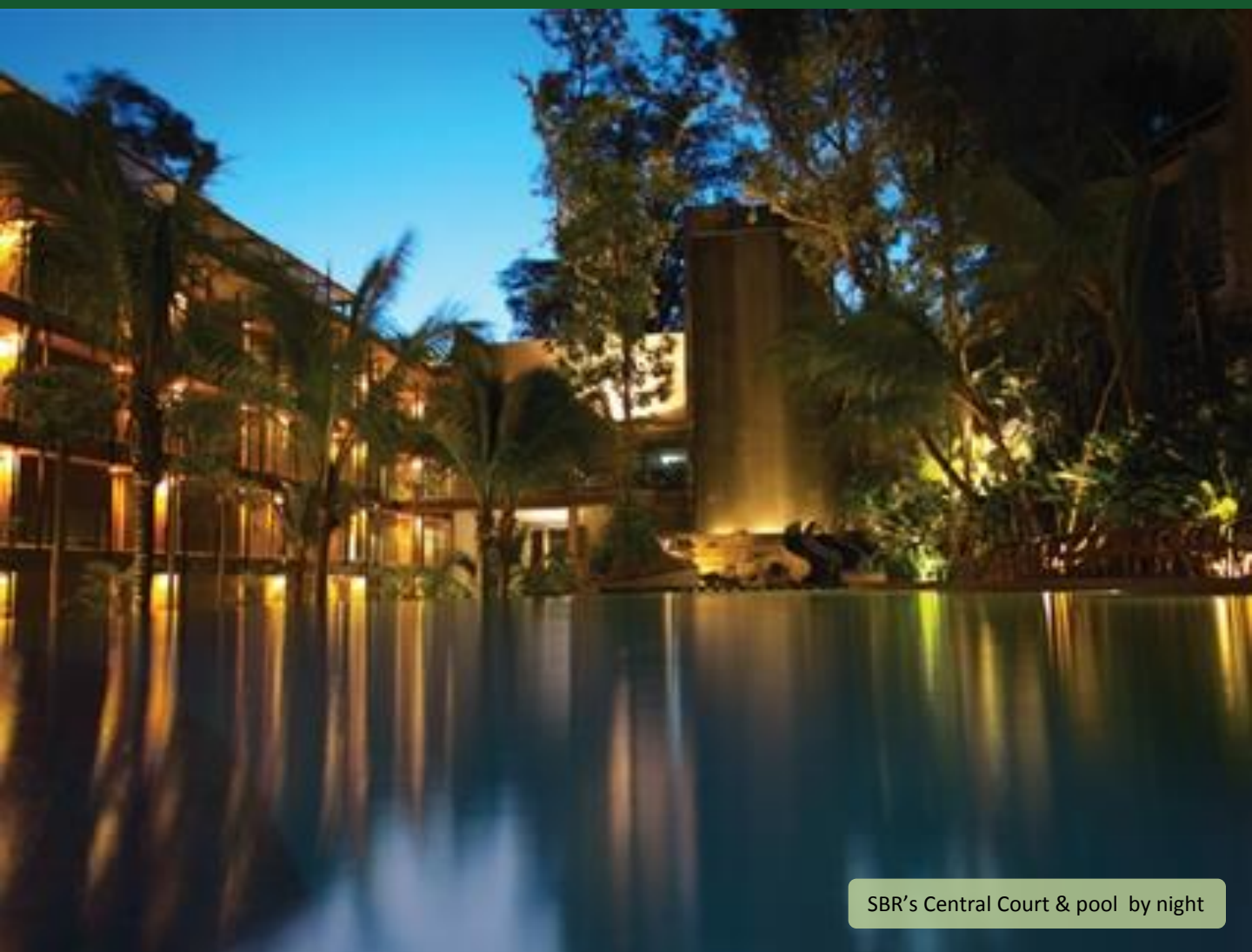
**Siloso Beach Resort**

*Blending Life and Leisure with Nature*



SBR's waterfall

*"At Siloso Beach Resort,  
Sustainability is not just a  
practice, it is a **core**  
**component** of our  
management which drives  
every decision that we make"*



SBR's Central Court & pool by night

**Vision:** The Resort aims to set the environmental benchmark to allow our guests and the community to experience a quality eco-friendly environment that encourages them to adopt environmentally friendly initiatives

**Mission:** The Resort will continuously strive to reduce its ecological impact by adopting best practices and applying appropriate new technologies

**Values:** At the resort we believe that:

- Our commitment to the environment begins with our employees, stakeholders, customers and community. It requires both enormous dedication and real ingenuity and is a long term process;

- Each one of us needs to change our critical behaviors and be environmentally conscious on a daily basis;

- Community and customers are essential to our long term success and we need their involvement and support to build a successful and sustainable environment program;

- We need a complete and holistic approach in tackling environmental challenges;

- Our plans, strategies, people and processes must be built on the foundations of continuous improvement.

- Providing quality services and accommodation to our customers

# The story of Siloso Beach Resort



**Siloso Beach Resort**  
*Blending Life and Leisure with Nature*

This Sustainability Report, **the fourth** of the series, is set to mark a new era at Siloso Beach Resort (SBR). **SBR is a very unique hotel in many ways** and this report intends to highlight the reasons why.

Following the implementation of numerous sustainable initiatives, best practices and policies, it became apparent that the next step for SBR to embark on would be to produce a sustainability report that would provide **a highlight of the journey into a single document.**

SBR is proud to be one of the few hotels which was **purposely built, from its conception, to be an Eco Hotel** and to apply best sustainable practices throughout all its operations. The commitment of SBR to be a reference in the sustainability field is strongly present in daily operations.

This report tells the Story behind the mind-set that has led to what SBR is today, the different stages of development and the unprecedented commitment of its management to set the benchmark of a new era of sustainable business models in the leisure industry and to continually pursue in this direction.

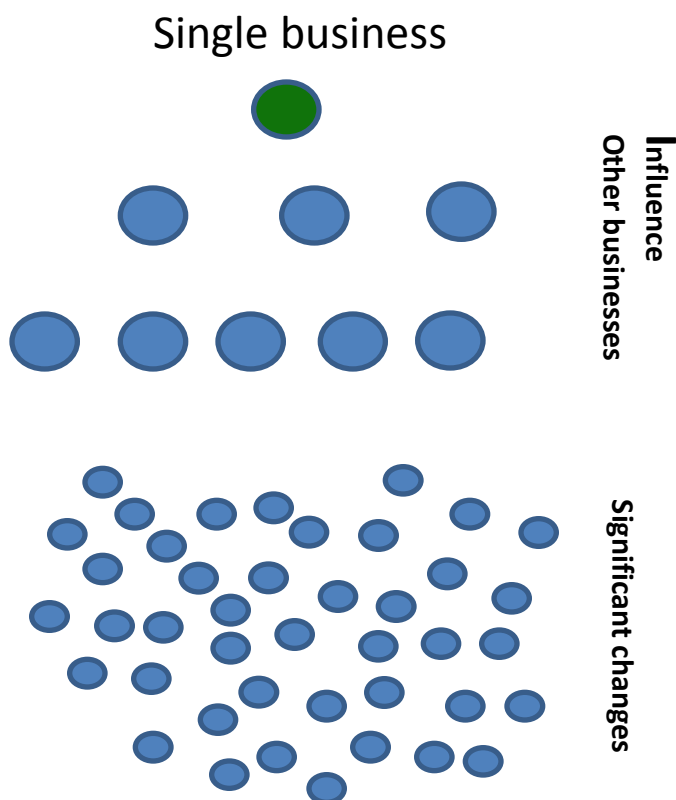
## Realisation of a rapidly changing world

One of the main drivers behind SBR adopting a sustainable business model is the realisation and acceptance by its management that we live in a fast changing world in which environmental issues are high on the agenda and in which businesses have an important role to play in helping limit its impacts on the environment. Global concerns such as climate change, pollution, biodiversity losses, fresh water depletion and more, are of great concern to current and future generations and something needs to be done.

SBR believes that it can play its part by reducing environmental impacts on its premises through the adoption of sustainable practices at all levels of operations but also by sharing its opinions and initiatives with society through its CSR programs. It is apparent that while one single organisation can only make small and often insignificant differences on a national or even global scale through its daily operations, it can have very significant impacts on a larger scale by influencing various stakeholders and society at large.

It is precisely this potential to make a real change by **influencing the numerous guests** who transit through the facilities that has pushed SBR in this direction. The hotel industry is one that has the most potential to influence many people, yet it is also one of the sectors that has made little progress in this field.

One single business adopting and showcasing sustainable practices can influence many others to adopt a similar development path:



## Constructing an eco-resort from the very start

SBR's view is that in this type of business (built environment/hospitality) integrating sustainable practices from the very beginning (and in particular the construction phase) is key as there is only so much that can be achieved in reducing environmental impacts post-construction. If a developer is in a position to implement sustainable thoughts from the very beginning, then it should be done at this stage.



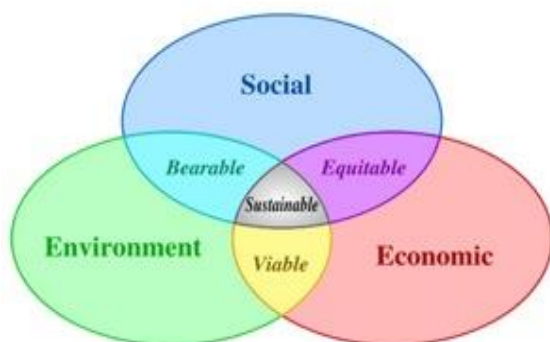


At Siloso Beach Resort (SBR) the concept of sustainability is not new, in fact even before the hotel was built more than **ten** years ago, it was decided that SBR would adopt a sustainable business model. Three key decisions were made which were considered highly unusual at the time:

### Our 3 guiding principles:

- 1) *The natural terrain would be preserved;*
- 2) *The trees would be preserved;*
- 3) *The resort would have minimum covered area.*

Since then the concept of sustainability has been well established and remains a core component of the business model with strong initiatives at all levels of operations:



Unique Environmental attributes: with features such as truly innovative environmentally friendly construction techniques; the longest self-sustained rooftop garden in Singapore; the only 100% spring water landscape swimming pool in Singapore; and numerous other unique environmental practices and initiatives in a hotel environment.

Socially responsible: with features such as SBR Eco Tours; regular sponsorship of sustainability events; and its latest CSR program: The Biodiversity.sg website, SBR continuously gives back to society and actively promotes the concept of sustainability.



## Siloso Beach Resort

*Blending Life and Leisure with Nature*

Economically viable: with average high hotel occupancy, SBR is not only an environmentally conscious hotel but an economically viable business as well that will continue to use its facilities as a showcase of sustainable practices and a test-bed of environmentally friendly technologies.

Siloso Beach Resort, Sentosa, is a **recognised and certified eco-hotel** from TUV-Rheinland and the Singapore Environment Council (certified from 2010/2011). Additionally SBR is the winner of several awards.

### Our philosophy

***"Making money? Our life, besides making money, is also about happiness, enjoyment, health, and continuity. This is our company philosophy.."***

***..How can businesses continue into the future if they cannot anticipate the world environmental problems?"***

***It is for the simple fact that consumer awareness will lead to less profitability in the long run for those who do not practice sustainability."***

**Mr Ng Swee Hwa**  
**Chairman/Owner of Siloso Beach Resort**



## Case study :

### SBR's Pendulum of Sustainability™



**Siloso Beach Resort**

*Blending Life and Leisure with Nature*

1 Squirzy: "Prof Monitor, I drew this pendulum and it made me think of what you told me about sustainability. That it is all about balance and timing. Can you explain me in simple terms again using my pendulum, pleaaaaase?"



Squirzy: "Indeed, and when the pendulum oscillates from one end to another all three positions are given the same attention. But what happens if it is stuck in one of these positions??"

5

S Prof Monitor: "if the pendulum would be stuck on the social position, the environment and finance would not be given any consideration. The mechanisms is out of balance. It is without saying that the clock will stop: the business will collapse and very fast"

7 F

Squirzy: "and let me finish, I think I know this one Prof Monitor: if the pendulum is just stuck in the finance position (which is the easiest position for it to be without movement/effort and probably the reason why most companies adopt this lazy model) then the business will do well in the short term but like with the other positions and without a movement driven by equilibrium the clock is doomed to stop, the business is unsustainable and will eventually collapse!"

2

Prof Monitor: "You just had a great idea Squirzy. Yes indeed, sustainability is actually a simple concept yet it is largely misunderstood. Your are right to associate a pendulum with the concept because indeed it is all about balance and timing. Balance in a sense that in order to be sustainable an organisation has to find an equilibrium between environmental, financial and social aspects. And timing in a sense that it requires long term planning but also to highlight that we are running out of time in so many ways!"



3

Prof Monitor: "imagine for a second that the pendulum represents the universe of sustainability symbolized by three positions: finance, Environment and social. Each representing an extreme of momentum. If the pendulum would be stuck on any of these, the clock would not work! Indeed, without a balancing momentum the charging mechanisms would not work and the clock would eventually stop in a short while. Well the clock symbolizes the business. Unsustainable practices cannot be sustained in time"

6 E

Prof Monitor: "If the pendulum would be stuck on Environment, the finance and social aspects would not be given any consideration. The mechanisms is out of balance. It is without saying that the clock would also stop"





Deck near reception

## *SBR environmental statement:*

*“SBR is committed to provide a memorable leisure experience while adopting and showcasing environmental and sustainability best practices. Our model is to **first protect** nature, then to reduce, reuse and recycle”*

**SBR's open air concept is reflected in its design throughout the resort...only 28% is actually covered area**



# SBR's Waterfall

**Siloso Beach Resort***Blending Life and Leisure with Nature*

In addition to being an enjoyment for our guests, our waterfall is also part of an innovative swimming pool treatment system



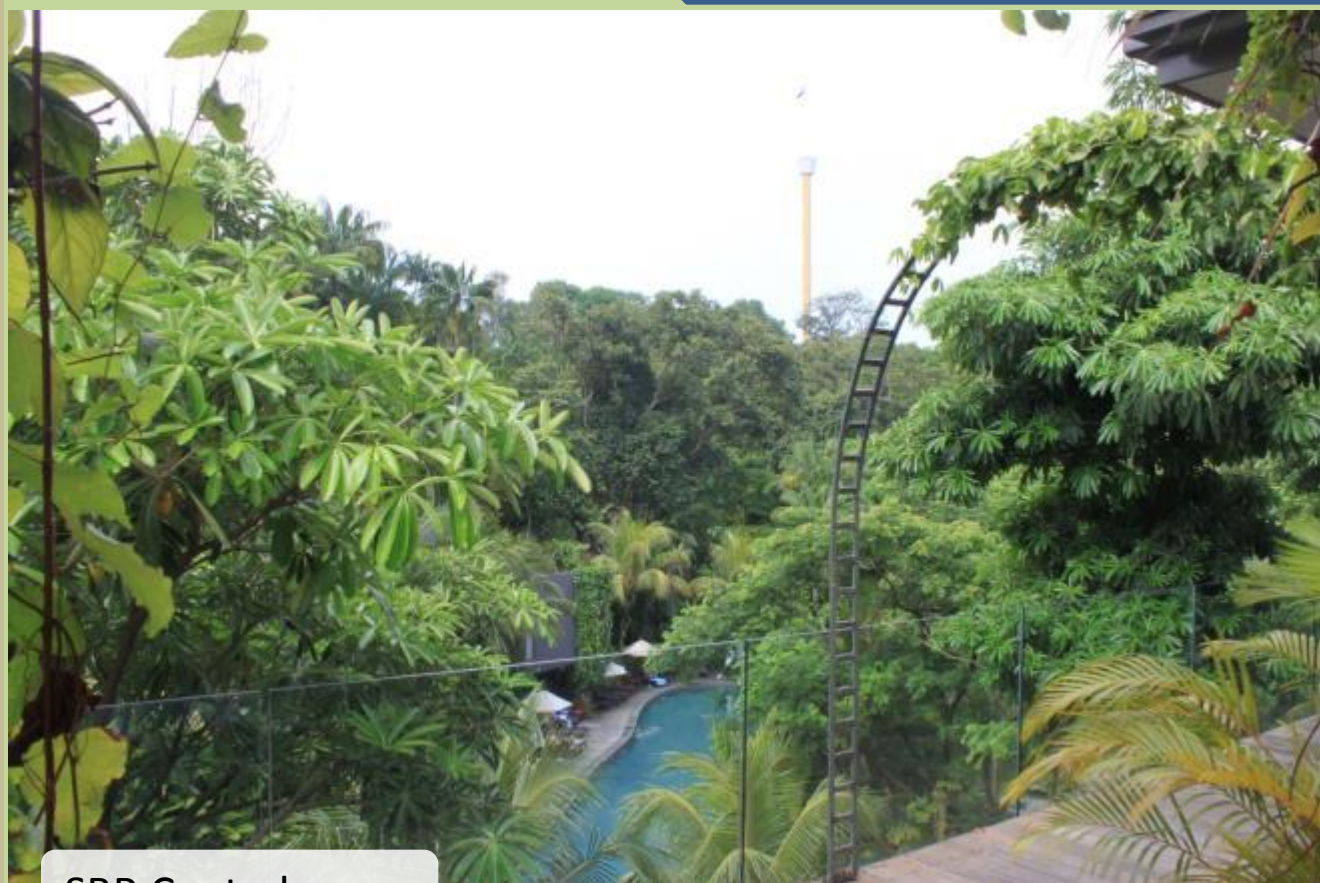


## A jungle resort



**Siloso Beach Resort**

*Blending Life and Leisure with Nature*



SBR Central space



At SBR, the vegetal coverage is so dense that most of our buildings & structures appear **hidden** in the vegetation

## G4-2 Description of key impacts, risks, and opportunities

As a hotel business, Siloso Beach Resort acknowledges the fact that its operations have impacts on the surrounding environment and sustainability in general.

Key **environmental impacts** are of various sorts, the below points highlight the major ones:

### SBR key impacts

- **Use of natural resources:** Concrete products (sand, limestone...), steel and other metals, wood products, living resources (F&B)...
- **Atmospheric emissions:** Mostly from energy consumption which in Singapore originates from the combustion of natural gas. Other emissions are from activities such as transportation, gardening and other maintenance activities.
- **Land disturbance:** Construction activities have required some disturbance to the original landscape (despite the tremendous and unique efforts that have been made to limit the impacts).
- **Noise disturbance:** During construction and hotel operations
- **Water consumption:** Consumption of tap water from the network
- **Water contamination:** Rejects of contaminated water from operations to drains
- **Wastes :** Various wastes (organic & non-organic)
- **Biodiversity:** As a forested terrain, SBR activities have an impact on biodiversity (despite tremendous and unique efforts made to reduce the impacts).



Many of these impacts (not all) are regulated under Singapore law (e.g. noise, water contamination...). SBR is proud to meet **and in most instances exceed these legal requirements.**



## Main processes in place to address performance and/or relevant changes

In order to address performance, SBR has a **Sustainability Committee** in place. The committee meets at least twice a year to assess the progress made and benchmark against standards and targets. Under the guidance of the committee, annual targets are set to address key sustainability issues. **Key performance indicators** are also put into place by the committee to monitor and **track changes and progress over time.**

During these meetings, issues regarding performance and potential changes are addressed which often leads to strategic planning and setting targets and objectives.



**SBR Sustainability Committee regularly addresses performances and applies changes as needed**

## Approach to prioritizing these challenges and opportunities

SBR considers all the above impacts to be important but it also acknowledges that some have higher impacts than others and therefore should be given different reduction priorities.

**SBR acknowledges the fact that its activities, as a business, have impacts on the surrounding environment and that it can work towards reducing these impacts**





## The beginning:

Picture: Mr Ng (owner) and contractor entering the forest site of what will become Siloso Beach Resort (2003)

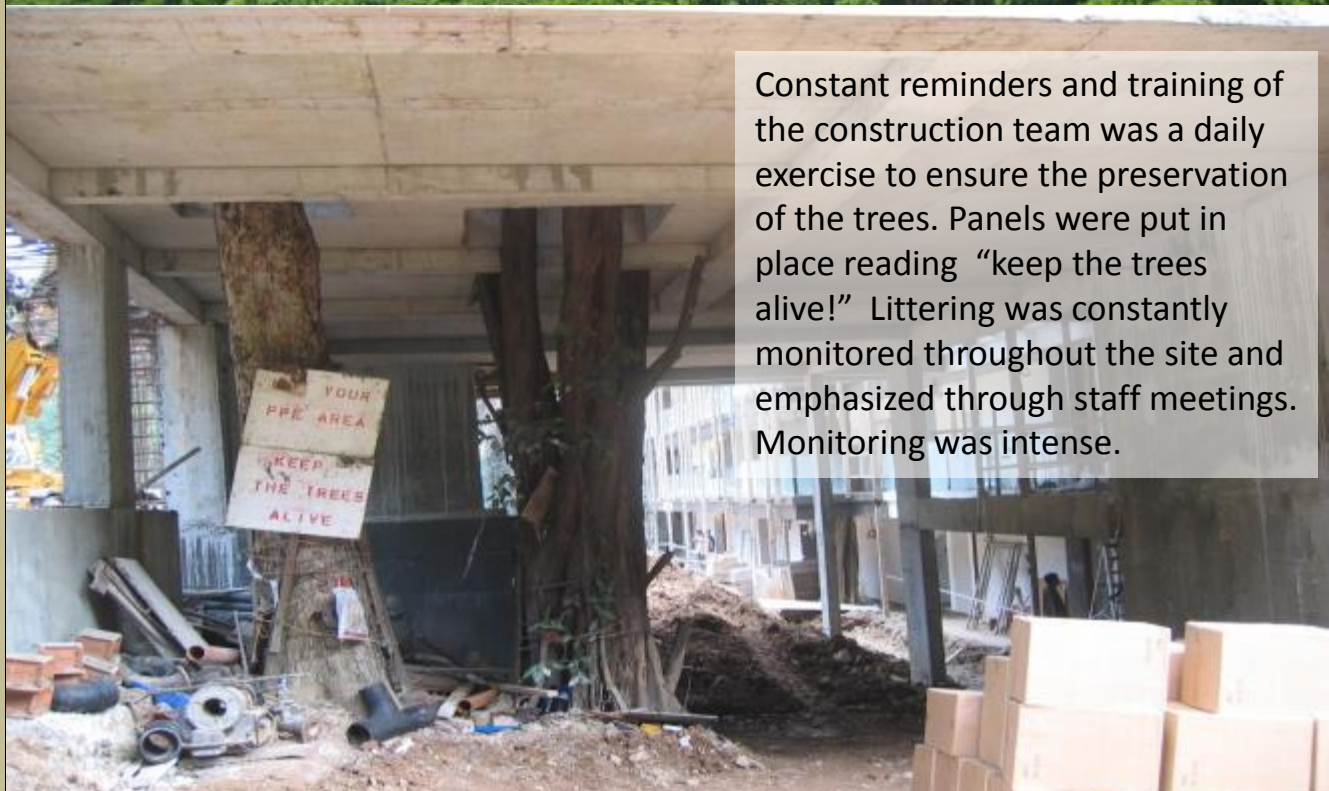
*“When we first saw the site it was very apparent to us that if we were going to build a hotel here the terrain and its trees will have to be preserved to a great extent. We took this as a challenge not an obstacle ; this is precisely why we chose this site” Mr Ng*



# Constructing the resort

**Siloso Beach Resort***Blending Life and Leisure with Nature*

Building the resort inside a rainforest was a major challenge



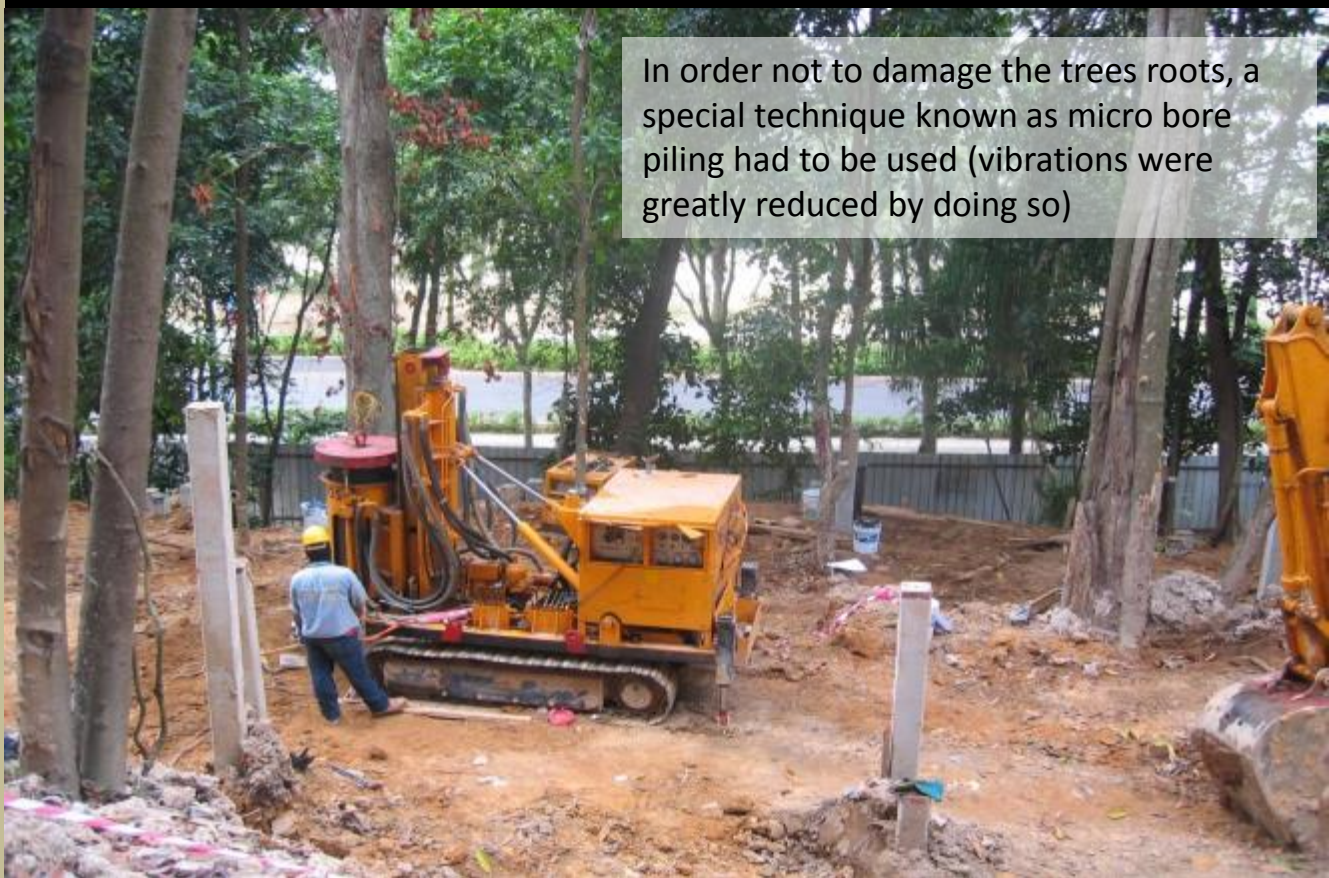
Constant reminders and training of the construction team was a daily exercise to ensure the preservation of the trees. Panels were put in place reading “keep the trees alive!” Littering was constantly monitored throughout the site and emphasized through staff meetings. Monitoring was intense.



# Constructing the resort

**Siloso Beach Resort***Blending Life and Leisure with Nature*

In order not to damage the trees roots, a special technique known as micro bore piling had to be used (vibrations were greatly reduced by doing so)



Constructing within a rainforest surrounded by trees also meant to use smaller machineries so as to navigate within the terrain to limit damage to the surrounding. Heavy machineries could not be used.





# Constructing the resort



Building on stilts allowed better protection to the trees and to build on a sloped terrain



## Environmental Impacts

•**Use of natural resources: (high priority)** As a hotel the usage of natural resources is high. There are however a multitude of ways in which these impacts can be reduced.

•**Atmospheric Emissions: (high priority)** SBR acknowledges the seriousness of climate change and believes that it can play its role by significantly reducing its emissions and showcasing these efforts.

•**Land disturbance: (high priority)** Because SBR has been built on a pristine forested environment, preserving the terrain has always been of high importance.

•**Noise: (low priority)** SBR operates at below legal noise level. Noise has never been an issue within the hotel facilities. SBR however closely monitors its noise levels to ensure that there is no disturbance to its guests and wildlife.

•**Water consumption: (high priority)** SBR continuously pushes to reduce its tap water usage. However, due to the unique location of the resort above a natural water source and numerous water saving measures in place, tap water consumption is already very low for a hotel of its size.

•**Wastes: (high priority)** SBR already has many programs in place to reduce its wastes, often by reusing whatever waste can be utilised in other ways. SBR actively practices the 3R's.

•**Biodiversity: (high priority)** Because SBR has been built on a pristine forested terrain, preserving the biodiversity on site has always been of high importance.

•**Energy use: (high priority)** SBR is continuously trying new ways to reduce its energy usage through the adoption of new practices and technologies.



## Siloso Beach Resort

*Blending Life and Leisure with Nature*

### Key conclusions about progress in addressing these topics and related performance in the reporting period

•**Use of natural resources:** Numerous progress have been made to reduce the usage of natural resources of all sorts. Current achievements are judged satisfactory and SBR will continue to pursue its natural resources minimization strategy with targets for continuous improvements.

•**Atmospheric emissions:** Numerous initiatives have been taken to reduce energy consumption. There is still a lot that can be achieved at SBR in terms of reducing emissions. SBR has identified this aspect as one of its priorities for the coming years.

•**Land disturbance:** Tremendous efforts have been put in place since the very beginning of construction work. Land disturbance reduction efforts have been very successful. SBR will continue to push for limited impacts in this field.

•**Noise:** Noise levels have never been an issue within the premises. SBR will continue to push for limited impacts in this field. Noise pollution from outside the premises remains an issue

•**Water consumption:** Initiatives undertaken at SBR since its conception have resulted in very low water consumption. Water saving has been evident. SBR will continue to push for limited impacts in this field.

•**Water contamination:** SBR does not have rejects of hazardous substances in significant amounts. Water contamination at SBR is judged insignificant to date

•**Wastes:** Since its conception, SBR has implemented numerous programs to reduce its wastes. Initiatives have resulted in very minimal waste being generated including from the F&B department. SBR will continue to push for limited impacts in this field

•**Biodiversity:** Since its construction phase, SBR has taken extreme measures to preserve the biodiversity on site. This aspect has been very successful and exemplary. SBR will continue to push for limited impacts in this field

•**Energy use:** Great achievements have already taken place at SBR to reduce energy usage and the hotel will continue to push for improvements



# Our Villa Wing



SBR Villa Wing



A truly unique retreat surrounded by nature...



## Case study :

### The “War Room”: our arguments for sustainability



**Siloso Beach Resort**

*Blending Life and Leisure with Nature*

2

Prof Monitor: “It’s ok Squirzy, we can play a role game if you want in which you would pretend to be the opposition, that is a company or individual that does not believe in sustainability, and I could be the one defending SBR’s point of view. Sounds fun, alright lets get started.”



3 Argument 1 “I heard this one so many times: Business is just about money, why do you even bother wasting your money on environment or social initiatives?”

4 Argument 1 “We believe that a business only focusing on finance cannot sustain in the long term. In other words we believe that we have greater chances to still be around in 20 years while you may well be out of business because of unsustainable practices”



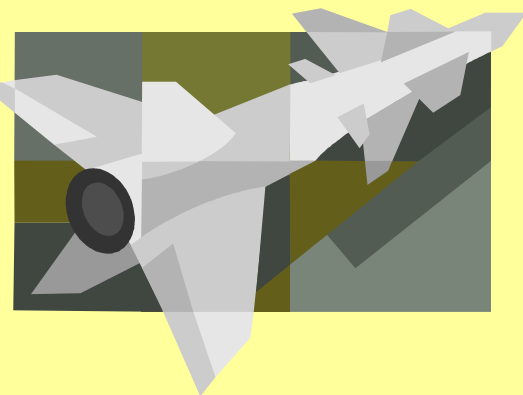
5 Argument 2 “social or environment enterprises are things that our government is taking care of. Are you trying to play the role of the government?”

7 Argument 3 “It is too expensive to adopt sustainability practices, I rather spend money on other things like expanding the business”

6 Argument 2 “no, not at all. We simply believe that Businesses can play a significant role as a responsible Corporate citizen in doing their part to support society and limit impacts on the environment. Governments are doing their part but a lot more is required. Furthermore, businesses can be very influential in inspiring many other businesses and individual to do similar things which in time may well influence governments in their policies”

9 Argument 4 “No one cares about what you are doing except you. Businesses are just focused on their own activities and that’s all”

10 Argument 4 “We believe on the contrary that businesses are becoming more and more aware of the sustainability trend and that it is becoming very present in how businesses like to operate including world leading companies. More and more companies are interested to know what their stakeholders including potential business partners are doing with regards to sustainability. More and more companies close their doors to other companies which do not share nor report on what they do as a responsible and sustainable business. The growing trend of sustainability reporting is a clear sign that businesses mindset is about to change”



**In summary: Be sustainable...or else..!!!**

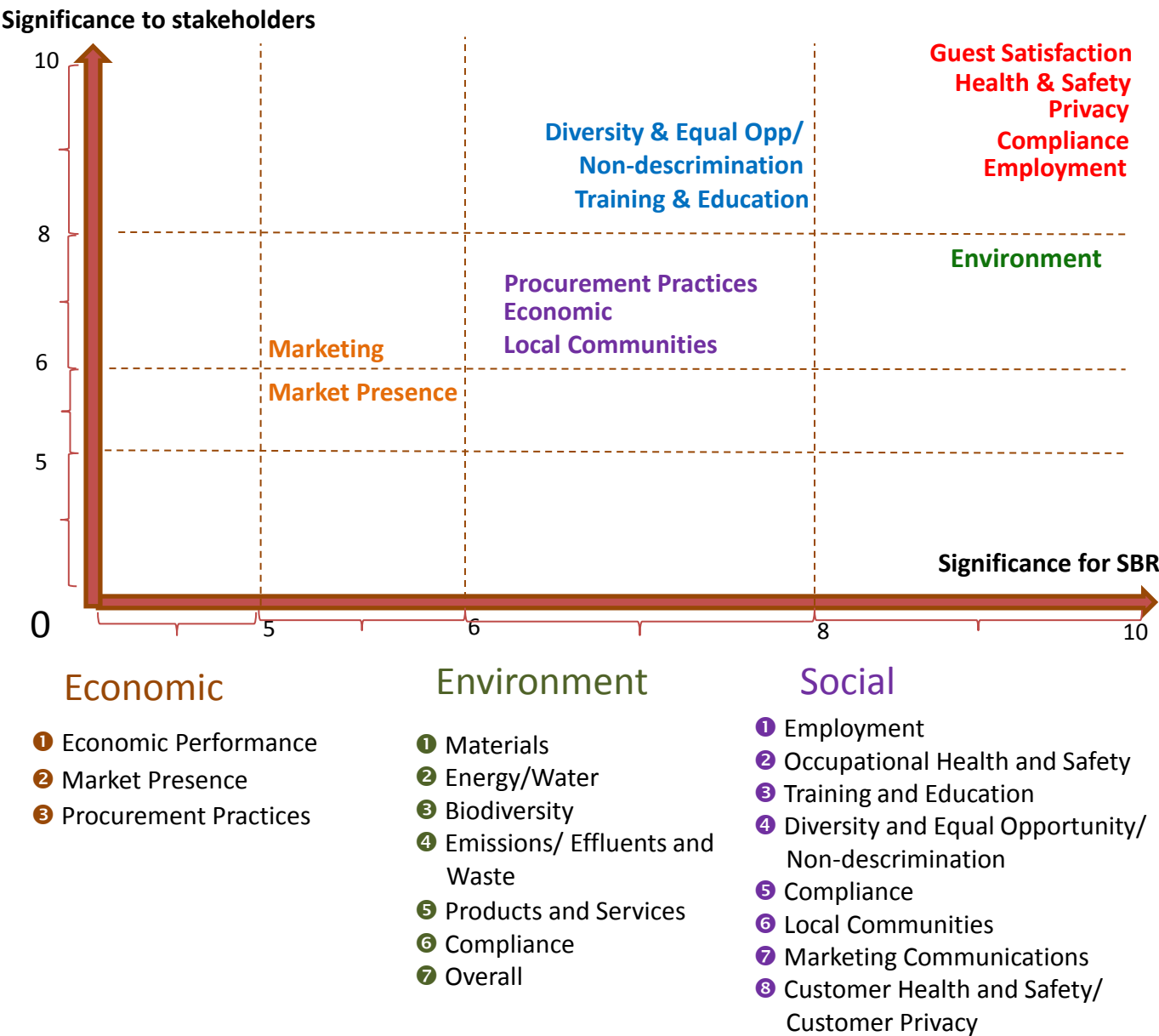




Of course as a business, our priorities are **not only** towards the environment. The below highlights a bigger picture of our priorities:

Through various surveys and internal discussions the below profile of materiality for the organization emerged. While **all aspects listed below are important to SBR and its stakeholders**, we can within this shortlist assign areas of importance based on the compilation of both SBR's as well as stakeholders preferences.

- **Economic:** It is probably surprising to most people that SBR does not see marketing or financial profit **as its top priority**. SBR has always been more of a social enterprise rather than a for profit business. It is important for SBR that its business is self-sustaining and from a financial point of view the hotel has been doing reasonably well since it started business which can be seen as a good example that a business applying sustainability practices can also do well financially.
- **Environment:** As an eco-resort, the environment is a top priority, thus almost all aspects were included.
- **Social:** It is not surprising that as a hotel, **guest satisfaction, safety, and employment** rank high. Many other important social aspects were not included in the assessment, as they are already well regulated in Singapore, and thus were not a significant concern to SBR or its stakeholders. These include aspects related compulsory labor, collective bargaining, anti-competitive behavior, public policy, child labor, and indigenous rights,





**Description of the most important risks and opportunities for the organization arising from sustainability trends;**

SBR is conscious that many sustainability trends both local and international are a risk to the business but SBR tends to see them as opportunities. The below points highlight what SBR has identified as major risks to its operations both in the short and long term and the opportunities that they create.

Risks	Opportunities
<b>Climate change related risks:</b>  -Sea level rise (as a beach resort, SBR is very concerned about this trend) .  -Increase of occurrence of vector borne diseases (e.g. Dengue). As SBR’s facilities are on a densely vegetated terrain, increase of mosquito occurrence is a concern.  -Rise in ambient temperatures (and therefore rise in energy needs) .  -Implementation of more severe government tax on aspects such as emissions, water consumption in response to mounting environmental pressures.	  -Opportunity for Investment in Cleantech in anticipation of rising energy costs.  -Opportunity for partnerships with various stakeholders in raising awareness on these topics.
<b>Global financial instabilities:</b>  World financial instability. As a business significantly dependant on foreign tourists, financial crises have a direct impact on SBR’s operations.	  -Opportunities to secure business sustainability by diversifying the business
<b>Local pollution</b>	  -Opportunities to invest in cleaner technologies and anticipate for future pollution taxes



**Prioritization of key sustainability topics as risks and opportunities;**

SBR addresses sustainability topics in a very holistic way. Its approach is not just focused on local issues but also on international sustainability aspects.

SBR has identified the following aspects as priorities:

- Global Climate Change;*
- Global Biodiversity Loss;*
- Global depletion of fresh water resources;*
- Operations Financial growth.*

SBR believes that it can play its role in all of the above to various extents (mostly by raising awareness on the issues), however it also believes it can be more effective by focusing on particular aspects. For this reason, **biodiversity issues** have been chosen as SBR’s primary focus point.

**Tables summarizing: Targets, performance against targets, and lessons learned for the current reporting period;**

SBR is very target oriented. The following sections highlight these targets

Prof Monitor “At SBR we set up regular targets because we believe that it is important to have a focus point to aim for in both the short and long term. By setting up yearly targets we are able to achieve greater results than if we were to try to do everything at the same time (a bit like what Squirzy does!). On the other hand by also setting up longer term targets we can track where we are going in the future and adjust our yearly targets accordingly”





# Targets



SBR is very target oriented, every year old targets are reviewed and new ones are set. SBR has in fact been setting itself targets since its conception and has an excellent track record of meeting the targets that it fixes itself.

Below is a list of our latest targets which have been set over the years. Most of these targets have been achieved.

**A list of targets set for years prior to the reporting period are available in annex**

## Targets for the 2015 – 2016 reporting period:

Component	Target	Comment
Marketing	To increase marketing outreach using the new branding of the resort as a sale focus.	In progress
Financial profit	To develop new sale opportunities through so far untapped opportunities such as F&B events linked with eco tours, the development of a pool bar and new events venues.	In progress
Guests satisfaction	To improve guest satisfaction through an improvement in housekeeping standards and other aspects such as room upgrades and service quality	In progress
Service quality	To improve the service quality through training of the workforce in specific departments such as the front office.	In progress
Safety	To keep up with current safety levels	In progress
Regulatory requirements	To continue to be fully compliant with rules and regulations. To start reporting on organic waste as per NEA requirements	In progress
Energy Consumption	To retain the current low energy consumption and possibly reduce (difficult considering current low consumption)	In progress
Water resources	To retain the current low water consumption and possibly improve (difficult considering current already low consumption)	In progress
Carbon emissions	To reduce carbon emissions through continuous upgrades in low energy appliances.	In progress

# Targets



## Targets for the 2014 – 2015 reporting period (continued):

Component	Target	Comment
Employees satisfaction	To improve employee satisfaction through annual events and better intensives	In progress
Customer feedback	To provide more ways for customers to give feedbacks. For instance through the development of a new web platform and interactive elements	In progress
Innovation and R&D	To continue with R&D projects such as the rooftop garden and develop new ones such as the deployment of solar PV systems	In progress
Social responsibility	To continue with ongoing csr programs such as the eco tours and possibly develop others	In progress
Environmental outreach	To continue with ongoing environmental outreach program. To continue updating the biodiversity.sg platform	In progress
Waste generated	To continue with food waste management program and keep the current high recycling rates	In progress
Onsite biodiversity	To continue with current conservation practices on site including the use of Origin as mosquito control agents	In progress
Ethical business practices	To continue with current standards	In progress

**Setting ourselves new targets year on year helps us keep focus**



Our swimming pool is one of a kind



**Siloso Beach Resort**

*Blending Life and Leisure with Nature*



Our swimming pool is **the heart** of our resort

## Targets for the next reporting period and mid-term objectives and goals (i.e., 3-5 years) related to key risks and opportunities.

Category	Targets
Natural resources	Reduce the use of natural resources by another 3% (relative to previous reporting period)
Atmospheric emissions	Reduce carbon emissions by 3% (relative to previous reporting period)
Land disturbance	Continue to increase vegetal coverage by 3% through roof top gardening and use of other existing surfaces
Noise	Keep noise levels at current
Water consumption	Reduce tap water consumption by 3% (relative to previous reporting period)
Water contamination	Further improve the treatment of waste water from the resort before being discharged (e.g. further improve grease trap treatments)
Wastes	Reduce waste by another 3% (relative to previous reporting period)
Biodiversity	Continue to increase biodiversity by providing new habitats for species
Energy use	Further improve energy efficiency through Cleantech. Reduce by 3%

## Mid term objectives and goals

### Global Climate Change:

•**Objective:** SBR takes the risks posed by climate change seriously and will continue to develop by integrating elements which will both reduce its carbon emissions and provide adaptive advantages to a changing environment.

•**Goal:** In the medium term SBR intends to become a carbon neutral hotel by offsetting its emissions.



### Global Biodiversity Loss:

•**Objective:** Preservation of biodiversity remains a key aspect of how SBR operates. SBR is committed to preserve a rich biodiversity on its premises and to actively promote global biodiversity conservation through outreach programs.

•**Goal:** SBR will continue in its efforts to preserve and increase habitats on its premises in order to host a variety of species. This includes the preservation of existing trees and ponds and their associated species.



### Operations financial growth:

•**Objective:** SBR takes the concept of sustainability in a holistic way which encompasses not only environmental and social issues but also financial sustainability and economic growth. SBR intends to continue its business in an environmentally and socially sustainable way while remaining financially viable.

•**Goal:** SBR intends to continue to grow the business and achieve long term financial growth.

### Depletion of fresh water resources:

•**Objective:** At SBR the water management is already very good and tap water consumption very low for an hotel of its size. SBR will however continue to intensify efforts to even push the water saving initiatives further by both improving on water efficiency and by maintaining the health of its spring water reservoir.

•**Goal:** Invest in Cleantech to better control water consumption in guest rooms (where most of the current tap water consumption occurs).

**Reducing by 3% may not seem much but because our waste, water and energy usage is already very low it is actually a challenge**





Governance mechanisms in place to specifically manage these risks and opportunities, and identification of other related risks and opportunities.

Governance mechanisms:

SBR believes that the approach is to integrate ways to manage these risks within the long term plan of the organisation rather than to ignore them. **A long and slow adaptation is a better path than a sudden and unplanned change.**

The risks identified as significant are taken into consideration during sustainability committee meetings and minimisation targets are set to address these risks.

Previously set **targets and goals** are then reassessed during the next meetings and a new set of targets and management decisions are taken to best address these risks.

Other related risks and opportunities

In addition to the primary risks and opportunities identified, SBR has also highlighted other elements

Risk	Opportunities
Safety at work (HSE)	To take appropriate measures to ensure a first class safety environment for its staff
Guests safety	To ensure that the place is safe for the guests
Development of new hotels in Singapore	To make the business even more competitive especially by focusing on our eco concept
New government rules on foreign hires	To put more emphasis in developing a local work force
Increase guests expectations	To put further emphasis in improving quality of services and facilities
Humidity related issues in hotel facilities	To redesign aspects of the resort in order to cope better with such issues
Potential Burglary issues	To further improve safety onsite through greater surveillance and monitoring



Prof Monitor: “At SBR risk management is a constant process which is governed by the Sustainability committee. Constant adjustments and reviews ...”





Our open concept corridors

### *SBR's Open Concept*

*Many places at SBR adopt an open concept, should it be for the corridors, the café area and other public spaces. This concept allows amongst other benefits to have a feeling of being surrounded by greenery*



## REPORT PROFILE

## G4-3 Name of the organization

**Siloso Beach Resort Pte Ltd.**

The name of the resort simply reflects the location name: Indeed, SBR is adjacent to Siloso Beach on Sentosa Island, Singapore.

**G4-4 Primary brands, products, and/or services.**

Siloso Beach Resort services are in the leisure industry which include:

- Providing hotel rooms for stay; Facilities: e.g. swimming pool, waterfall, water slides, children playground, in-house TV channels, exhibits of various type on site (mostly biodiversity)
- Food and beverage: SBR has a single restaurant café in which breakfast and daily meals are served.

**Company logo:**

SBR brands its services under Siloso Beach Resort

SBR is directly involved in providing these services and does not outsource for aspects directly related to main business stream. As a family owned and operated business, unlike most other hotels, SBR does not outsource the management.

Contractors are involved from time to time for aspects such as:

- Consultancy
- Architecture
- Legal affairs

**Hotel services information:**

It is a love and passion for the environment and nature that will act as an impetus for us to begin to care unconditionally for the waning ozone layer, depleting forests and out-of-control pollutants.

**Siloso Beach Resort**

*Blending Life and Leisure with Nature*

Using less plastic, energy-saving light bulbs and a smart heat-exchange system can only do so much, so, throughout the Resort, we assimilate nature with comfort recluse, greenery with cutting-edge technology in a bid to have our guests come to appreciate nature's infinite value.

At Siloso Beach Resort, the only Eco resort residing on the beautiful island of Sentosa, guests can enjoy the only natural spring water landscape pool in Singapore, complete with a waterfall feature, while relaxing amongst the balmy shades of flora to the soothing sounds of cascading waters. There are rooftop garden suites complete with rooftop bath, one of a kind in Singapore.

Sitting at the heart of Singapore's hippest beach - Siloso Beach in Sentosa, the resort's strategic location and lush foliage within its surroundings, guests find themselves faced with a strewn of choices. Bay-windows looking out to white sandy beach rooms, a walk away to the beach, various entertainment outlets and activity booths located along the beach's stretch, offers both scenic and convenient leisure.

The resort provides an experience of an ideal getaway, for honeymooners and lovers in the mood for a romantic getaway or holidaymakers in search of tranquillity on an island beachfront.



Nestled within its lush foliage surrounding, Siloso Beach Resort hosts a range of rooms to fit the needs of the various guests, from romantic getaways for couples to retreats for holidaymakers.

With the main foyer of rooms facing beachfronts, guest rooms are provided a natural backdrop of the sea landscape while decking the inner courtyard sprawls a 95m long natural spring water landscape pool with a waterfall feature, providing a relaxing atmosphere.

Every room is fitted with amenities to ensure that your stay is both enjoyable and comfortable.



Central roof top , along suite wing

## *SBR's extensive roof top space*

*One of the main roof top at SBR is used for a variety of purposes going from a plant nursery to a roof top vegetable farm to open air Jacuzzis to a flexible event space used for special occasions.*





One of the villas, living room

## *Luxury villas with a very special touch*

*While offering 12 luxury high end villas to its guests, the most unusual aspect of these villas is that most of them have several live trees passing straight through the living space. This feature was done as one of the extraordinary efforts to preserve the existing trees on site. It also provides a special atmosphere to the rooms.*



### Eco Alfresco Café Dining



Our dining experience caters to more than just an experience, care is taken in minimising carbon footprint while guests enjoy their meals.

Dishes are prepared with **homegrown herbs** within the resort's own garden, from mints to basil and many more spices of a variety. Savour some of our all-time favourites such as fish and chips or try out the grilled fish platter for healthier choices.

### Our green conscious café

Every ingredients used in the menu are ensured with care to minimise carbon foot print, this includes purchasing ingredient primarily from local sources first and when unavailable purchases will then be made from the next nearest source possible including countries such as Vietnam and Malaysia.

Event decors are prepared fully using home grown leafs and flowers as decor, this in turn leads to minimum or no usage of tablecloths. Through a food disposal system, usage of garbage bags is also minimised.

While appreciating the nature around the vicinity, we hope to share the finer details to the dining experience with our valued diners. From embracing what nature has to offer around us and aspire to continuously bring that experience to the plate.

**Leave the fins in the sea!**

**No** to

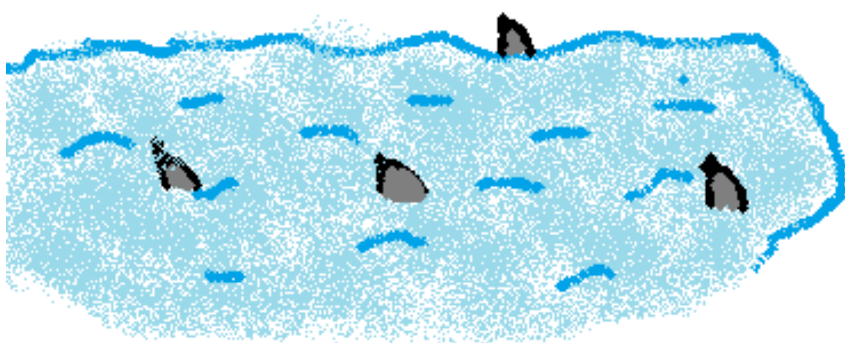
**Shark fins**

**Tiger shrimps**

**Blue fin tuna**

**Long distance products**

**And many others...**

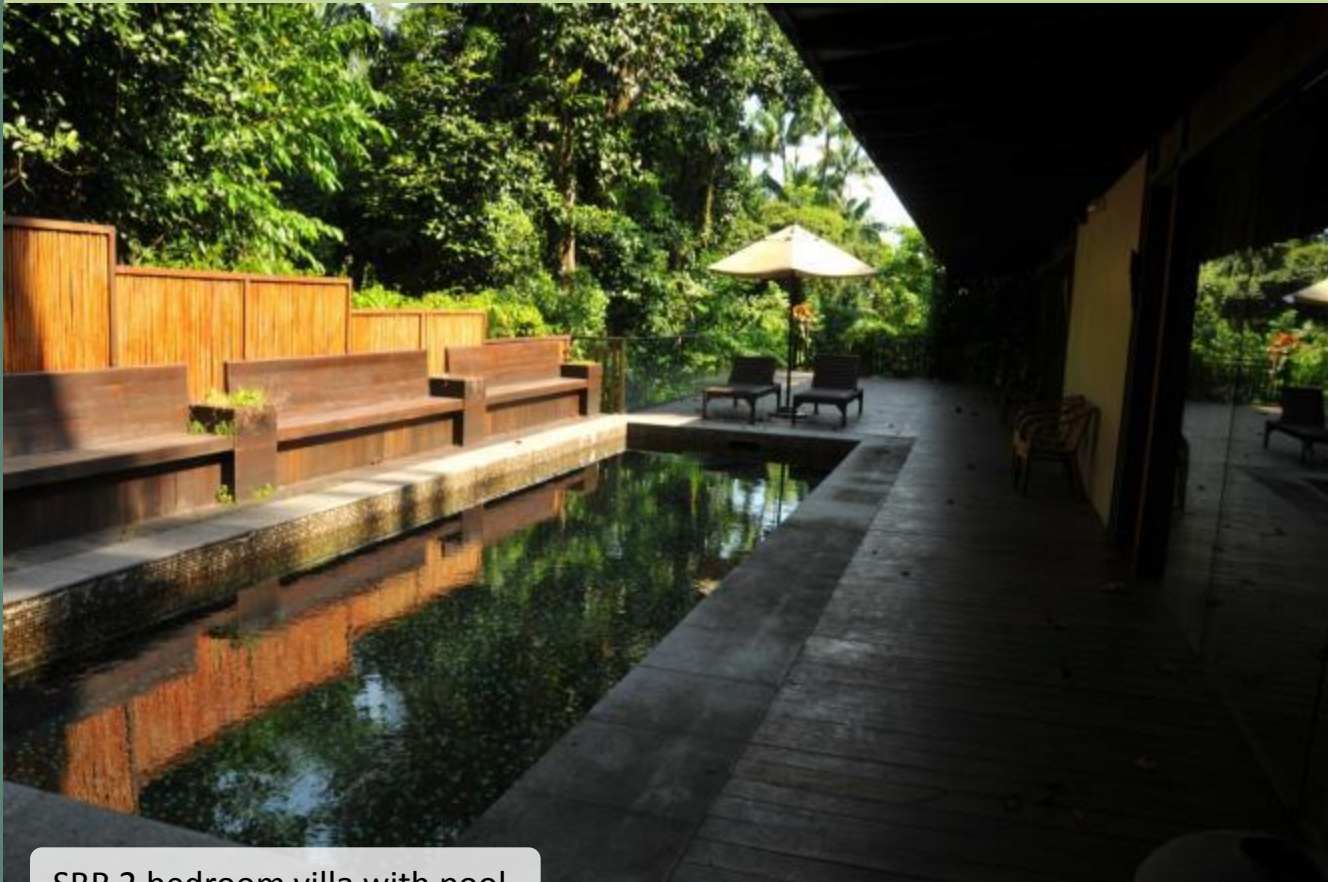




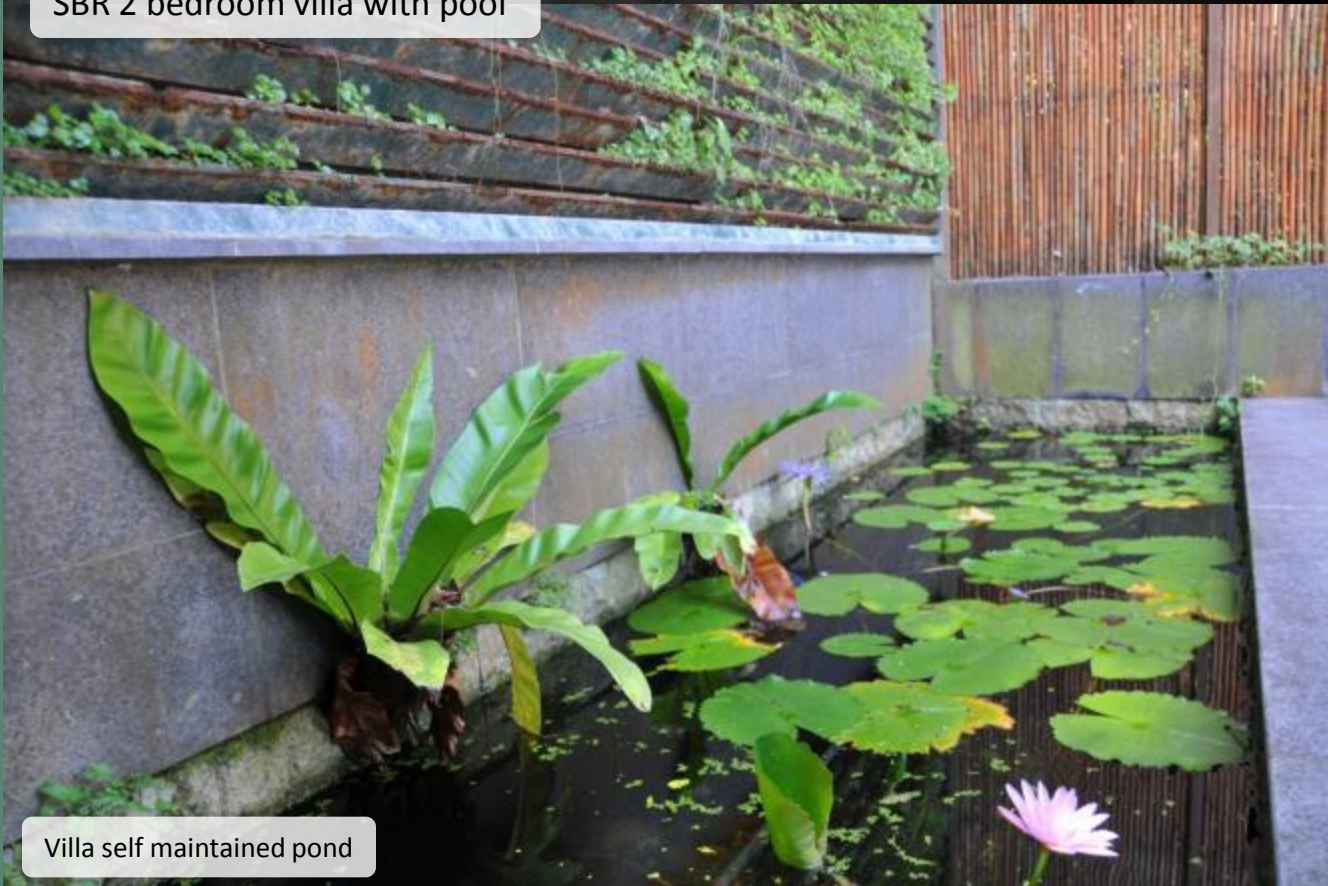
Our villas offer a unique retreat and peaceful atmosphere



**Siloso Beach Resort**  
*Blending Life and Leisure with Nature*



SBR 2 bedroom villa with pool



Villa self maintained pond



SBR's restaurant (like the rest of our resort) has put into place very special policies when it comes to sustainability issues:



### 1 Minimize Waste

At SBR's café, much of the food waste is either reused or recycled.

Organic waste: Suitable organic waste is recycled through worm composting or aquaculture.

Non organic waste: Whatever can be reused or recycled is. The staff is well trained to segregate various types of wastes (plastics, metals, glass, paper..).



### 4 Energy saving environment

- Our café is an open air concept. As such we make very significant savings on energy by maximizing natural cooling and the use of fans.

- In the kitchen we use a very energy efficient water heater system.

- We have strong energy saving management guidelines in place for the F&B department with measures such as the closing of the kitchen during night time to only provide heated meals.

- We have installed a balanced wave technology on various appliances such as fridges which significantly reduce heat loss and improve efficiency.

**Our Eco Café  
Concept is unique**



### 2 Mostly purchase local food

For our café we mostly purchase products within the South East Asia region. The reason for doing this is mostly to reduce the carbon footprint resulting from the transports of goods.

### 3 Use the café area to display strong environmental messages



Our café displays numerous messages related to environmental issues. These include:

- Our biodiversity exhibit which displays pictures of wildlife taken throughout the resort and associated conservation messages.

- Our eco huts (5 in the café area): each hut displays extensive information on a specific topic: climate change, pollution, water, biodiversity, corporate sustainability.

### 5 Environmentally responsible menu



One of our most unusual practices is that we only offer sustainable choices of food on our menu

By this we mean that we follow the World Wide Fund for nature guidelines for sustainable seafood. As such you will not find items such as shark fins, blue fin tuna, tiger prawns on our menu...

We also look into other sources (meat) with a similar consciousness

Also most notable is that part of our food is actually produced/grown within our resort. Indeed we grow our own organic vegetables and spices on our rooftop. 100% of the spices used in the kitchen are from our site and about 20% of vegetables.





#### G4-5 Location of organization's headquarters

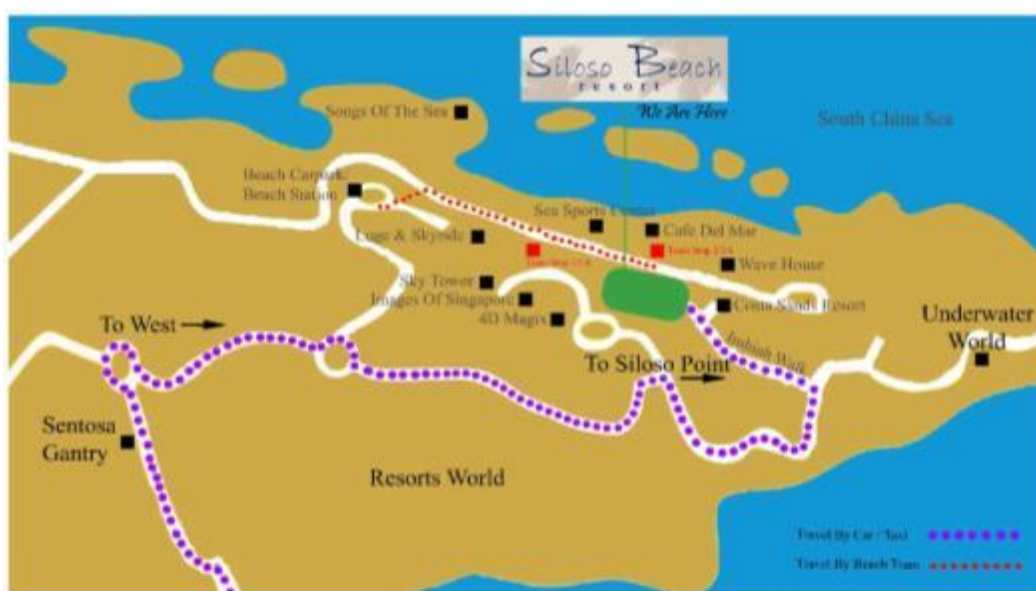
**Location:** SBR operates from a single site in **Sentosa**. Sentosa is a small island off the Southern coast of Singapore. It is part of Singapore and is easily accessible through various types of transportation such as monorail, public bus or boardwalk.

**Registered address:** **Singapore, 51 Imbiah Walk Sentosa Singapore 099538**

#### G4-6 Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.

**Number of countries where the organization operates:**  
**Just 1**

Despite the fact that SBR only operates in Singapore, the sustainability initiatives that it adopts are relevant in any country. This is due to the international nature of the guests staying at the facilities (from over 50 countries). SBR hopes to spread the environmental awareness to its guests through various environmental initiatives such as complimentary eco-tours.



**Siloso Beach Resort Sentosa** – 51 Imbiah Walk Sentosa Singapore 099538, +65 6722 3333

From the airport, travel along East Coast Parkway (ECP) Expressway. Exit Telok Blangah Road. Turn left to Sentosa Island, before Vivo City. After passing the Sentosa Gantry, turn right at the roundabout, heading towards Siloso Point. You will be travelling along Artillery Avenue, leading to Siloso Road. At the T-junction, take a right turn, still following Siloso Road, then the first left turn. This would put you on the road Imbiah Walk where the Resort is located. Follow the road and upon seeing the security guard post, head straight up and to the left.

Running an eco hotel is not only about legal compliancy, it is more about passion, and strong commitments





Country	Reason of importance
Europe	Europe has taken a lead over many South East Asian (SEA) countries on the sustainability agenda. SBR has great pride in sharing its initiatives with European guests as a lot can be gained in learning from best overseas practices within the European union
North America	Same as above
South East Asian countries	Being countries close to home, SBR believes that it can influence local SEA guests to apply similar changes within their own countries
All other countries	SBR believes that there is a win-win situation in interacting with guests from any countries both through learning foreign best sustainability practices and influencing foreigners to apply SBR practices in their own countries.

One of the driving forces for adopting a sustainable business model lies in the fact that **as a hotel environment, numerous people from various countries and background transit** through the facilities.

This also means that there is a great potential to **passively educate** the guests on a range of sustainable best practices while spending a good time at the resort. As a socially responsible corporate citizen, SBR believes it can play its part in educating the society at large.

SBR sees itself as **a local operation with an international outreach.**

G4-7 Nature of ownership and legal form

Siloso Beach Resort is a privately owned and managed eco-resort.

**Chairman/Owner:** Mr Ng Swee Hwa  
**Managing Director:** Mr Kelvin Ng

People from all around the world transit through SBR which makes it a prime sustainability awareness hub



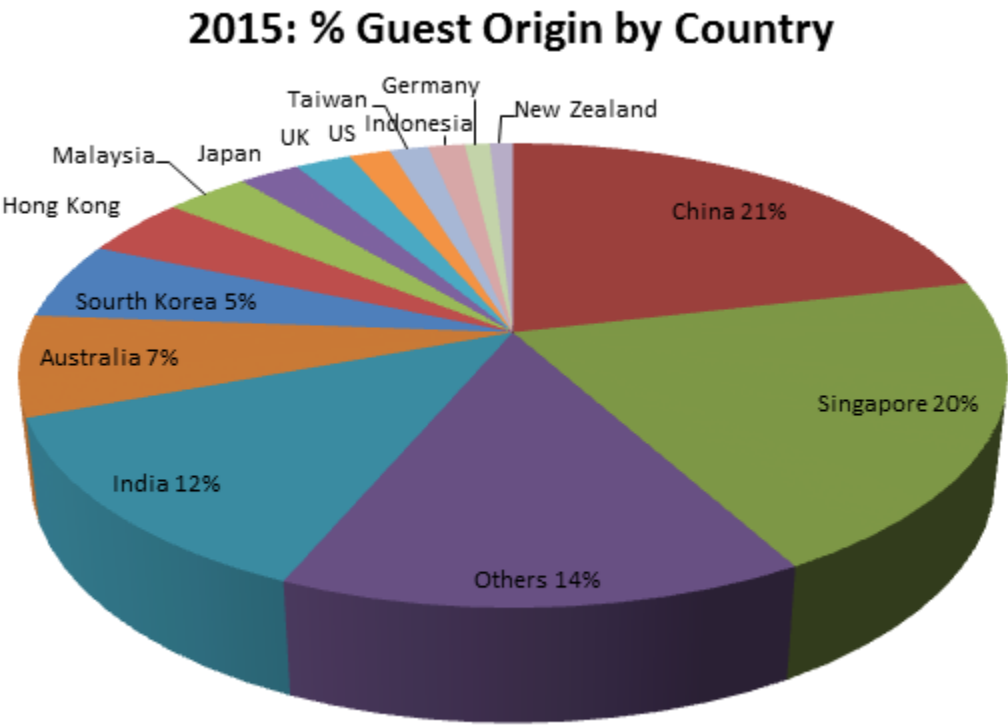
The fact that SBR is a privately owned and managed eco-resort plays an important role in the unique sustainable initiatives which have taken place at the resort since its conception.

Indeed, most hotels around the world are not managed by the owners themselves but usually outsourced to management companies. However, as the management of an eco-hotel is very unique and requires passion and attention to details in order to achieve minimization of impacts at all levels, the owners at SBR have chosen to manage the hotel themselves.

**Limitation factor:** Additionally, many hotels are part of bigger chains and the management is often located overseas. Even if local managers have strong commitments to make a change by adopting a sustainable business model, decisions are often out of their hands which makes procedures much more complicated.



Proportion (%) of guests origin for year 2014/2015



SBR accommodates guests from **all around the world**.

As a hotel business, anyone willing to stay at SBR is welcomed to do so and SBR does not apply any discrimination of any kind on the origin of its guests.

**Sector served:** SBR serves clients from all types of sectors (no discriminations)

**Types of customers:** SBR serves all types of customers (no discriminations)

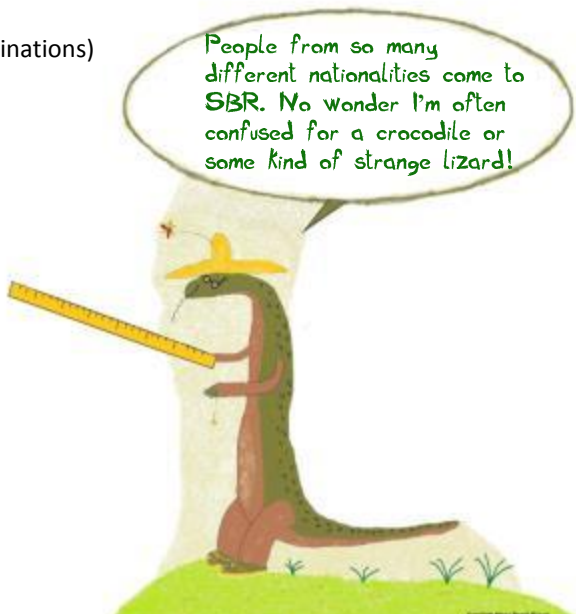
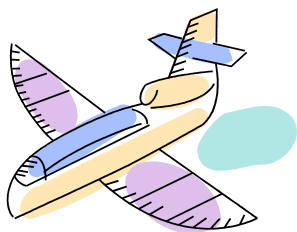
**Business and markets:**

SBR categorises its market into 3 categories:

**National:** Singapore

**Local:** South East Asia

**International:** the rest of the world

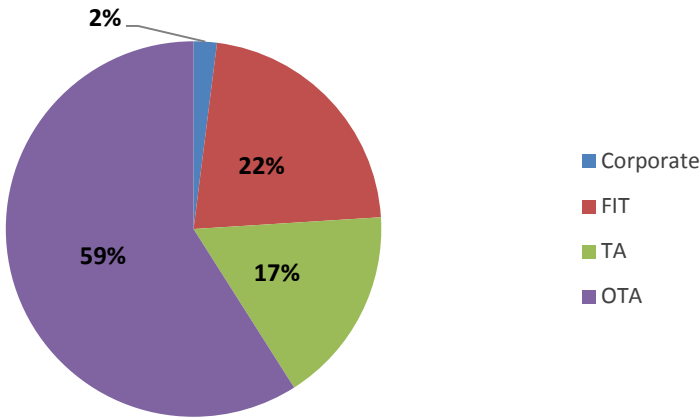


Reservation modes



At SBR , the guests bookings originate from four main forms:

Proportion of Reservation Type (%)  
from 2015



SBR has had to date **a soft marketing campaign policy**. Indeed, marketing outreach has never been very aggressive at SBR in a sense that the hotel has relied a lot on **word-of-mouth awareness** of its facilities and services rather than active promotion through brochures and other means.



**Word-of-mouth awareness is a preferred marketing mean at SBR**

For a long time, SBR has remained a “hidden secret”. Many locals who have come to the resort have been surprised that they did not hear about the place before through advertising.

One of the reasons behind this lies in the philosophical concepts behind SBR that **self-awareness** is always favored over active and often excessive marketing. It appears to SBR that allowing guests to judge for themselves and communicating on what they have experienced to others is a more sincere way of spreading the word on the resort.

It is only in recent years that awareness on the resort has spread including through its unique environmental and sustainability initiatives which have attracted a lot of visibility and public interest both in Singapore and beyond.

*SBR has a soft marketing policy because we believe that awareness of our resort through word of mouth is a more sincere approach...*



## G4-9 Scale of the reporting organization

**2010:** audited  
**2011:** unaudited  
**2012:** unaudited  
**2013:** unaudited  
 2014: unaudited  
 2015: unaudited

**Number of employees:** SBR is a reasonably scaled hotel with **between 50-100 employees**

**Number of operations:** **1 single operation** on Sentosa

**Net sales (\$\$):**

•**2011:** 13,005,658.00  
 •**2012:** 11,615,059.00  
 •**2013:** 11,234,395.00  
 •**2014:** 11,226,071.00  
 •**2015:** 11,732,427.00

**Total capitalization (\$\$):**

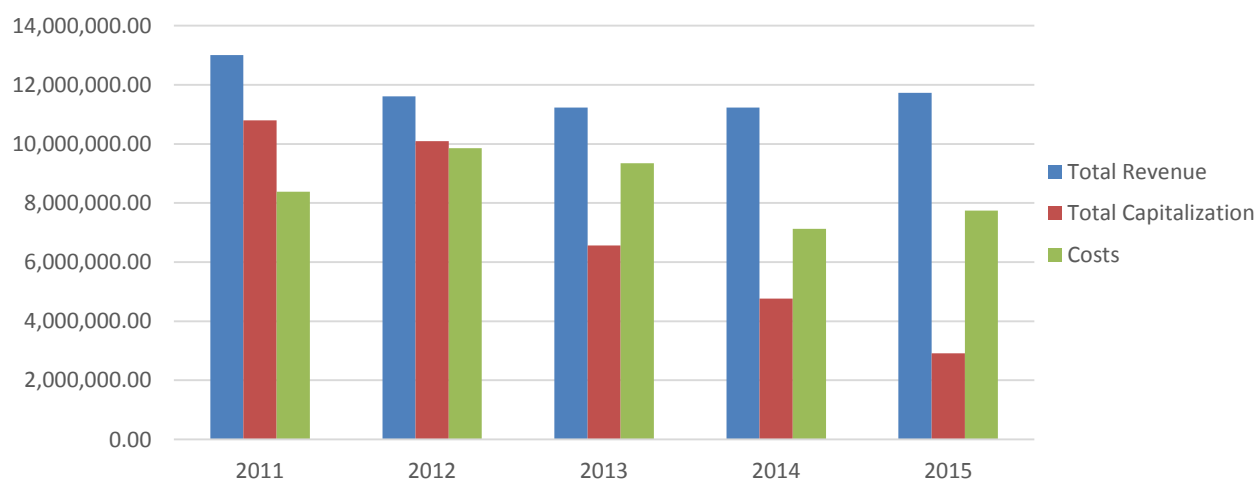
•**2011:** 10,795,185.00  
 •**2012:** 10,089,480.00  
 •**2013:** 6,561,821.00  
 •**2014:** 4,769,523.00  
 •**2015:** 2,911,835.00

**Quantity of services provided:****3 main services:**

Room accommodation, meetings/events facilities, and food & beverage.

**Sub-categories:**

Breakfast, café, laundry, room charges, room services, romantic packages, tel/fax, internet access, shuttle services, pool bar, spa.

**Financial 2011 to 2015****Siloso Beach Resort**

*Blending Life and Leisure with Nature*

**Beneficial ownership:**

•Ng Swee Hua  
 •Ng Yu Teck

**Sales/revenues by region:** 100% from Sentosa site in Singapore

**Costs (\$\$):** (Cost is exclusive of depreciation)

•**2011:** 8,387,625.00  
 •**2012:** 9,853,503.00  
 •**2013:** 9,344,790.00  
 •**2014:** 7,124,375.00  
 •**2015:** 7,738,767.00

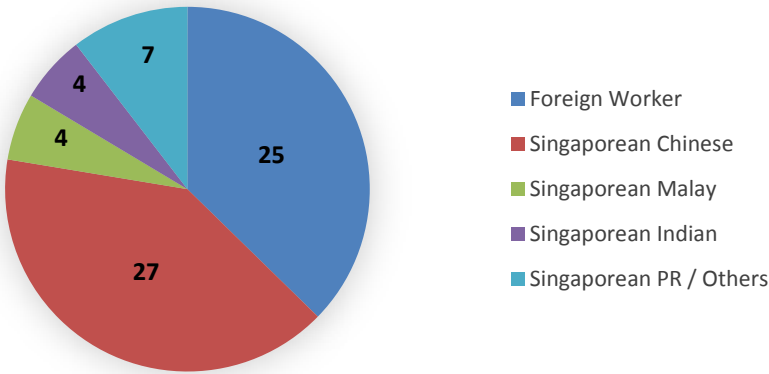


**Prof Monitor:** "SBR has succeeded in demonstrating that adopting a sustainable business model can also lead to a viable financial growth. Still too often, most businesses today only look into the short term financial profits of the organization even if this means to take little consideration for the environment. In SBR's view, such development models cannot sustain in the long term"

Employees breakdown

**Cultural diversity** and origin is one of the **strengths** of SBR. This is reflected in the staff which comprises a multitude of cultural backgrounds.

Employees Minority Group of full-time employees 2015\*



\*Singaporean includes Singapore Citizens and Permanent Residents. Data for full-time employees only.

Squirzy: “They have forgotten to include Prof monitor and myself in the breakdown!! We are locals of course but long time migrants. My roots actually originate in the Americas whereas Prof Monitors’ species can be found throughout South East Asia.”



SBR takes a lot of pride in diversifying it’s workforce. A diversification of the origin of its workforce means diversity in cultures and languages, but also brings an international atmosphere to the resort.





## EMPLOYMENT

G4-10 Total workforce by employment type, employment contract, and region, broken down by gender

**Total workforce: 67 employees (2015)**

**Female : 28 employees**

**Male : 39 employees**

Employment type:

**Full time employee: 61 (91%)**  
(34 female / 35 male)

**Part time employee: 6 (9%)**  
(4 female/ 2 male)

**Region:** All our workforce is **on a single site** which is the island of Sentosa

Our workforce can be described as:

Qualified  
Friendly  
Versatile  
Hard working  
Eco conscious  
Dedicated  
Diverse  
Attentive



**Siloso Beach Resort**

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SBR is a single site operated business. All of our workforce is actually at our hotel.

We have a relatively well sized workforce in the range of 60-100 employees which varies from time to time.

The **balance between men and women is well distributed**, and the numbers tend to change slightly with part timers intakes.

We are also constantly having long term **interns**. They are part of our workforce during the attachment.

**SBR is an equal opportunity employer**

**We support:**

- Diversity
- People in need
- Fairness
- Honesty
- Responsibility

**We support  
The UN Global  
Compact  
10 Principles**



**G4-11 Percentage of employees covered by collective bargaining agreements.**

SBR has created various employee committees which aim to engage discussions with the management and to advise.

- Such committees include:
- The Sustainability Committee
  - The Health and Safety Committee
  - The Human Resource Committee
  - The Annual Review Committee

*SquirZy: “so many committees! I also wish I had my own committee to mange the availably of nuts and other yummy food around the resort!”*

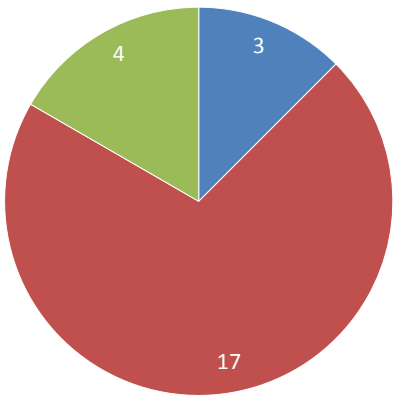


Copyright Siloso Beach Resort

**G4-12 Describe the company’s supply chain.**

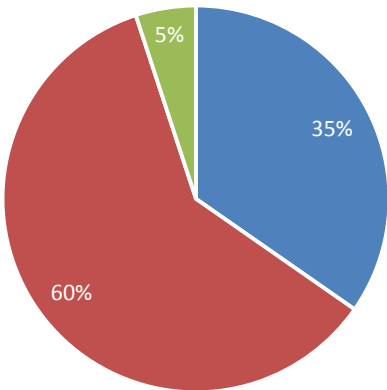
Total number of suppliers: **24**

Suppliers **2015**



■ Housekeeping ■ Food and Beverages ■ Maintenance

Total amount of money spent **2015**



■ Housekeeping ■ Food and Beverages ■ Maintenance



### G4-13 Significant changes during the reporting period regarding size, structure, or ownership

There have not been any changes in the capital structure since the start of operations.

Development phases: There have been two main phases of development of the facilities:

- *Principal hotel wing (standard rooms, deluxe rooms and roof top suites)*
- *Villas wing*

#### Renovation work:

Main guest rooms: SBR is currently in a renovation phase which is ongoing and being conducted in several phases through the various room types.

Villa wing: SBR is currently modifying its villas to accommodate more family oriented guests.

General works: Small upgrades (e.g. new staircases/corridors, new floor mats...) are taking place throughout the resort.

\*ADD\* Changes in the location of suppliers, the structure of the supply chain, or in relationships with suppliers, including selection and termination

In 2015 all room locks are being updated to a latest system



### Ongoing renovation!

Siloso Beach Resort is the **recipient of various prestigious awards and certifications** which it has received in recognition of efforts to reduce its impact on the environment, foster a company-wide culture of environmental awareness, and give back to society and nature through educational tours and CSR projects.



These awards and certifications are an important way to communicate to the stakeholders the sincerity of the commitment to preserving the environment. Through these achievements, we hope to set the environmental benchmark higher for the tourism industry in Singapore and South East Asia.



## Siloso Beach Resort

*Blending Life and Leisure with Nature*

Below is a summary of SBR's latest awards:

### PUB Watermark Award

The Watermark Award was introduced in 2007 to recognise individuals and organisations for their outstanding contributions and commitment to protect and raise awareness of Singapore's precious water resources.

Siloso Beach Resort (SBR), which has been conferred the Watermark Honorary Award for its exemplary contributions towards water and environmental sustainability in Singapore, centres its efforts on reducing potable water usage in their operations and promoting public awareness on water conservation. Their efforts include a self-maintained rooftop garden which retains rainwater for irrigation and the use of excess spring water to irrigate the landscape. Its water efficiency index is within the top 10% among hotels in Singapore. SBR is also a strong proponent of education, making use of its facilities to showcase and test-bed environmentally friendly technologies and practices.



### Landscape Excellence Assessment Framework 2013



Landscape Excellence Assessment Framework (LEAF) is a voluntary certification scheme by National Parks Board (NParks) that seeks to encourage property developers to focus on landscape enhancement as an integral part of development and marketing. Provide recognition for excellent efforts by developers in greenery provision, protection of trees, and encouragement of biodiversity.



## PUB Honorary Water Mark Award 2015



**Our latest award: The PUB Honorary Water Mark Award was given to SBR for its outstanding water conservation projects but also its overall holistic approach to sustainability**





Below is a summary of SBR's latest awards:



**Siloso Beach Resort**

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## Singapore President's Award for the Environment 2013



### The President's Award for the Environment (PAE)

The President's Award for the Environment is the highest environmental accolade for individuals, organisations and companies that have made significant contributions towards environmental and water resource sustainability in Singapore. It recognises and honors the sustained environment- and water-related contributions by environmental champions from the People, Public and Private (3P) sectors.

Beyond that, this prestigious award also aims to inspire more individuals, organisations and companies to step forward and join the effort to tackle our environmental challenges.



**Siloso Beach Resort received the President's Award for the Environment from President Tony Tan Keng Yam on 24 September 2013, at the Singapore Environment and Water Awards Ceremony 2013.**

## Community In Bloom 2014 – Platinum Band



Community In Bloom is a program by the National Parks Board to promote community gardening.

Our Eco-Resort achieved this recognition due to various green and community activities, including preservation of biodiversity, earthworm composting, and promoting sustainable growing methods to schools and the community.



## Enabling Employer Awards 2014 – In Recognition

The Enabling Employers Awards gives recognition to organisations that have hired people with disabilities and have made efforts to integrate them with their workforce. About 14% of SBR's staff are persons with disabilities.



## Previous Year's Awards

### •ASEAN Business Award (CSR Category, 2012)



The resort was recognized for its social and environmental programs as a “Most Admired ASEAN Enterprise” under the Corporate Social Responsibility award category for SMEs (Small-Medium Enterprises). The award recognizes admired ASEAN businesses in four areas: growth, employment, innovation and CSR. This award is unique because unlike previous awards received by the resort, this was regional and those applying for the award came from the various ASEAN countries. The criteria for the award was also heavily focused on not just the environmental impact, but also contributions to the community and society.

### •Singapore Sustainability Award (top achiever 2011)



In 2011, a total of 68 companies submitted for the Singapore Sustainability Awards, with 9 winners chosen among the various categories, with **SBR being the only Top Honour Winner in its category.**

Although SBR has achieved other awards, this one is the first to take all 3 aspects of sustainability into equal consideration: economic, social, and environmental.

**In the last 4 years, SBR has been awarded important awards & certifications for its sustainability efforts...**



**Siloso Beach Resort**

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### • Singapore Environment Achievement Awards (top achiever 2010)



The criterion for the SEAA focus on assessing the leadership displayed by the company, the real environmental improvement made as well as the ability of an organisation to establish procedures, train staff and innovate in order to achieve breakthroughs in environmental performance.

Siloso Beach Resort achieved recognition for its commitment to sustainability and ecological preservation and was awarded the SEAA Top Achiever Award for 2010. **Since the SEAA was started in 1997, this is the first time that the award has been given to a hotel.**

### •First Eco-certified hotel in South East Asia from TUV Rheinland



TUV Rheinland performed a certification audit at Siloso Beach Resort with the objective to determine, whether the implemented environmental management system meets the requirements for obtaining the TUV Rheinland's “Eco-Hotel” certification program. The certification requirements also encompassed ISO 14000 criteria for an environmental management system.

### •Special mention from Singapore CSR Compact

At the 1<sup>st</sup> Singapore Compact CSR Awards, held during the international Singapore Compact CSR Summit, SBR received the Special mention Award for our strong commitment to the environment and corporate social responsibility. The award and summit are organized by the Singapore Compact for CSR, which “functions as a national society in furthering the CSR movement in Singapore”.





## COMMITMENTS TO EXTERNAL INITIATIVES

## G4-14 Explanation of whether and how the precautionary approach or principle is addressed by the organization

SBR has put into place stringent codes of conduct when it comes to adopting a precautionary approach at all levels of its operations. The SBR sustainability committee plays a crucial role in the company **applying the precautionary principle at all levels of operations and systematically.**

The below diagram highlights the procedure:



Recently SBR has undergone a **risk management training** and application in which external auditors have conducted a risk assessment audit. Following recommendations from the auditors, numerous changes have been made to manage risks in a most effective and ethical way.

“Prof Monitor, Why is it so important for SBR to apply the Precautionary approach?”

“Well Squirzy, you see every action that SBR takes has elements of risks involved. Without a precautionary approach, some decisions made could have serious impacts on aspects as diverse as our surrounding environment or even the safety of our guests and staff. It is a kind of safety net to ensure a good and ethical decision making process.”





G4-15 Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.

SBR adheres to a range of externally developed charters and principles. While some of them are government regulations, many are voluntary initiatives by SBR to follow these standards and often even exceed them.

While SBR implements many of its own regulations and principles, it is important to base these principles and adhere to a range of internationally agreed standards.

Adopting a range of externally developed standards also reinforces SBR’s management policies and insures that the company has a strong backbone and set of standard operation procedures (SOP’s) in place.

Below are **some** of the guidelines:

Standard	Where applied	Date of adoption	Stakeholders	Type
UN Global Compact	SBR	Feb 2012	Multi-stakeholders	Binding
Risk management	SBR	Jan 2012	Multi	bizSAFE level 3
Fire safety	SBR	since 2006	Multi	Legally binding
F&B/ food hygiene	SBR	since 2006	NEA	Legally binding
Eco Hotel Guidelines/TUV Rheinland	SBR	Jan 2011	Multi	Voluntary
Eco Hotel guidelines/SEC	SBR	Nov 2010	Multi	voluntary
Singapore Construction codes	SBR	Since construction	Multi	Legally binding

SBR is fully compliant with all government regulations

We also follow a range of voluntary standards and set some for ourselves

“Prof Monitor, SBR is a relaxed environment. I like it because it gives me a feeling of freedom and to do what ever I want!”

“Actually Squirzy, it is true that SBR values its lay back atmosphere and freedom. SBR wants its guests to enjoy their stay above all. However, as a public environment SBR does have a range of strict regulations which are put into place and enforced to ensure guests safety and comfort.”





## G4-16 Memberships in associations

SBR is associated with **a range of stakeholder** organizations. While some are related to the hotel business many have been established through the **sustainability programs** and CSR outreach.

SBR believes that being a member of these associations extends its sphere of influence and in many instances allows it to **play its corporate citizen role**.

Association	Comment
<b>Delta Senior School (DSS)</b>	Just this year, SBR started our partnership with DSS where we will have 5 students from their horticulture program interning in our landscape department. If everything goes well, it will be extended to other departments (F&B and Housekeeping). We will continue to work with them to <b>provide opportunities for people with mild intellectual disability</b> .
<b>eco-business.com</b>	Asia-Pacific's largest environmental business community. As a member and an approved client, <b>SBR submits regular environmental related articles to this platform</b> .
<b>Mountbatten Vocational School</b>	SBR provides internships to students of Mountbatten Vocational School who best match the people we are looking for. Currently, they are working in our F&B Department.
<b>Ministry of the Environment Youth Environmental Engagement</b>	SBR meets a few times a year with members of the ministry to network and <b>share best sustainability practices</b> and involvement of the youth community in Singapore.
<b>National Environment Agency</b>	Learning Journey partner for PS21 Excel Convention 2010. SBR is the <b>first learning journey partner from the private sector</b> .
<b>Sentosa Island Partner</b>	Sentosa Island regularly organises meetings between its island partners and often by inviting third party organisations to discuss about <b>future and potential development plans</b> of the island.



**Siloso Beach Resort**  
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Association	Comment
<b>Singapore Compact for CSR</b>	<b>A primary point of contact for CSR</b> related events and support in Singapore. As a member, SBR is regularly involved in seminars and meetings organized by this organization. SBR has also sponsored some of these events.
<b>Singapore Environment Council</b>	SBR is actively supporting the work of SEC through sponsorships or direct involvements.
<b>PUB's Friends of Water Network</b>	SBR is an active member of the Public Utility Board's Friends of Water Network, and supports efforts to promote <b>water conservation</b> .
<b>Singapore Nature Society</b>	As a member, SBR regularly attends events organized by this organization. It also has sponsored some of their initiatives.
<b>St Andrew's Autism Centre</b>	SBR actively supports <b>the integration of people with disabilities</b> through its partnership with the organization.
<b>Tripartite Alliance for Fair Employment Practices (TAFEP)</b>	Inspired by TAFEP's guide on <b>Working with People with Disabilities</b> , SBR created a handbook for our employees and managers to refer to. We implement and support fair employment practices in the workplace.
<b>UN Global Compact</b>	Signatory/Member. The United Nations global CSR initiative is the world's largest CSR initiative that <b>aims to drive more sustainable practices in businesses</b> throughout the world. Since 2012.





Association	Comment
Make a wish Foundation	SBR regularly donates to this foundation which aims to give children with life threatening illness an opportunity to realize a wish
National University of Singapore	Member, Raffles Museum. SBR financially supports many causes of the museum
Open Door Fund (recruiting disable and senior persons)	Member. Facilitating recruitment for the disabled and the senior persons
Singapore Business Federation	Member as a corporate but also as a participant in their sustainability forums
Singapore Packaging Agreement	Signatory/Member. SBR is committed to reducing its packaging waste.

SBR is **active** in engaging with stakeholders through memberships and active contributions. While many partnerships are already established, **SBR constantly seeks new engagements opportunities...interested?**



and many others...

In the past 3 years alone, SBR has established numerous partnerships with various stakeholders in very different fields from environmental and social NGO’s to government organization and the private sector. So far for SBR, joining an organization through membership has usually resulted in other means of collaboration **going beyond the simple membership** (e.g. organizing mutual events, sponsorship of events, working on mutual programs...)

SBR is very active in stakeholders engagement both through its mainstream business but also through CSR programs



Squirzy: “Through its various memberships, SBR significantly expands its sphere of influence. Prof Monitor often teaches me that **a company with a heart is more important than one with deep pockets** and that finding a right balance between being a financially successful business and a socially responsible one should be the aim of any business. Prof Monitor tells me that when I get older, I will **learn to understand this concept!**”

**It feels good to be a good corporate citizen!**





#### G4-17 List all entities included in the organization's consolidated financial statements or equivalent

##### Singapore Registered Company Name:

Siloso Beach Resort Pte. Ltd.

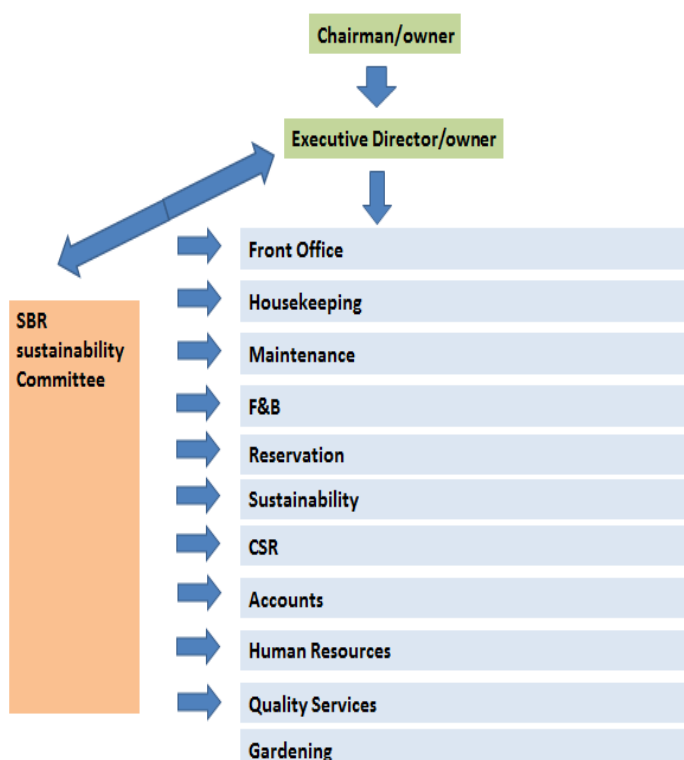
Siloso Beach Resort is a **family owned hotel**. Its only site and operations are on Sentosa island. SBR does not have any other operating companies, subsidiaries or joint ventures. SBR has a unique yet simple corporate structure formed of a general management core and dependant departments.

Main Divisions	Description
Front office	Takes care of first contact with guests (registration, check out...) and general inquiries
Housekeeping	Daily rooms and facilities cleaning
Maintenance	Electrical/mechanical maintenance
F&B	Food and beverages services
Security	Resort security and observation
Reservations	Handling of all reservation matters
Sustainability	Environment/society/financial sustainability
Accounts	Handling all accounting matters
Human Resources	Handling all employees related matters
Quality services	Quality of services monitoring and actions
Gardening	All gardening matters (gardening is an important department at SBR considering the extent of vegetal coverage)

**The corporate structure at SBR is unique** because:

- It is a family owned and managed business;
- Corporate sustainability is an integral part of the overall management

##### Company structural diagram:



As this diagram highlights, the **Sustainability Committee** plays a **crucial role** at SBR as it serves as a filter to most decisions taken regarding the company's operations. The presence of this structure ensures that **sustainability** is not just a practice but rather **an integral part of the business structure**.

"Prof Monitor, I was wondering: is it common for a hotel to give such an important role to a sustainability committee in the decision making process?"

"No, Squirzy, I actually think it is quite a unique concept. In my opinion it is necessary that such a committee filters all decisions that the management has to make to ensure that sustainability is always taken into consideration"





## REPORT SCOPE AND BOUNDARY

### G4-18 Process for defining report content

This report is written using the **GRI 4.0 guidelines**.

**Materiality:** This report covers all indicators highlighted in GRI 4.0 guidelines. SBR wishes through this report to be fully transparent in reporting the information which SBR is willing to publicly share in the hope that it may inspire other organisations in the hospitality field or others.

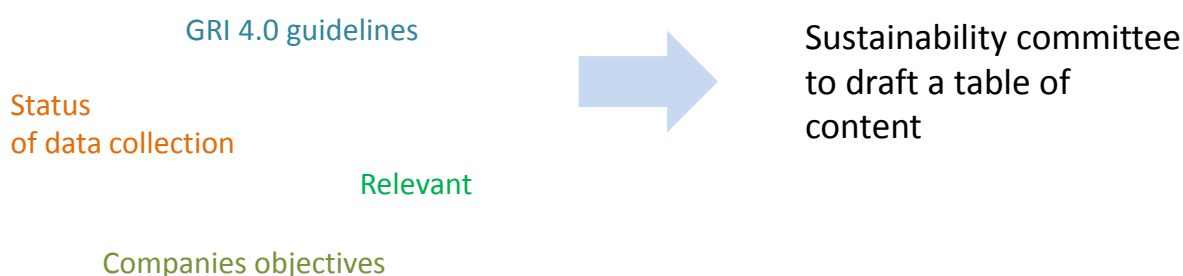
**Focus area:** As an eco-resort, the **environment** topic is important to us and therefore we have chosen to give it a particular attention. **The Story of SBR is unique** especially with regards to the initiatives which have been taken to preserve the environment on site and to spread awareness on environmental issues.

However, as we do adopt an integrated sustainable business concept, we also take into consideration economic and social aspects, which are also reported.

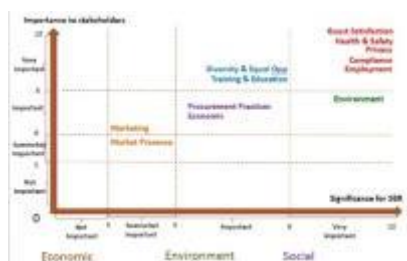
**Stakeholders:** This report is **targeted at all our stakeholders**. A list of stakeholders is given in G4-24

**We define the content to include in the sustainability report on two basis:**

- 1) The guidelines provided by the GRI 4.0 which acts as a backbone to structuring the report. While certain elements are compulsory, others are left open and it is up to the sustainability committee to decide whether to include optional reporting indicators depending on our needs, objectives and status of information currently available for these indicators.
- 2) This report is not just a sustainability report following established guidelines but importantly a story of SBR from its inception to present retracing the story of this unique business on its journey towards sustainability. Because of this, there are many elements of the report which go much beyond the needs of the reporting framework.



### G4-19 List all the material Aspects identified in the process for defining the report content and the Aspect Boundaries



The materiality chart (**refer to page 29**) identifies areas of priorities which help shape the reporting content and the specific material Aspects.



## Our unique “jungle feel”



**Siloso Beach Resort**

*Blending Life and Leisure with Nature*

One of our villa wing paths



Many areas of our resort offer  
a **natural immersive environment**





## G4-20 Boundary of the report

As a single site operated business, boundaries of the report are clearly defined:

The Report covers **single operations of Siloso Beach Resort** in Sentosa Island.

## Specific limitations on the scope or boundary of the report

This report intends to cover all areas of environment, social and economic aspects of the organisation and to report on all key indicators according to the guidelines of GRI 4.0. There are **no specific limitations**.

**G4-21 Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.**

SBR is **not involved** in joint ventures nor does it have any other subsidiaries.

Outsource operations are mentioned throughout the report and are considered part of our sustainability efforts (i.e. Siloso Beach Resort is selective with regards to its outsourced operation/contactors with a consideration for sustainability practices).

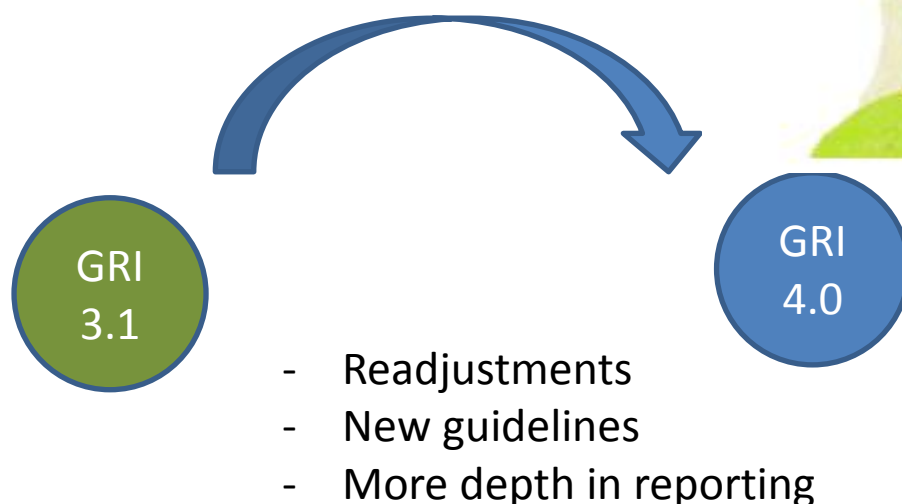
## G4-22 Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement

This is SBR's **fifth** sustainability report. There are **no re-statements**.

## G4-23 Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.

This is the **fifth** sustainability report. In our previous report (2015), we changed from **GRI 3.1 to GRI 4.0**, and we continue to use the GRI 4.0 framework for this report.

*"By upgrading our report to the latest international guidelines We are more in line with the global trends and able to keep up with stakeholders expectations; while the content remains similar than in our previous reports, the overall upgrade is more structured and some sections are more detailed than before"*



STAKEHOLDER ENGAGEMENT

The following Disclosure Items refer to general stakeholder engagement conducted by the organization over the course of the reporting period

G4-24 List of stakeholder groups engaged by the organization.

Our stakeholders include all the various partners with whom we work with on the various programs that we have.






Main programs supporting organizations

SBR has developed a number of high level outreach CSR programs. Some of these programs have gained a lot of support from leading organisations in their respective fields. Below is a selection of latest engagements with stakeholders.

Organization      Program partner

	World Wide Fund for Nature: SBR Biodiversity Portal
	Conservation international: SBR Biodiversity Portal
	Tropical marine Science Institute: SBR Biodiversity Portal
	Raffles Museum of Biodiversity Research : SBR Biodiversity Portal
	Census of Marine Life: SBR Biodiversity Portal
	The Singapore Institute of Biology : SBR Biodiversity Portal
	Singapore Environment Council: SBR Biodiversity Portal
	Science Centre Singapore: SBR Biodiversity Portal
	National University of Singapore: SBR Biodiversity Portal
	United Nations Environmental Programme: SBR biodiversity portal



Organization	Program partner
	<a href="http://www.eco-business.com">www.eco-business.com</a> : SBR eco articles
	Origin exterminators. Sustainable solution to mosquito control
	Singapore compact for CSR. Various events
	Singapore Polytechnic SBR Eco Tours/internships
	University of Nevada Las Vegas. SBR Eco Tours

...And many others...

SBR is continuously seeking new partnerships with various stakeholders

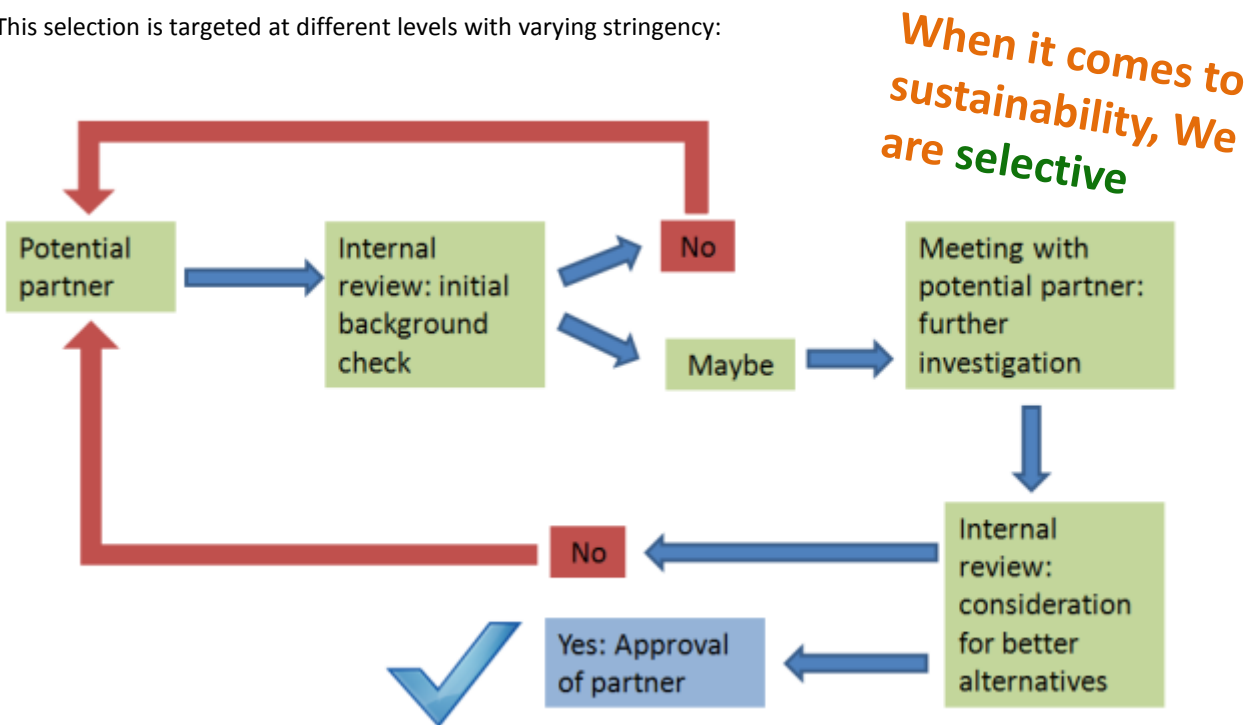
Other stakeholders comprise the following

Stakeholders	Comments
Customers	Guest staying at the hotel as well as passing guests (e.g. F&B guests)
Civil Society	SBR is very active in reaching out to society through its numerous CSR programs
Employees and other workers	SBR puts a lot of attention on its employees and contract workers which play a very important role in the success of the business
Suppliers	As an hotel environment, SBR works with numerous suppliers many of which are active in the sustainability field

G4-25 Basis for identification and selection of stakeholders with whom to engage.

As an eco-hotel, SBR takes particular care to select **stakeholders which share its vision of sustainability**. The below diagram highlights the systematic process by which SBR chooses its stakeholders:

This selection is targeted at different levels with varying stringency:



Stakeholders  
Hotel Guest

**Comments**  
SBR primary target is to attract **eco conscious travellers**. In order to achieve this, SBR primarily advertises its services in eco travel platforms. However, SBR remains open to accept any type of guests to its facilities.

Suppliers/service providers

SBR takes great care in assessing every **purchased product to be sustainable**. In order to do this, particular care is taken to assess every purchased item and to identify **potential alternatives** which are less impactful on the environment.

Program partners

As most of SBR programs are into sustainability, SBR is **very selective** on organisations with whom it partners

“Prof Monitor, Why can’t SBR just approve any stakeholder, wouldn’t this be better for the business?”



“Well Squirzy, you are right. It would probably be more profitable to just do business with anyone. However, you see SBR is a responsible business and has strong commitments to select its business partners to be some which also share its sustainability values. By doing so SBR can extend its sustainable outreach beyond the boundaries of the organization. SBR is only interested to do business with like minded individuals and organizations. This philosophy is good for the long term prosperity of SBR”



G4-26 Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.

SBR has various approaches to **engage with stakeholders:**

Surveys

SBR is regularly approached by stakeholders who wish to undertake **surveys**. In recent years many of these surveys have been targeted at third parties gaining a better understanding of SBR sustainability initiatives.

Focus groups

SBR is open to collaboration and partnership with all stakeholder groups.

In the past years, SBR has gained strong stakeholder partnerships with groups as diverse as:

- Government Organisation** (e.g. Ministry of the Environment and Water Resources, National Environment Agency, National Parks Board, Public Utilities Board, Ministry of National Development...),
- NGO’s** (e.g. Singapore Environment Council, World Wide Fund for Nature, Conservation International, Singapore Compact for CSR...)
- Private Sector:** SBR is regularly engaging with various private sector entities, from suppliers to manufacturers or service providers
- Public Sector:** SBR engages with many public sector organizations such as universities, schools, community services...

Our **3** focus groups:

Public  
People  
Private



Community panels

SBR sits on a number of community /discussion panels , of which **some** include:

- Ministry of the Environment and Water Resources. Corporate and education institutions engagement
- Sentosa Island partners discussion group

Written communications

SBR engages with various stakeholders through written communications means.

- Reports on environmental initiatives
- Sustainability and CSR programs
- Articles/news
- Marketing material
- Audiovisual materials
- Eco tours

**and many more...**

Frequency of engagement

Stakeholder group	Frequency
Hotel Guests	Constantly
Government organizations	Frequently. Mostly through attendance of events and events sponsorship
Private sector	Constantly through our supply chain and various programs (e.g. eco tours)
NGO’s	Frequently. Mostly through our CSR programs (e.g. biodiversity portal) and events sponsorships



On site engagement

SBR has a range of programs aiming to engage stakeholders **on its site:**

Stakeholder engagement	Description
Environmental Channels	Two channels in the Resort are dedicated to providing environmental information, and are available in all guest rooms and in common areas.
Eco-Huts	Various huts (7 in total) around the resort contain environmental messages. It is a passive learning concept, where information is made available in a very relaxing environment.
SBR Mascots	In an effort to make their environmental messages more fun and appealing to kids, SBR has created two mascots.
Self-Guided Eco Journey	For those guests who wish to know more about the Resort, there are self-guided Eco Journey panels placed throughout the resort. These panels provide key facts and figures about the hotel environmental achievements which are elaborated in much more depth in the guided eco tour
Eco Corner	Located just outside SBR’s reception, it is a starting point for guests to learn about the environmental activities of the Resort. Most importantly, the area hosts a large map of the resort, pointing out the environmental messages and highlights.
Guest Conservation Messages	Messages to guests about conservation of resources are present at SBR’s Reception, and in the rooms which have “10 tips to have a greener stay”
Café Biodiversity Exhibit	SBR’s Café features large pictures of biodiversity taken around the Resort. On the side of each picture information about the species, and a message about nature conservation are present.
Real Dinosaur Bones Display	In collaboration with NUS, SBR is displaying real diplodocus vertebrae bones.
Eco Leisure	A Climate change themed board game is available for guests to play. Through playing the game, they are made aware of some of the most important consequences of climate change.

and many more...

“Prof Monitor, why is SBR trying to engage its stakeholders on its site in so many ways?”



We Engage  
People to care for &  
protect the environment!

“Well Squirzy, it is one of SBR’s fundamental principles to actually use it’s facilities as a test bed and a showcase of sustainability practices. SBR hopes by doing this to inspire many people who transit through its facilities.”



**G4-27 Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns**

**Our guests:** *misunderstanding of the concept to preserve much wildlife on site including monitor lizards and insects.*

**SBR response:** As an Eco Hotel, SBR has a strong commitment to preserve biodiversity on site. As such it made significant efforts to minimize the impacts through the built environment by preserving the initial terrain, trees and plants. It also takes great care in pest control and cleaning products to use less impactful products. As a result, one would expect to find more species at SBR than in a conventional hotel where these could be considered as pest. SBR is trying hard to communicate this message to its guests that biodiversity preservation is important and a primary goal of SBR in order to blend leisure and nature together and provide a memorable staying experience for nature lovers.

**Our guests:** *misunderstandings on the concept not to provide amenities in the rooms (tooth brush, shampoo bottles...). It has come to our attention that there has been a few misunderstandings on the fact that SBR does not provide amenities kit in the rooms. The misunderstanding is on the fact that SBR is trying to reduce on cost by doing so.*

**SBR response:** SBR has been very clear that the reason for not systematically providing amenities in the guests rooms has nothing to do with cost saving but is purely an environmental initiative to reduce wastage within the resort and to promote good practices to our guests. We wish to highlight that any guest can request for such services and that amenities are indeed available on request by the guest should they need it.

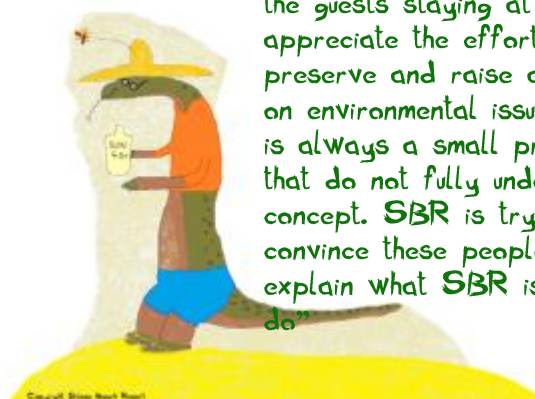
We believe that too often amenities provided in hotels throughout the world result in tremendous wastage and resource usage. Serious studies also highlight that many guests would not make any use of such amenities and usually bring their own products with them (e.g. tooth brushes, shampoos...).

**SBR has resumed to provide amenities in all the guest rooms.**



**Siloso Beach Resort**

*Blending Life and Leisure with Nature*



**Prof Monitor:** "while most of the guests staying at SBR appreciate the efforts done to preserve and raise awareness on environmental issues, there is always a small proportion that do not fully understand the concept. SBR is trying hard to convince these people and explain what SBR is trying to do"

**Our guests:** *misunderstanding on open door concept throughout the resort (non air conditioned public spaces).*

**SBR response:** Indeed, at SBR only 28% of the terrain is covered area. The rest has been kept open space as much as possible. One of the main reason for this was to preserve the existing trees on site (more than 200 initial trees have been preserved). The other reason is for energy efficiency. By having open public spaces, which are either using natural cooling (wind) or ventilators, SBR is able to significantly reduce its energy consumption. SBR believes that the excessive use of air conditioning in public spaces is not necessary to achieve a desired level of comfort.

**Our guests:** *misunderstanding on the need to apply mosquito control treatment on site.*

**SBR response:** There has been some complains that SBR was using fogging methods to treat its mosquitoes. Some guest found it to be disturbing while they are enjoying the outdoor environment and that as an eco hotel SBR should not use chemicals.

As a resort which is located in an environment with very high vegetal coverage, SBR has no choice but to apply mosquito control procedures. This is actually not only SBR's choice but also a government regulation in Singapore as part of the fight against dengue fever potential cases.

However SBR has taken feedbacks into account and since over a year is trying a new pest control technique that makes use of alternative treatments using a bacterial based solution around the perimeter of the resort. This process is much less impactful on wildlife which is very important to SBR.

SBR would like to highlight that it is very mindful of guests comfort and wildlife welfare but it is also concerned about assuring a safe environment for its guests and staff.



REPORT PROFILE

G4-28 Reporting period

This report covers information for the **period of 2014 (1 Jan 2014 to 31 Dec 2014)**

However, many of the data collected covers a longer time period, often since the very conception of the hotel more than 10 years ago. It is important in order to capture the level of achievements at SBR that the report portrays not only some data for the last two years but also puts this into context of the greater picture since the construction days.

One can only appreciate the efforts and achievements in the pursuit of sustainability when gaining an understanding of the history of this sustainability journey at SBR.

It is a **journey** that SBR has embarked on, not punctual achievements. SBR prefers the term of journey as **becoming a more sustainable company is something that requires constant efforts and adjustments and it is a long term process.**

G4-29 Date of most recent previous report

This sustainability report is SBR’s **Fourth**, previous report was published on 25 Oct 2014.

G4-30 Reporting cycle

SBR sustainability reports will be **re-edited** to include up to date information **annually**.

G4-31 Contact point for questions regarding the report or its contents.

contact regarding this report:

[csr@silosobeachresort.com](mailto:csr@silosobeachresort.com)

Additional contacts: This report was approved and voted by SBR sustainability committee.

G4-32 Report the ‘in accordance’ option the organization has chosen.

**SBR is reporting in accordance to the Core option.**

SBR’s Sustainability Committee comprises executives and managers of various departments and meets at least two times a year to review achievements, assess progress and set new targets for continuous improvement in our sustainability journey.

SBR’s Sustainability Committee members:

Designation of Sustainability Committee members

- Managing Director
- Director of Sustainability
- CSR Manager
- F&B Manager
- Housekeeping Manager
- Front Office Manager
- Sales & Reservations Manager
- Finance Manager
- HR Manager

G4-4.0 GRI Content Index

Category/sections	Indicator	Pg No.
Strategy and Analysis	G4-1 – G4-2	10 -35
Organizational Profile	G4-3 – G4-16	37 - 58
Identified material aspects and boundaries	G4-17 – G4-23	59 - 62
Stakeholder Engagement	G4-24 – G4-27	63 - 67
Report Profile	G4-28 – G4-33	68 -69
Governance	G4-34 – 41, 44, 49, 51, 52	71 -76
Ethics and integrity	G4-56	77
Economic indicators	G4-EC1 – G4-EC9	156-160
Environmental indicators	G4-EN1 – G4-EN31	95- 142
Social indicators		
- Labor practices & decent work	G4-LA1 – G4-LA13	144-148
- Human rights	G4-HR3	148
- Society	G4-SO1, 6	150-151
- Product responsibility	G4-PR1 – G4-PR5	152-155

ASSURANCE

G4-33 Policy and current practice with regard to seeking external assurance for the report.

The validity of the information provided in this report is subject to stringent review both internally and externally.

- Internally:** This report has been reviewed by our Sustainability Committee. Data collection from various departments follows company guidelines and internal quality control procedures.
- Externally:** SBR sustainability statements are publicly available and have been subjected to review by a number of stakeholders including awards and certifications provided by third party organisations. As part of the **process of obtaining our numerous awards and certifications** (e.g Singapore Environment Achievement Award, Singapore Sustainability Award, Singapore Compact Merit Award for CSR, Eco Hotel certifications from TUV Rheinland and the Singapore Environment Council), the **statements** provided in this report have been **extensively reviewed**, analyzed and verified by these parties in much more depth than just a simple third party verification assessment (e.g.: water/energy audits).

**Through the detailed internal and external verifications, SBR is confident of the accuracy of the information hereby provided in this report**



The below table provides a list of **some** third party verifications (there are many others):

Verifying Third Party	Aspect verified	Documental evidence
Singapore Environment Council	Environmental achievements	<b>Certificate:</b> Singapore Environment Achievement Awards (Top achiever -2010)
Singapore Business Federation	Sustainability achievements (social, Environment and economical)	<b>Certificate:</b> Singapore Sustainability Award (Top honour – 2011)
TUV SUD	Risk assessment: "bizSAFE level 3 certified"	<b>Certificate of Audit</b> by TUV SUD
Government accredited auditor	Financial statements	Audit report
Singapore Environment Council	Green initiatives and operations	<b>Certificate:</b> SEC Eco Hotel certification (2011 -2012)
TUV Rheinland	Green initiatives and operations	Certified eco hotel (first to be certified in South East Asia (2009 – 2012)



## Case study : the fear of a sustainable path



**Siloso Beach Resort**

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2

Prof Monitor: "Yes, Squirzy, you are right. Many see sustainability as a very difficult path and would rather choose the easier way of continuing business as usual. I believe that this is not true for several reasons."



3

Squirzy: "Is it because it is expensive or simply because it requires too much extra efforts and allocation of resources?"

4

Prof Monitor: "It is definitely not a cost issue, many aspects of sustainability rather save money than cost anything. It is more a problem of a fear of change in practices, drifting away from business as usual and shifting the mindset of corporations."

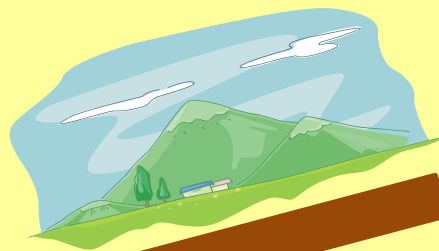
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Prof Monitor: "My philosophy is quite simple. See sustainability as a climbing exercise. If you look at it for the first time and aim to become a sustainable company straight away it will seem like an unachievable goal such as climbing a very high mountain without any prior training or experience. But if you adopt a progressive approach and choose to start by climbing a hill then you will put yourself on the right path of achieving this goal overtime step by step."

**Corporate sustainability is like...climbing!?**

**..It is easier to start by climbing a hill!**

You do not climb to the top of a high mountain straight away..



**Sustainability is a JOURNEY not an achievement**

**Corporate sustainability**

You do not become a sustainable business straight away..

**..It is easier to adopt a progressive approach progressing step by step towards this goal.**



GOVERNANCE

G4-34 Governance structure of the organization

Senior Management:

Siloso Beach Resort is a family owned and operated business. Senior management (responsible for executive decisions ) comprises of **family members**:

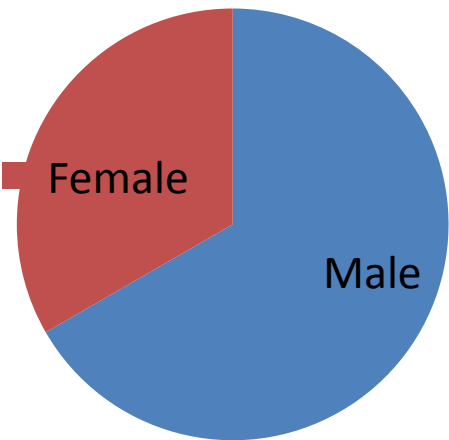
- Mr Ng Swee Hwa: Chairman/Owner
- Mr Kelvin Ng: Managing Director/Owner
- Ms Felicia Ng: Sales and Reservations Manager

As a small family run organization, the number of company executives is limited and comprises of a majority of male representatives. Ratio 2:1

Senior advising group is comprised of a **Sustainability Committee**. Decisions of the committee have influence on family members decisions.

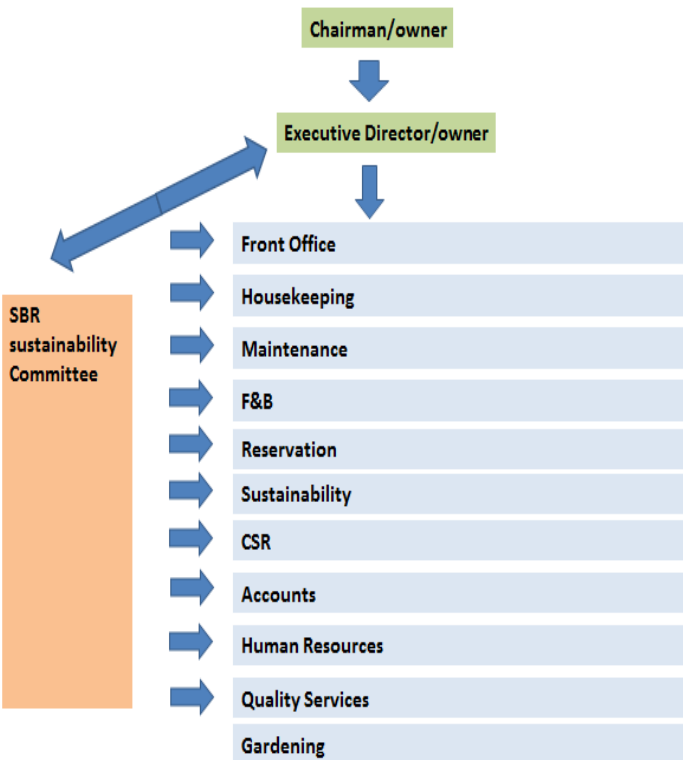
The Sustainability Committee is responsible for analysing key executive decisions on **economic, environmental and social impacts** in the organisation. Below shows the gender ratio in the committee.

The **Sustainability Committee** comprises of 9 members of which 6 are male and 3 are female:



A detailed composition of the Sustainability Committee is given at Section **G4-31**.

G4-35 Process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees



As a family owned business, our owner has the final say in all decisions being made. The **Sustainability Committee** is responsible for executive decisions. The Sustainability Committee comprises of senior executives and the decisions and conveyed to employees in various departments.

G4-36 Report whether the organization has appointed an executive-level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body

SBR is a family owned and managed resort hotel. **SBR does not have a unitary board structure.**



**G4-37 Report processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics. If consultation is delegated, describe to whom and any feedback processes to the highest governance body.**

**Shareholders engagement:**

SBR has various mechanisms in place to collect feedbacks from its stakeholders which includes service providers, suppliers and hotel guests.

Hotel guests are able to provide feedback through various means which include :

- **Pre established feedback forms** available in every room and which are then collected by the staff during room cleaning;
- **Approaching one of the staff** directly who will then report to their department managers;
- **Websites:** The resort's website provides various sections especially designed to collect feedbacks as well as through third party sites such as Tripadvisor which allows guests to review the hotel. SBR regularly scans these sites to gather feedback and take corrective action if necessary.

"but Prof monitor I always thought you were the highest authority here at Siloso Beach Resort! Now I'm confused! Are you still the one I need to ask permissions to climb trees, pick up nuts or even play with the guests?"



Prof Monitor: "No worries Squirzy, you can still ask me but I also have a boss I need to report to from time to time. Actually everyone has a boss here even the owner himself because the real boss is our guests! Yes, you heard me the guests, because without them there wouldn't be any business you see so we always listen to what the guests have to say first before we make any decisions here"

**G4-38 Composition of the highest governance body**

SBR is a family owned and managed resort hotel. **SBR does not have a unitary board structure.**

Report the composition of the highest governance body and its committees by:

Executive or non-executive

Independence

Tenure on the governance body

Number of each individual's other significant positions and commitments, and the nature of the commitments

Gender

Membership of under-represented social groups

Competences relating to economic, environmental and social impacts

Stakeholder representation

**G4-39 Chair of the highest governance body**

**The chairman, Mr Ng Swee Hwa, is also an executive officer in the organisation.**

Highest authority in the organisation is by the owner himself, which is also an executive officer in the organisation.

The reason for this arrangement is that SBR was built from the very beginning with direct guidance from the owner to make SBR a very unique hotel with a strong commitment in sustainability and environmental preservation.

As outsourcing an environmentally conscious management is proven very difficult to find, It was crucial that the owner and family members remained actively involved in the management of SBR in order to stay committed to preserving the environment and promoting sustainable practices.



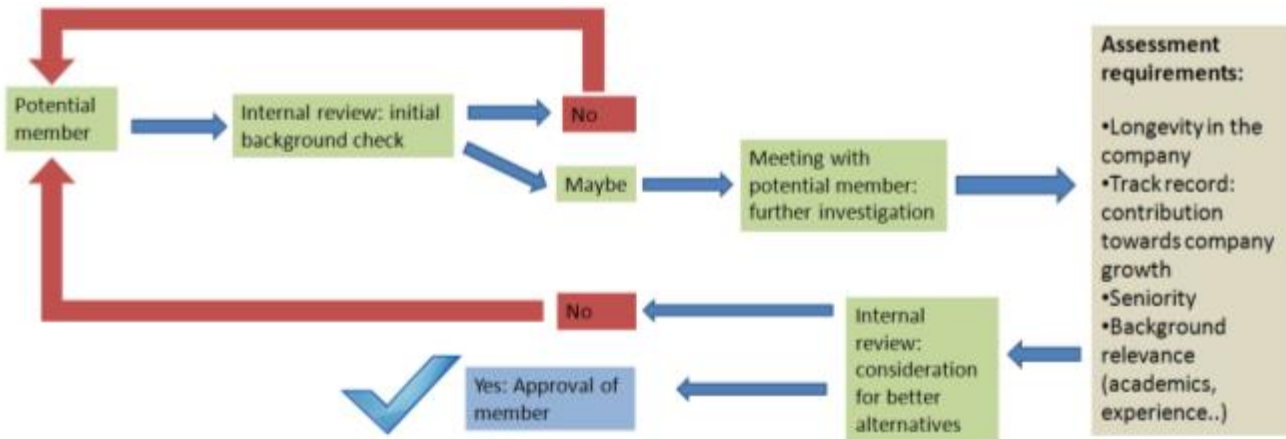


**G4-40** Nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members,

SBR has a process in place in order to assign members of its various governance boards: Governance boards are comprised of advisory committees of which:

: Governance boards are comprised of advisory committees of which:

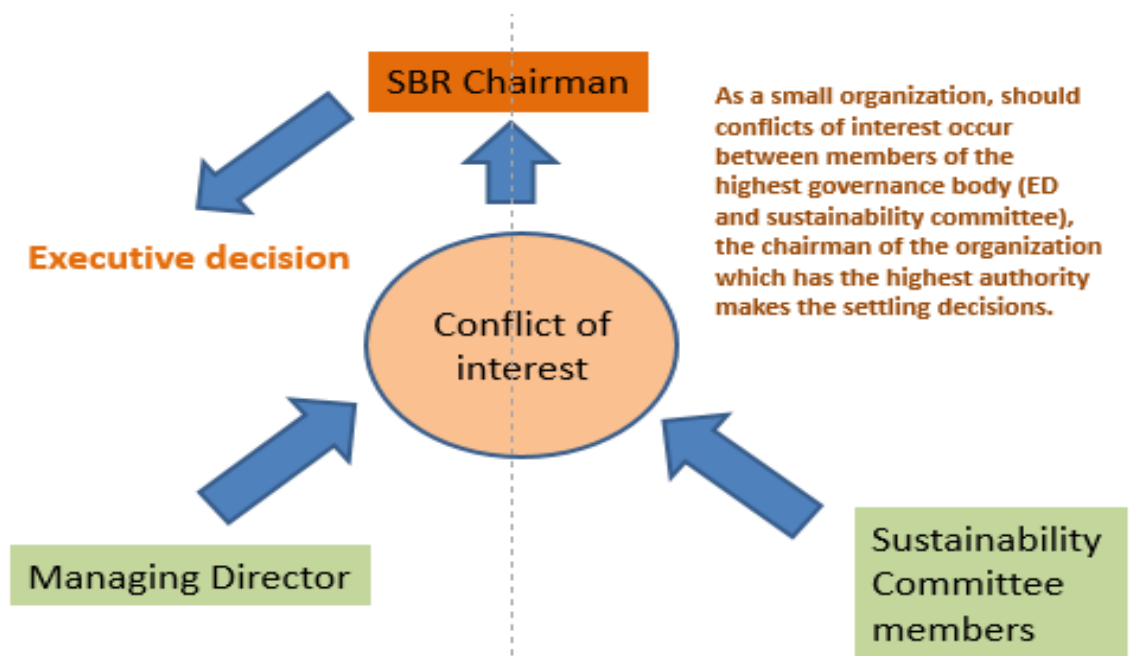
- The Sustainability Committee
- The Risk Management Committee
- The General Review Committee



New committee members are appointed for **a period of 2 years** after which their relevance on the board is reassessed.

**Diversity:** **SBR does not conduct gender discrimination** when appointing new members. Efforts are made to aim towards an equilibrium between number of man and women in the committees.

**G4-41** Processes in place for the highest governance body to ensure conflicts of interest are avoided.



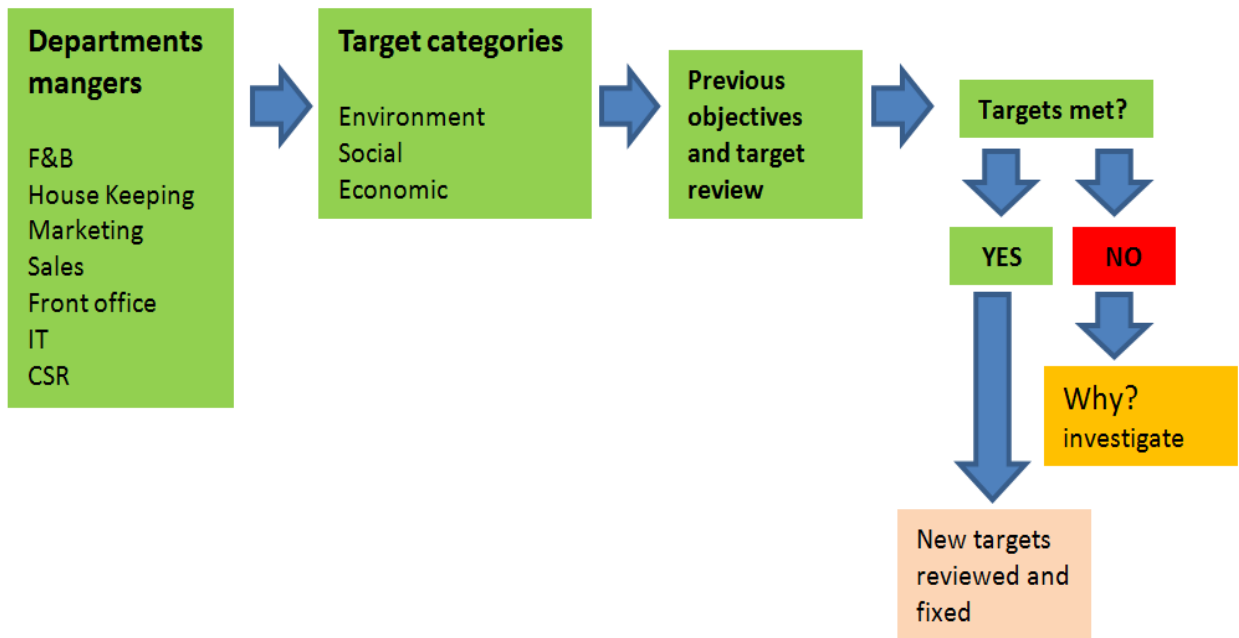




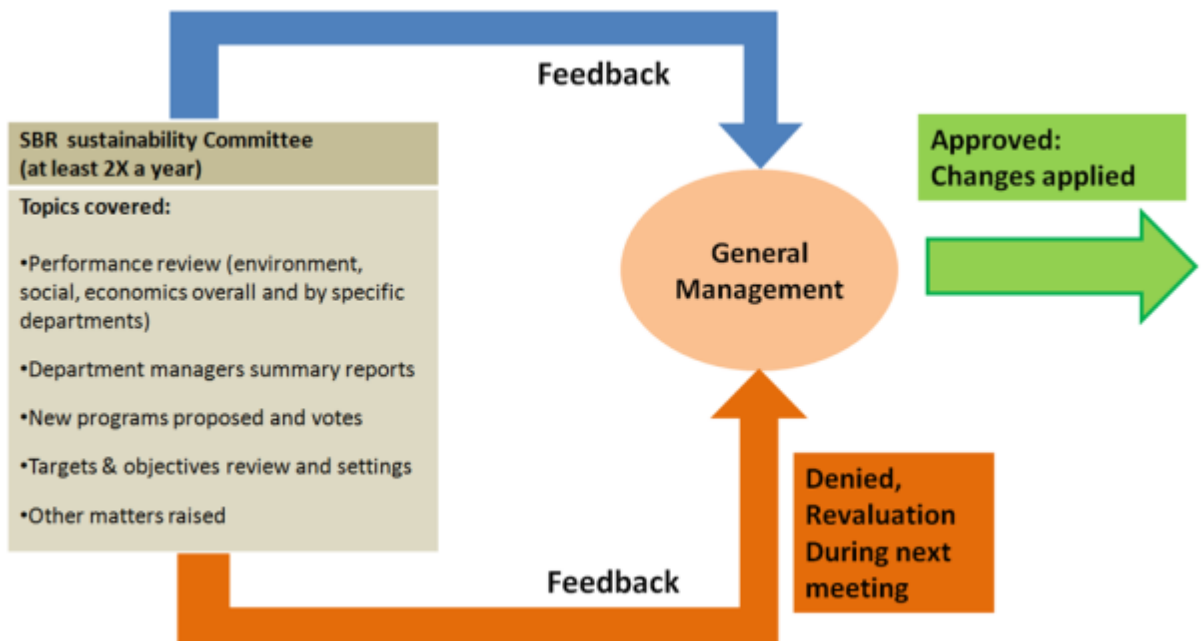
#### G4-44 Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.

During meetings, the **performance of existing targets and objectives are reviewed**. Each department manager will then provide the results of the performance of previous fixed targets in the environment, social and economic aspects.

If previous targets have not been achieved, an investigation is launched to determine the reason and also to fix new targets.



A number of indicators have been put in place in order to regularly assess the performance of the organisation with regards to economics, environment and social aspects.





### G4-49 Employees feedbacks:

SBR has a well-established process for collecting feedbacks from its employees. In order to do this, regular meetings are organized at two levels:

Intra-department meetings: Managers of the different departments meet with their respective staffs to collect feedback. Feedback is then transmitted to the sustainability committee

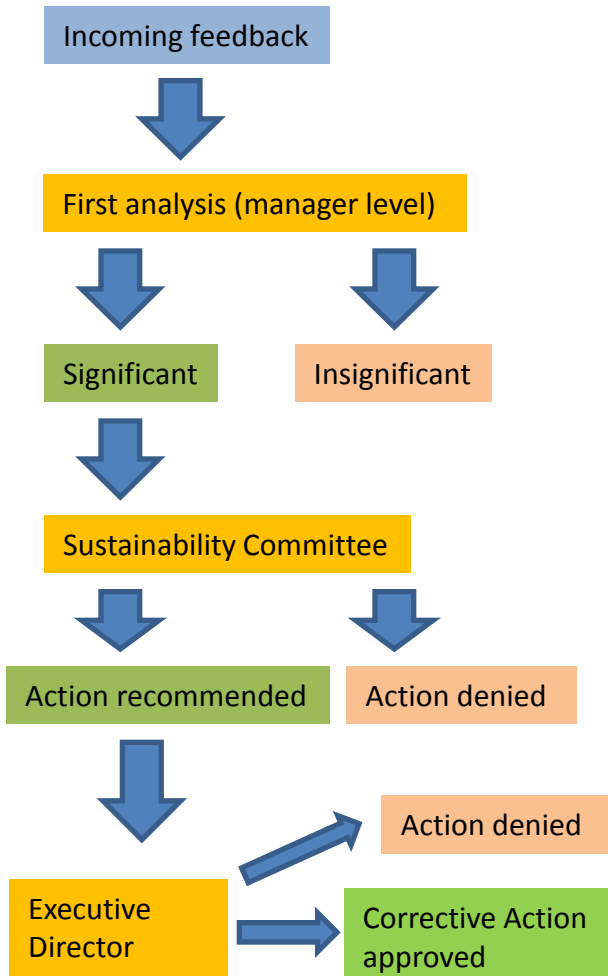
Inter-department meetings: These meetings involve departments managers with general management. Several committees have been established for this purpose:

- SBR sustainability committee
- SBR safety and risk management committee
- SBR Annual review committee



### SBR has open policies with regards to collecting feedbacks from its employees

### General feedback collection mechanism



### SBR Feedback collection box

A **feedback collection box** is another mechanisms for employees to provide feedback anonymously should they not wish to interact with the management directly.

Every feedback is taken seriously and analyzed by the management which will then decide of an appropriate action

Prof Monitor: "Every feedback received at SBR is taken into consideration. Feedbacks which are judged significant and suggest corrective actions are analyzed carefully through an established mechanism. The sustainability committee ensures that decisions made are in the long term sustainability interest of the org."



G4-51 Linkage between compensation for members of the highest governance body, senior managers, and executives

Every employee of the company is subject to employees rules and regulations which include employees rights. These rules are highlighted in the employment contract and agreed between the employee and the employer at the time of employment.

These include (but are not limited to):

- Number of paid leave and holidays
- Fixed salary and bonuses options
- Compensation:** SBR has flexible compensation options for various levels of management which are customized based on experience and qualifications.
- Departure arrangements:** These are the same for all employees and are subject to one month notice. Other departure arrangements may occur and arrangements are made on a case to case basis.

G4-52 process for determining remuneration. Report whether remuneration consultants are involved in determining remuneration and whether they are independent of management. Report any other relationships which the remuneration consultants have with the organization.

SBR deals with remuneration on its own without outside consultants inputs. The salaries are set and benchmarked against standards in the industry. It is currently up to the management to finalize and adjust salaries based on aspects such as performance, level of experience and education.



Linkage between compensations

Level	Compensation
Highest governance	Highest governance is the owner of the company. Compensation is not fixed but proportional to company profit as per shareholders stakes
Manager	- Higher base pay than executive and - More annual leave entitlement - Performance bonuses
Executive	- Monthly pay package - Two annual leaves entitled - Performance bonuses
Others Rank and File	- Monthly pay package - Allowance - Performance bonuses
Part timers	- Hourly rated - Allowance

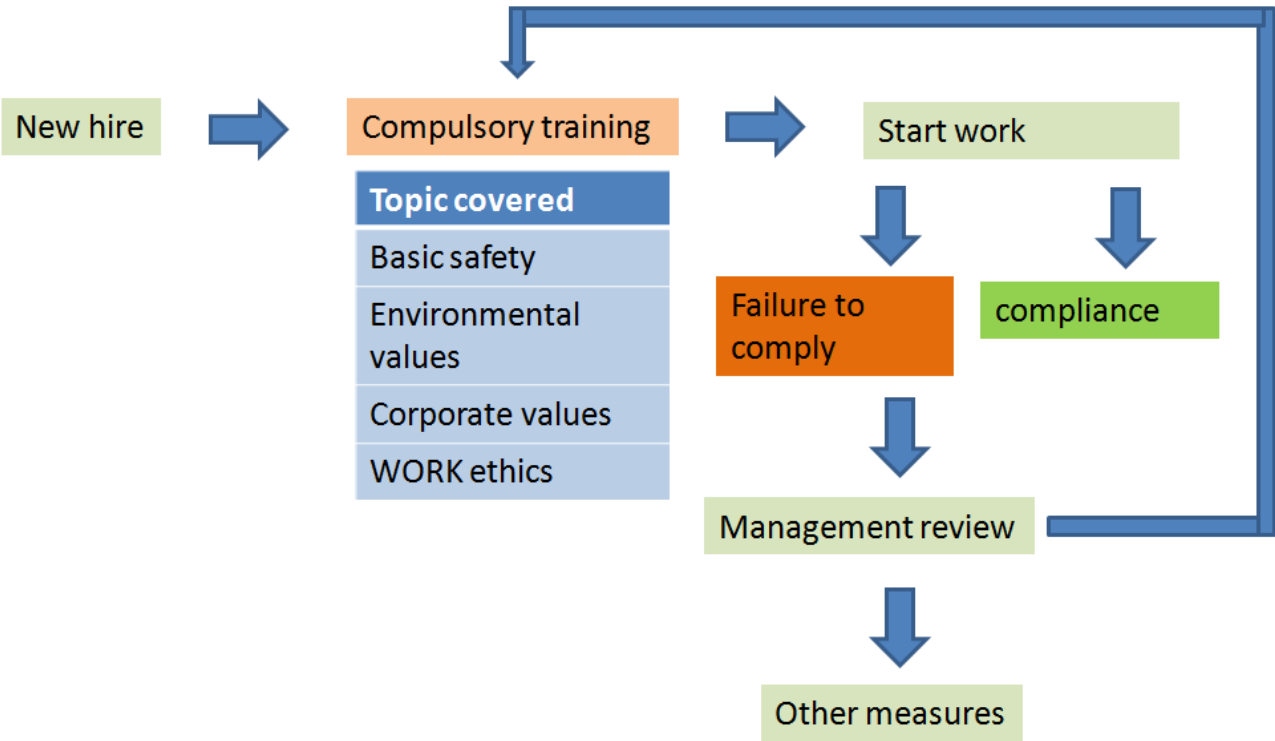
As part of our compensation, all full time employees benefit from healthcare options

Squirzy: “of all the employees at SBR, I am the most generously remunerated. My package comprised a daily bag of fresh nuts! In addition I also get performance bonus in the form of fresh fruits which hotel guests are usually quite keen on giving me for just showing up and agitating my tail...what a hard life!





G4-56 Describe the organization’s values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics



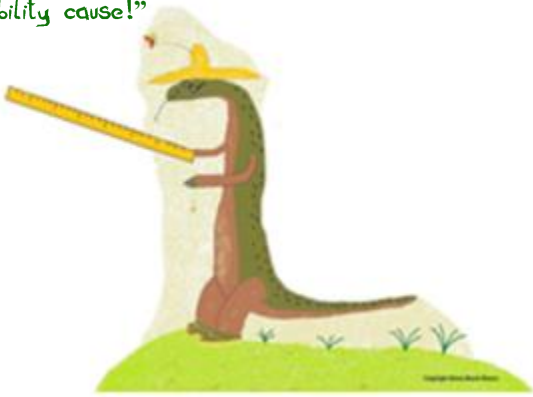
SBR has **a well-established code of conduct** which covers principles relevant to economic, social and environmental attributes.

These guidelines are compulsory and applied throughout the departments.. **General orientation,** covers: safety, environment training , work ethics, corporate values

Squirzy: “Prof monitor, why is it so important for new hires to learn about the cultures and unique practices of Siloso beach Resosrt?”



Prof Monitor: “Well Squirzy you see We want all our employees to understand what is so unique about this place so that it not only affects their own behaviors at work but all in order for them to be able to tell the story to our stakeholders. As such, our employees are not only deployed to specific tasks within the organization but actually become ambassadors of the sustainability cause!”



# SUSTAINABILITY IN HOTELS

Originally published by SBR for GreenPearls



**Siloso Beach Resort**

*Blending Life and Leisure with Nature*

The hotel industry is one that is rapidly expanding and not without significant environmental and social impacts. There are still countless hotels which choose to develop in remote environments without adequate measures and development objectives that protect the environment and local communities. This trend should change as hotels are in a unique position to educate and lead change towards more sustainable concepts and practices.

Every business line addressing sustainability faces unique challenges and opportunities. Hotels is a very unique business sector that both offers great challenges and huge opportunities through the adoption of a sustainability strategy. While many businesses would only deal with specific industry sectors and stakeholders, when it comes to hotels the sectors of influence are very broad and could drive large scale changes in practices from multiple angles. Indeed, hotels are offering unique educational grounds considering the large number of people from all around the world which transit through them. Despite this simple fact very few hotels have to date taken the sustainability agenda beyond regulatory or compliance requirements.

General confusions on sustainable hotels are apparent. Here a sustainable hotel would be defined as an entity continuously looking to minimize its impacts on the environment and society while maintaining a healthy business model. It is not a single achievement but a continuous improvement strategy.

## It makes business sense

We have heard the same story countless times that adopting more sustainable practices also makes good business sense but this statement is especially true in the hotel industry. Indeed hotels are high consumers of water, energy and waste within a relatively small surface area, therefore reductions in consumption effectively translates to significant financial savings.

Hotels are intensive ventures where it takes many years to recover the initial investment. The time for recovery can be significantly cut short through operational savings in energy and water costs predominantly as well as other areas.

Furthermore, tourism predictions point to the fact that the demand for sustainable tourism is expected to rise significantly in the coming years, therefore adopting more sustainable practices not only provides direct cost savings but will also increasingly serve as a key sales point driving business growth.

Another trend is the fact that more and more travellers are looking to escape their busy city urban jungle lives to hotels which provide an immersion back to nature. The search for pristine environments with fresh air, living trees and sites which still hold a diversity of species is becoming the new luxury trend. As people will increasingly move to densely populated cities, this aspect will become more and more apparent.

## A holistic approach is key

Most hotels sustainability programs are often only focused on water and energy and sometimes waste as well. While return on investment can be achieved faster through these aspects, there are a range of other aspects hotels should look seriously into which have important implications on the sustainability of the business.

Below are certain key elements which can serve as a general sustainability framework which we will here refer to as the generic DSRSO-approach(TM):

1) Design: the sooner a hotel can look into sustainable consideration the better it is as only so much can be achieved post construction. If an establishment can start at the design stage than a great deal of efficiency can be achieved passively. Aspects such as maximizing open spaces, preserving trees on site (if any), designing the spaces to make the most use of natural lights and cooling will be key contributors in the overall efficiency of the buildings (and thus cost savings).

# SUSTAINABILITY IN HOTELS



**Siloso Beach Resort**

*Blending Life and Leisure with Nature*

2) Construction: Construction is also very important as many environmental impacts would happen during this phase. There are many aspects that can be looked into to minimize impacts; from training of the construction team to avoid environmentally destructive practices, setting specific guidelines and putting additional monitoring measures. Very important is also looking into the raw materials used for the built structures as hotels can make use of a significant amount of recycled items without affecting the quality of the structures and comfort. Cost can also be reduced through such practices.

3) Retrofitting: The next logical phase is to retrofit the newly built facilities with technologies and appliances which are energy and water efficient. If well planned actually most of a hotel efficiency should be by design (passive efficiency) however this can be further improved through technological inputs. Areas of focus are light fixtures, chiller systems, pumps, water heaters which all can be customized for greater efficiency. If the conditions are suitable, renewable energies should be looked into as well.

4) Setting the management: Moving from the hardware elements equally important is to look at how the hotel will be managed. A hotel could be built in the most sustainable way but if it is not managed with a similar mind-set it is wasting the efforts. Management is crucially important and the sustainability agenda should be an integral part of the business model affecting the core decision framework rather than just be a departmental affair. Building a culture of sustainability within the organisation takes time and requires a bottom up approach in which every employee can contribute.

5) Outreach: last but not least is setting up outreach programs which could be in the form of a CSR agenda. While a hotel can greatly influence through its in-house activities sharing best practices achieved within but also much beyond the boundaries of the hotel is the next phase. Hotels can use their facilities as education grounds as well as test bedding of innovative technologies and also develop their own educational programs.

## A unique potential to educate

Hotels have a unique opportunity to act not only as leisure environments but also as educational centres. The reason for this simply relies in numbers; indeed considering the number of people who transit through hotels around the world at any given time from very different backgrounds and origins the potential to educate is enormous. If only a small fraction of transiting hotel guests would retain something from their stay through educational programs this would already be a significant achievement.

Providing information passively is a specific challenge to this industry sector. Indeed, as people pay to stay in hotels they may not be interested to be bombarded with information they did not ask for. The information can however be displayed and provided in a non-intrusive way which always gives the guests the option to either learn from it or ignore it. This mind-set is very important when setting educational programs for hotels. Examples would include the use of in house TV channels, booklets or display boards throughout the facilities.

Hotels can educate on a range of subjects preferably on issues which are in line with their surrounding and business model. For instance an eco-hotel could choose to educate on environmental sustainability whereas a city hotel could educate on the cultural heritage of its given location. Considering their unique transitional position, any given hotel should at least have some educational focus!

## Customisation

While a general framework (DCRSO – approach<sup>TM</sup>) acting as a “magic recipe” for a sustainable hotel sounds convenient, like with other businesses it does not work this way and customization is key. Indeed, while many hotels would be quite similar in their built structure and locations (e.g. a typical city hotel), many hotels are actually in unique sites and using unique designs which require customization if looking into a sustainable approach.



# SUSTAINABILITY IN HOTELS


**Siloso Beach Resort**
*Blending Life and Leisure with Nature*

Opportunities on a given site will only be available to certain; for instance a site on a beach front could benefit from sea breezes as a central cooling mechanism and the design developed around this concept whereas a hotel near a lake could make use of the fresh water for cooling systems, irrigation and consumption; geothermal energy could be available to some while solar or wind would make more sense to others and so on...the location of the site should shape the sustainability strategy.

The initial assessment of the site at the earliest stage possible is crucial to maximize the potential in terms of sustainability and being able to make the right initial choices.

## Pushing the concept

While the vast majority of hotels would simply adopt a basic sustainability strategy focusing on energy-water and waste efficiency, the opportunities to go much beyond are limitless. Design can be customized to the extent of greatly benefiting the surrounding environment and communities.

Some examples of meaningful initiatives could include (but are not limited to): renewable systems that produce onsite energy and redistributing the excess to the grid; purifying rainwater and distributing the excess to the community; providing and enhancing natural habitats to shelter a rich degree of biodiversity for instance through the preservation of trees, creating or preserving water ponds or installing extensive rooftop gardens; collecting the food waste from hotels restaurants and reusing the waste for composting/gardening or biogas production...

**Squirzy:** "Prof monitor, I really like this story it sounds very familiar, why is that?"



**Prof Monitor:** "of course Squirzy, many of the elements contained in this article have been applied here at Siloso Beach Resort. The intent is here to share the best practices we have learnt here in order for other hotels to take on a similar path. The more hotels will adopt similar principals, the more positive impacts we will see in the world. It is all about sharing Squirzy!"



## An ecosystems approach

While many hotels or in fact businesses in general would claim to have sustainability strategies without addressing biodiversity and ecosystem issues this is clearly not possible. Any business serious about sustainability should include biodiversity and ecosystems preservation/enhancement as a core element of their strategy. These two elements are complex and because of this most entities would rather just omit them from the equation; this is not sustainable!

While certain sites are more prone to conservation programs, making use of the ecosystem and preserving the inhabiting biodiversity can be adopted by any hotel. A city hotel for instance in a central urban location obviously will not have much terrain or biodiversity to preserve within its premises, however much can be done by incorporating elements in the design which will create species habitats. This may include making use of rooftop gardens, creating ponds or even developing conservation programs and partnerships beyond the facilities.

Last it is important to understand that sustainability in hotels is not about addressing targeted aspects such as most commonly energy and water but rather about a holistic approach which can only come from the understanding of the impacts and potentials unique to a specific hotel.



The eco tours have taken place **for the last 3 years**. The aim is to **showcase and share** the **sustainability** achievements at the hotel with various stakeholders in order to inspire others to embark on the same path. This program has been very successful and to date, **more than 10,000 people** from university students to fortune 100 companies top executives have attended the tours.

#### Purpose

We use **the resort** and its environmental aspects as **a case-study** for the environmentally sustainable business model. The aim is **to create awareness of environmental issues and help to develop more compassion for the environment**.

#### Duration

1.5 to 2+ hours, followed by 15 minutes for Q&A.

#### Who?

The Eco Journey is targeted towards company groups and students, however, we offer it to anyone who is interested in environmental sustainability. This includes stakeholders like our guests, partners, and suppliers. Our tours have attracted many primary, secondary and polytechnic students. We are able to **tailor made the program** to include more educational levels.

#### The Program

The Eco Journey has 8 major “stations” or areas of interest all around the resort.

- Introduction – Explains the purpose of the tour, the general eco-concept, and the guidelines for constructing the resort.

- Villa Wing – This area aims to showcase blending leisure with nature, with trees even incorporated into the design of buildings.



- Rooftop Terrace – A stunning view of the South China Sea, and below our 100m long self-maintenance rooftop garden.
- Green Sanctuary – This area is where our own gardening staff grow plants and herbs for use around the Resort.
- Sustainable Farming – Learn more about the healthy vegetables that are grown on our rooftop.
- Landscape Pool – A unique swimming pool that is better for both people and the environment.
- Wormery – Learn how our earthworms turn food waste into organic compost fertilizer for our plants.
- Natural Filtration Pond – Learn how our springwater will undergo sand, vegetation and animal filtration. Learn the importance of the Tilapia fish in our food waste recycling program.
- Al Fresco Café – Learn about how we apply the 4Rs (Respect, Reduce, Reuse, and Recycle) in our Café.

Cost: The tour is **free** as it is **one of our CSR initiatives** to promote compassion for the environment and to educate our participants about various environmental challenges that our world is facing right now. There is a small fee to enter Sentosa Island but entrance is free if you walk in through the boardwalk.

#### Events sponsorships

SBR regularly financially supports meaningful events.

Below is a list of **some** of the latest events SBR has financially supported:

- PUB's Friends of Water Networking Session (2014)
- Singapore Packaging Agreement CEO's Luncheon (2014)
- Singapore Compact's International CSR Summit (2010, 2011, 2012, 2013)
- Make A Wish Foundation - Zecia's Birthday Celebration (2012)
- Sentosa's Clean and Green Workshop 2012
- Singapore CSR Compact: "Sustainability is about Ecology, Economy, and Equity" event (2013)
- St Andrew's Autism Centre's Teachers and Coaches Day 2013

**And many other causes...**



SBR Eco Tours, newly implemented logo

- SBR Eco Tours were implemented less than 4 years ago. In such a short time, the tours have grown in popularity and a way to share its sustainability initiatives with various stakeholders.
- The tours have been well received by SBR's guests, saying it was their highlight of their stay here.
- SBR intends over the next years to continue to grow and develop this program especially in providing more customized tours for various groups (e.g. universities, corporate, young children...)
- We will continue to expand this program in order for it to reach out to as many people as possible.





Every tour that we conduct is synonymous with the success of sharing a cause which is close to our heart. We have many success stories to tell about this program and continuously receive feedbacks on people and groups which found that they have really learnt something useful. We are continuously adjusting this project to improve even further overtime..





# SBR ECO TOURS



## Happy 13,000!

This year we are very proud to announce that our eco tour has officially registered more than 13,000 people which have taken the tours





Our reception area has recently undergone major renovations with the extension of the floor area by about double the previous space available. As part of the concept a large portion of the reception open space is now dedicated to a permanent exhibition dedicated to our eco tour and the special sustainability practices adopted by Siloso Beach Resort. The exhibit also intends to serve as a self eco tour for those who may not have time to take part in our daily guided tours. While the guided tours go into much greater details the exhibit provides an overview of what people may see around them during their stay with us.






[www.biodiversity.sg](http://www.biodiversity.sg)

Recently, Siloso Beach Resort (SBR) has **developed** the Biodiversity website: [biodiversity.sg](http://biodiversity.sg), which it manages in collaboration with a range of institutions both in Singapore and internationally. The CSR project was developed during the International Year of Biodiversity in 2010 **to raise awareness** of the intensifying trend of the extinction of species on Earth.

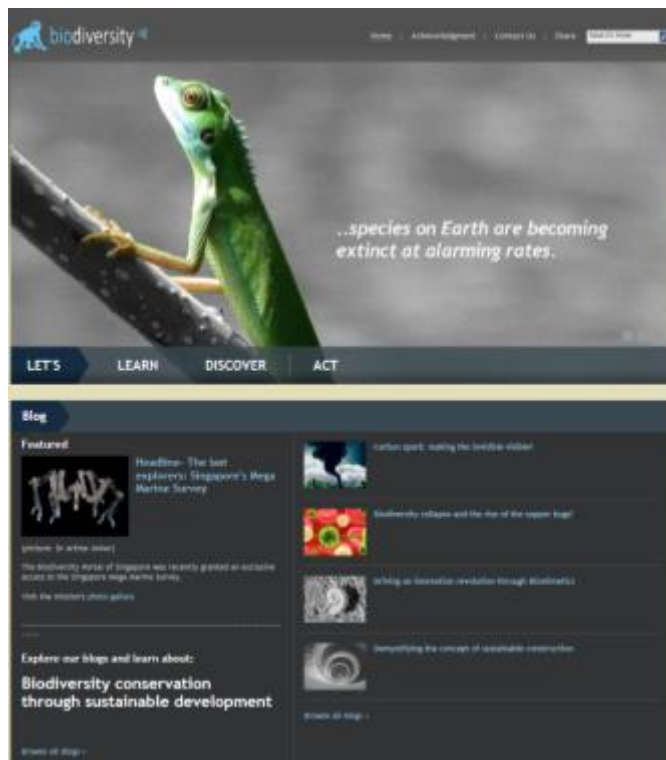
The portal was conceptualized and developed **based on a book**: “The diversity of Life on Earth: from Heritage to Extinction”. More than merely a unique educational platform on biodiversity, the website was specifically designed to serve as a hub for individuals and organisations willing to learn and act on the subject both locally and internationally.

The website has 3 main parts:

**Learn** – For those looking to increase their knowledge about biodiversity, the book “The Biodiversity of Life on Earth: from Heritage to Extinction” provides a comprehensive overview of general knowledge and issues relevant to the loss of biodiversity. This book is created to be interesting (with lots of pictures!) and readable by just about anyone, no matter what your knowledge of biodiversity.

**Discover** – There are various ways that you can expand your interest in biodiversity, be it through photos, videos, additional informational resources, scientific work, or finding out the places where you can see rich biodiversity. All these resources are provided here for you to tap into and discover.

**Act** – Given the rapid loss of biodiversity hotspots around the world and the urgency of saving species from extinction, taking action is of utmost importance. We help link you to the conservation projects that matter most to you. Please note that none of these donations are made through our site, but rather we simply provide links to credible conservation groups and projects.



## Donations

SBR regularly donates in order to support meaningful causes.

One of the latest was a single donation of **SGD 500,000** to the National University of Singapore in order to support the implementation of **a real dinosaur exhibit** within the upcoming new Natural History Museum in Singapore.

As more “**conventional**” donations, SBR **regularly donates** to sponsor causes such as seminars, social causes, events...

**SBR is an active philanthropist organization with regular donations to various social and environmental causes which are close to our heart**





SBR central court

Many aspects of how the resort is built and overall dense vegetal coverage reflect our strong commitments of biodiversity conservation







Siloso Beach Resort has introduced a **cartoon concept** to promote **key environmental messages** throughout its facilities.

The idea is to make use of two created fictional characters (Prof Monitor and Squirzy) in order to outreach to our guests **in a fun and yet effective way.**

While, numerous environmental educational messages are already present throughout the resort (e.g. Eco huts, TV channels...), we feel that the cartoons will outreach more effectively to a wider public including **young children.**

**Concept:** Our aim is to passively provide environmental information and to use our resort as a showcase of sustainable best practices. We will always respect the choices of our guests to either ignore or take the time to appreciate the information that we make available. **Our concept is to provide our guests the possibility to learn something new about the environmental issues that we face and to reflect upon it, while having a good time at our resort.**

**Characters role:** The principle behind the characters is simple: Prof Monitor plays the role of the knowledgeable source which we use to convey accurate key messages. Squirzy (the squirrel), on the other hand, is a more funny character which serves the purpose of asking the right questions, but sometimes in a humoristic way.

**Characters choice:** We chose a monitor lizard and a squirrel to act as our eco ambassadors mascots for the simple reason that these two animals can been seen at our resort (mostly in the café area) and they also represent our commitment to the preservation of wildlife and biodiversity on our site.



“I told you we are famous! At SBR people can see us throughout the resort. I have a reputation of being a bit silly, but hopefully Prof Monitor is here to provide thoughtful answers to all my queries so that people can learn from my mistakes!”



SBR eco articles program



One of SBR’s program is to actively participate and drive dialogues on key environmental issues. In order to do this, SBR regularly publishes articles on [www.ecobusiness.com](http://www.ecobusiness.com) which is Asia Pacific’s largest environmental business community. Through its contribution, SBR is an approved partner of eco business.

List of articles recently published:

Title	Content summary
The power of human and recovered energies	The potential to generate power by recovering wasted energies
Food security: asking the right questions	Thoughts on the real concerns of the availability of food on the planet and sustainable solutions
Ozone: the forgotten threats	The ozone crisis, the evolution of recovery efforts and potential new coming threats
The value of water: a lesson from arid areas	The state of water scarcity on the planet and sustainable solutions
Climate forcing and the threat of feedback mechanisms	The threat posed by feedback mechanisms and sustainable climate remediation solutions
Demystifying the concept of sustainable construction	How to build a sustainable construction project
Renewing renewables	A detailed analysis on energy supplies, trends and sustainable solutions
Driving an innovation revolution through biomimetic	The biodiversity crisis and how we could use biodiversity to our advantage
Can global sustainability be achieved without demographical considerations	An analysis of issues posed by demography and sustainable solutions
Putting CSR and sustainability at the heart of a business	The role of corporates in addressing environmental and social issues



# SBR Environment Outreach (Mass media)



**Siloso Beach Resort**  
*Blending Life and Leisure with Nature*

## Biodiversity Portal



## SBR Eco-business.com articles



“Renewing Renewables”

“Biomimetics”

“Food security”

“The power of human energy”

“The global water crisis ”

“Demography”

...

## Press releases/blogs/student reports...



SBR is regularly featured in press releases as well as students and companies reports to highlight its sustainable initiatives

# Eco Panels



**Siloso Beach Resort**  
*Blending Life and Leisure with Nature*

**Numerous:** panels describing the resorts environmental initiatives are displayed throughout the hotel



# Eco Huts



**SBR Eco Huts:** a total of 7 huts throughout the resort display extensive information messages each hut on one key environmental topic



# Biodiversity picture exhibit



Our café biodiversity exhibit showcasing pictures of wildlife taken within the resort as well as general text on biodiversity



## Sustainable farming



SBR produces its own compost using an innovative vermicomposting system. The compost is then used as an organic fertilizer to grow vegetables on our rooftop. Organic vegetables are then supplied to the F&B department.

The aim is to provide **chemical and pesticide free** leafy vegetables for some of our dishes. The benefits are that because they are grown on-site by our own staff, we can ensure they are free of harmful chemicals. We are also lowering our environmental footprint:

**1. Carbon footprint is lower** since there is no fuel involved in transporting the final product.

**2. Water footprint is lower**, since we use our own spring water source that does not compete with the public water supply.

**3. Land footprint is lower**, since it is located on our Resort, and using the concept of urban farming to make the most out of limited space.

**4. Ecological footprint** is lower, since there are no pesticides and no fertilizers running off into the environment.

**5. Food waste is recycled**, as we use vermicomposting (worm) to produce top-quality 100% natural fertilizer for our soil, using the food scraps from our F&B operations.

## Eco leisure

• **Sentosa nature trails:** SBR actively promotes the use of nature walks and trails located behind its resort. While many parts of Sentosa island have been sacrificed for development purposes, large areas of forested terrain still remain in the central part of the island. Numerous nature trails have been put into place for nature lovers to enjoy.

• **Singapore natural parks:** SBR also promotes within its premises and marketing material **eco tourism activities** within Singapore which are largely unknown to travelers.



## Siloso Beach Resort

*Blending Life and Leisure with Nature*

- **SBR ECO games:** SBR has developed its own environmentally oriented board games which it makes available to guests within public areas.

## Eco huts



SBR has numerous huts on its site. Each hut has been utilised to convey key environmental messages on specific topics. **Each hut deals with a particular environmental concern.**

There are **7 eco huts:**

- The climate change hut
- The biodiversity hut
- The water hut
- The sustainable development hut
- The resources hut
- The population hut
- The pollution hut

## Eco TV channels



SBR has dedicated **two in-house TV channels** to environmental awareness.

- One station showcases an environmental documentary
- Another station showcases a 1.5 hour presentation developed by SBR which explains the main environmental concerns of the century.



**“By diversifying the type of media used to display the environmental information, SBR hopes to have a greater impact in reaching out to various groups and individuals”**



## Our unique roof-top organic farming



**Siloso Beach Resort**  
Blending Life and Leisure with Nature



**Squirzy:** “Prof Monitor, this roof top gardening program is very unusual. My Squirrel friends all over town told me that they never seen this before. Is it really special?”

**Prof Monitor:** “Yes, indeed **Squirzy**, it is very unique especially in a hotel environment. What is special is not so much about having organic cultures on a roof top, there are many other case studies. What is very special however is how we do it by having a fully integrated close loop system using food waste from our kitchen and processing the waste into fertilizer by using our Worm composting facilities. The efforts put into this process are truly remarkable and highly successful.”

I spend a lot of time gardening our organic vegetables



And I get to cook them!





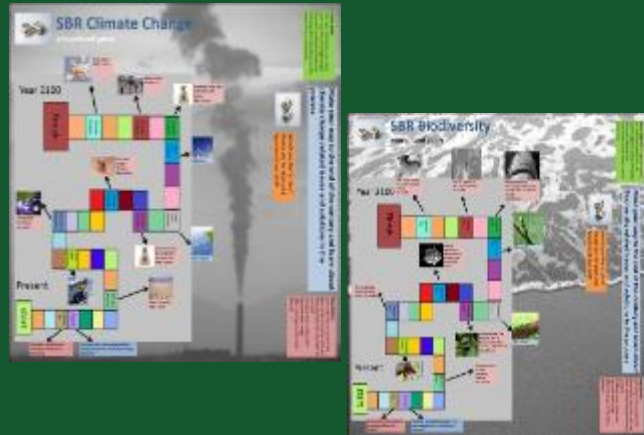
## Actively Promoting Eco leisure activities

Promoting Sentosa Island Eco Trails at the resort as well as Eco tourism activities in Singapore in General (nature reserves...) to our guests:



Eco trails in SBR's backyard campaign

## SBR Eco Games



SBR has developed board games on the thematic on Climate Change and Biodiversity for its guests



Our **website** features a lot of information of our environmental initiatives as well as general environmental resources

**SBR Sustainability Portal:**  
<http://www.silosobeachresort.com/gi.asp>



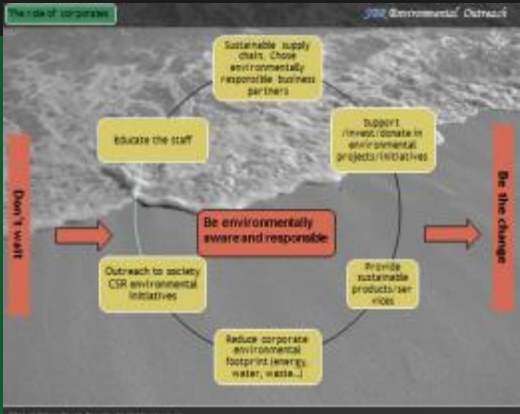
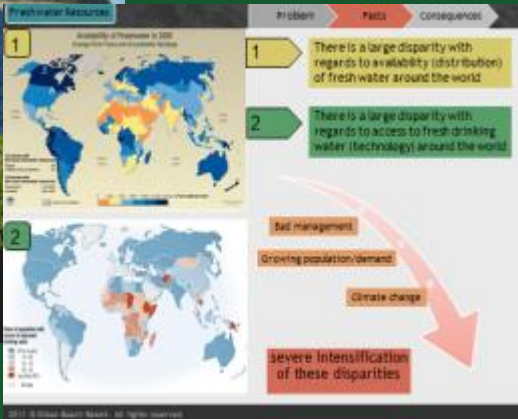


# SBR Environment Mascots



SBR mascots helps to convey key environmental messages throughout the resort in a fun way

# SBR in house Eco TV Channels



SBR Eco Channels are available in all our 180+ guests rooms and are a very effective way to outreach on these issues to a broad audience transiting through the hotel



# Environment

## Environmental MATERIALS

Since its conception, SBR has always made use of a **very significant amount of reused and recycled materials** within its facilities. The concept has overtime been implemented into operational standards and management guidelines.

The below highlights **some** of the elements:

- Many of the stairways at SBR have made use of unwanted old train tracts wood from Australia. SBR has a **permanent wood workshop** and all the wood coming into SBR is from reused or recycled sources.
- Extensive surfaces of indoor corridor floorings are made from recycled tires (rubber mats)
- 100% Reused children playground furniture

In addition to active implementation of recycled and reused elements, SBR is active at promoting and practicing the 3 R's (Reduce, reuse, recycled). In fact, SBR has come up with its own version by adding another R. Indeed, SBR's policy is **first to respect** the surrounding environment (especially natural features and its inhabiting biodiversity), and then reduce, reuse and recycle.

Efforts to reduce are very present throughout the resort with practices implemented in areas such as F&B and housekeeping.

*Squirzy: "Like the rest of the residents of SBR (staff), it took me some time to get used to the concept of segregating various types of wastes and to put them in the appropriate bins and emplacements. Thanks to the numerous messages on site, I finally managed to get it right!"*

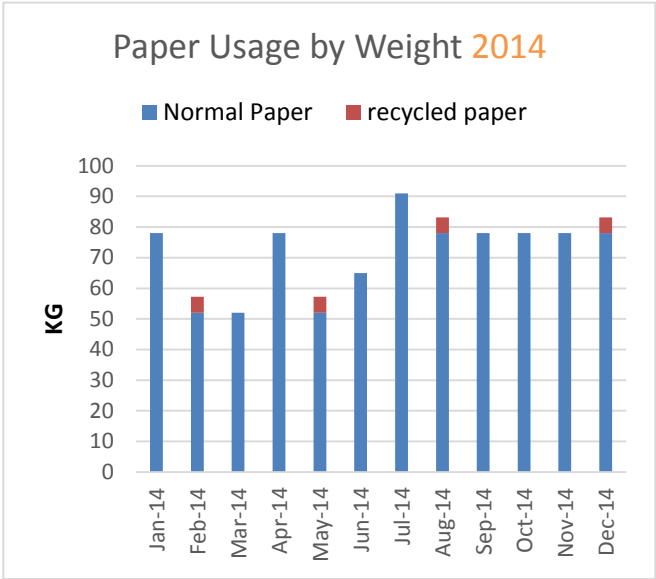


**SBR makes use of a very significant amounts of either reused or recycled materials throughout its site**



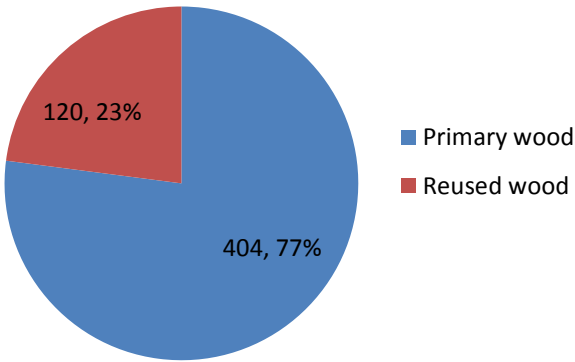
## G4-EN1 Materials used by weight or volume

Various materials have been used in the construction of the resort and its daily operations. Two of the most important materials are wood and paper inputs.



**Total weight of paper used for 2010 : 1042.6 KG**  
**Total weight of paper used for 2011 : 1094.6 KG**  
**Total weight of paper used for 2012 : 1070.0 KG**  
**Total weight of paper used for 2013 : 923.0 KG**  
**Total weight of paper used for 2014 : 878.8 KG**

## Total volume of wood used from 2005-2014 (by cubic meters)



**Total volume of wood used from 2006 to 2013\*:**  
**524 cubic meters**

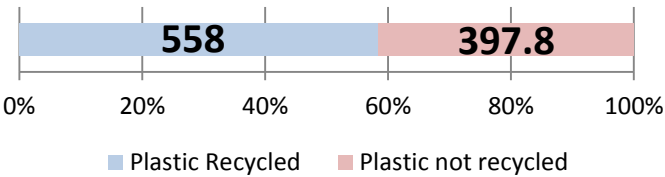
\*The amount of wood used in 2012 and 2013 was negligible, as such the data has not changed since the last reporting period.

### Plastic Disclosure Project

SBR is committed to reducing its plastic waste, and this year will be disclosing information about its use of plastic through the Plastic Disclosure Project Survey. For more information, visit [www.plasticdisclosure.org](http://www.plasticdisclosure.org)



### Plastic Bottle Usage (Kg)



#### G4-EN2 Percentage of materials used that are recycled input materials.

Usage of input materials like paper and wood are a necessity to running our business, which unfortunately can contribute to deforestation, climate change, and loss of biodiversity. For this reason we apply the following guidelines:

- Maximize use of reused wood
- For primary wood, incorporate sustainability (FSC certified) and durability (cheap wood will need to be replaced frequently)
- Use recycled paper for selected printing
- When normal paper is used, ensure it is not wasted and always used on both sides and then recycled.

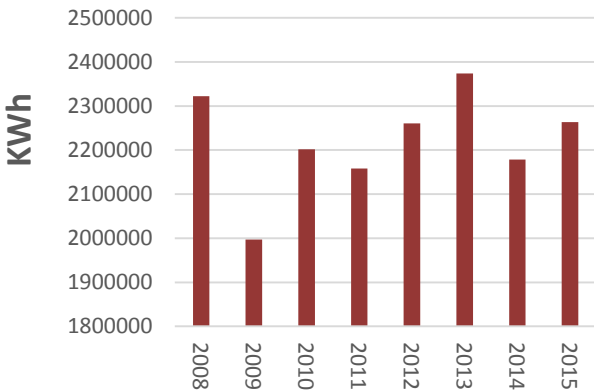
Material	Comment	Weight/Volume	% of Total
Wood	At SBR some of the outdoor staircases (numerous considering the hill type of terrain) are from reused source from dismantled train rails from Australia.  SBR has its own wood workshop and full time carpenters on site which make use of waste wood items collected from demolition sites to make and repair items within the facilities.	120 cubic meters	23%
Outdoor children playground	The children playground has been collected from an unwanted source (second hand)	Not available	100%
Corridor rubber mats	All SBR main corridors carpets have been changed to recycled rubber mats	Not available	100%
Paper	We use recycled paper for selected areas, such as printing of brochures, name cards, feedback forms for Eco Tours, various posters, and reports. We plan to increase our percentage of recycled paper usage in the following years.	41.6 kg (2010/11/12)  10.4 kg (2012 alone)  15.6 kg (2013 alone)	1.5%  1%  1.69%

We actually practice **our 4R's**: we believe that we should **first Respect** nature then **Reduce**, **Reuse** and last **Recycle**.

ENERGY

G4-EN3 ENERGY CONSUMPTION WITHIN THE ORGANIZATION

Total Electricity Usage from 2008 to 2015



At SBR, energy management is well taken care of. The uniqueness of our practices is however towards **good initial passive design** of the structures at the resort. Indeed, the hotel was **designed** from the very beginning **to be energy efficient**.

SBR's electricity consumption is **below average** for a hotel of this size. The most surprising aspects of the above graphic is that energy consumption has remained relatively stable over the past few years. This is not due to a lack of actions to reduce our energy consumption, but rather due to the fact that the hotel was designed from the beginning to be energy efficient (mostly through good structural design and energy efficient appliances).

**At SBR Energy management has been progressive**

Phase 1: Good structural design

The hotel's unique architecture allows passive and significant energy efficiency

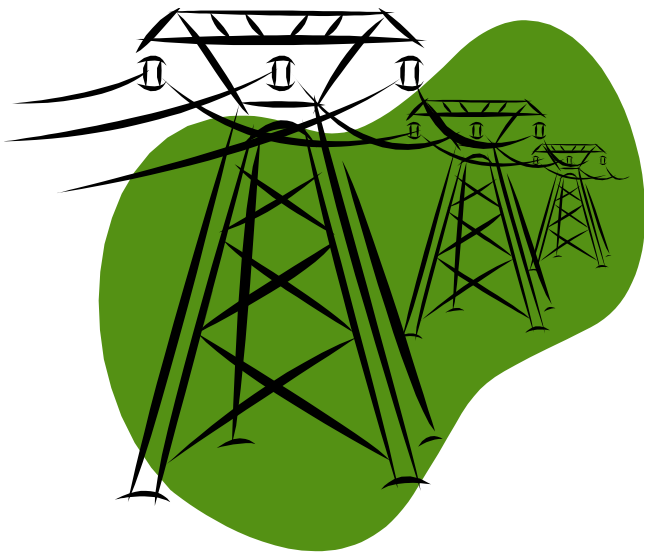
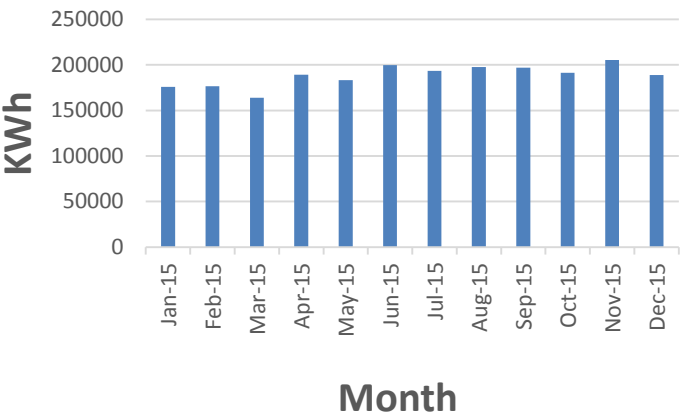
Phase 4: Sharing

We are now at the stage of sharing what has been done in order to influence others to adopt energy efficient practices especially on aspects of passive design



**Siloso Beach Resort**  
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Total Electricity Used 2015



Phase 2: Retrofitting

Once the hotel was built, numerous energy efficient technologies and appliances have been and continue to be implemented

Phase 3: Management

Numerous management guidelines were put into place

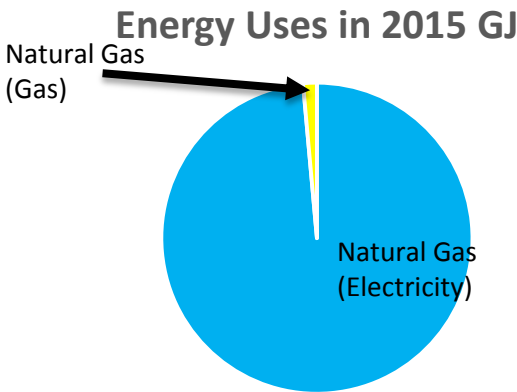
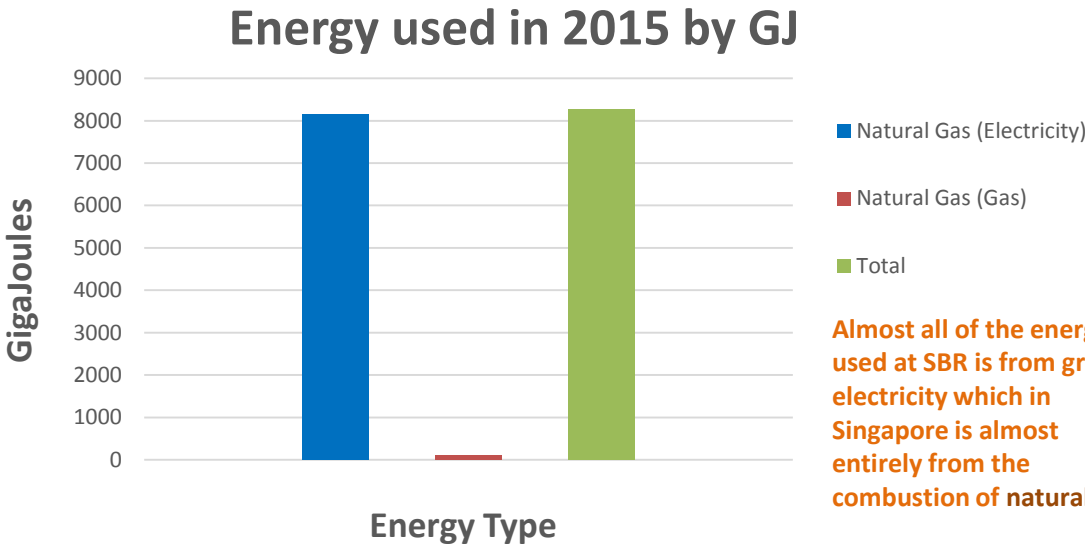


Direct energy consumption by primary energy source

At SBR the energy source is currently from grid electricity. In Singapore the vast majority of grid electricity is produced through the combustion of natural gas.

We also have on site emergency energy generators which operate on diesel. However, these generators are only used in case of main energy supply cut off.

Our resort is very energy efficient



Indirect energy consumption by primary source.

Indirect Energy consumption for 2015	Gigajoules	Source
Indirect Energy Purchased	8147.72	Electricity (non-renewable)
Estimated* Primary Energy Consumed in production of Indirect Energy	9451.36	Natural Gas

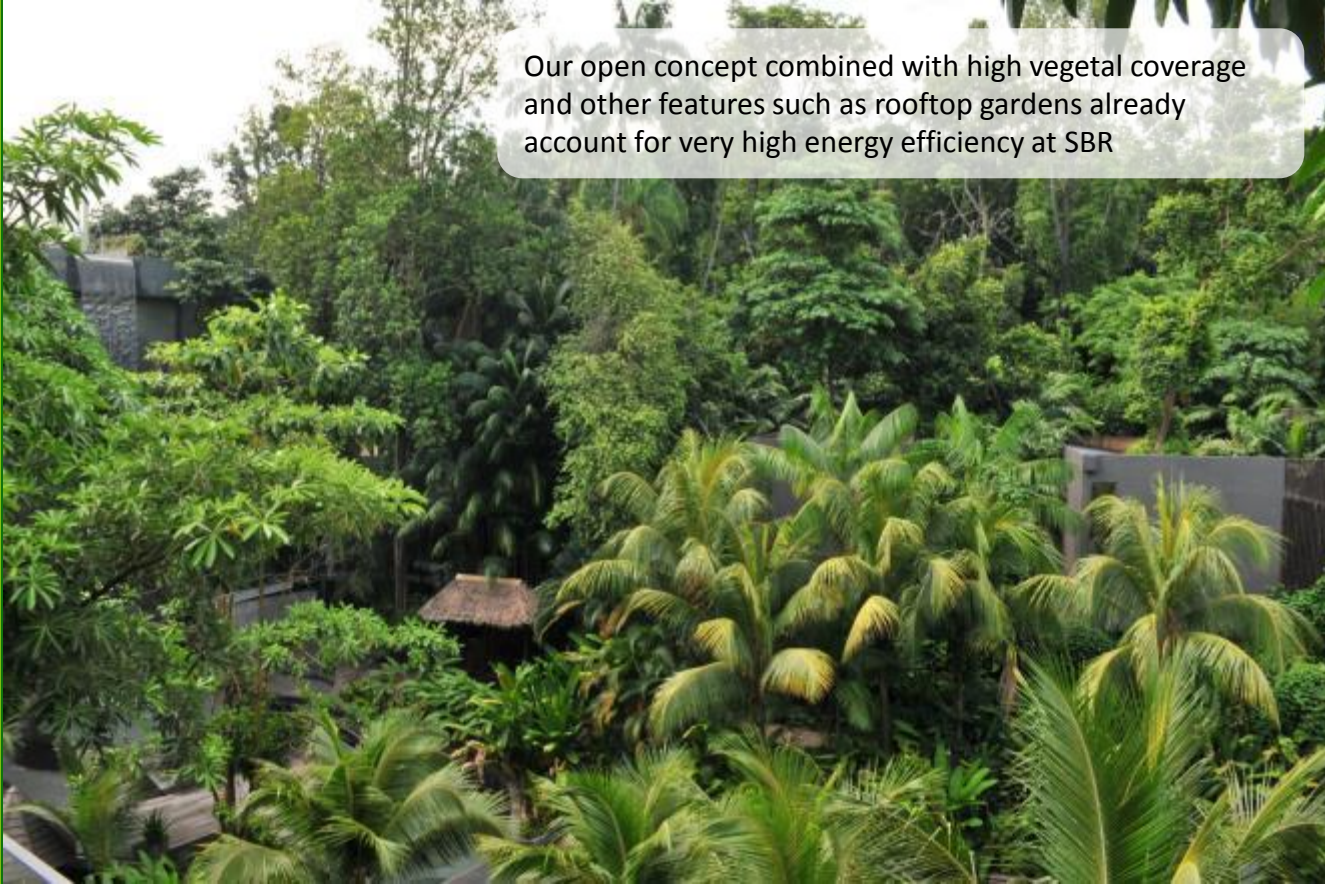
\*As no data is available regarding primary energy consumed to produce indirect energy, we have estimated the amount of primary energy used based on the Singapore data for 2009 provided to the International Energy Agency:

[http://www.iea.org/stats/electricitydata.asp?COUNTRY\\_CODE=SG](http://www.iea.org/stats/electricitydata.asp?COUNTRY_CODE=SG)

\*As the Resort does not produces energy to sell hence the energy sold is inapplicable.



SBR central court, open corridors



Our open concept combined with high vegetative coverage and other features such as rooftop gardens already account for very high energy efficiency at SBR





4<sup>th</sup> generation modular heat exchange chiller system.

The Resort aims to be a test bed for advanced green technology. This includes our energy efficient third-generation modular heat exchange chiller system, which collects the heat dispersed from the air-conditioning process and uses it for heating water for rooms. In our kitchen, we are testing a special energy-efficient water heater, and a machine that uses bacteria to turn our food waste into fertilized water.



At SBR we believe that investing in more energy efficient technology makes both economic and environmental sense



State of the art energy efficient water heater for our kitchen

Energy efficient lighting solutions and appliances throughout the resort



And much more...

Systematic use of LED & CFL lighting throughout the hotel





Swimming pool  
ionization  
treatment  
systems



Swimming pool  
sand filtration

Our pool does not use  
conventional chlorine  
treatment but various  
filtration and  
purification steps



E-clean balance  
wave technology  
units: technology  
that reduces  
heat loss from  
incoming  
electrical  
current, not as  
effective





Photovoltaic just arrived at SBR

Our new solar PV system

Newly installed solar panels will be used both for research and for education. While we do not really believe in solar PV technology as an efficient solution here in Singapore mostly due to weather condition (high cloud coverage) and high maintenance (high dust content in the air despite an incline setting to facilitate rain wash the panels would still get dusty overtime losing significant efficiency). On the other hand by having our own panels we will be able to collect valuable data that will act as a showcase of how much energy can be generated in this particular location through PV.



SBR is home to one of the **longest self maintained roof top gardens in Singapore**



**Siloso Beach Resort**  
*Blending Life and Leisure with Nature*



SBR is home to one of the longest self maintained rooftop gardens in Singapore. This helps to significantly increase vegetal coverage and energy efficiency

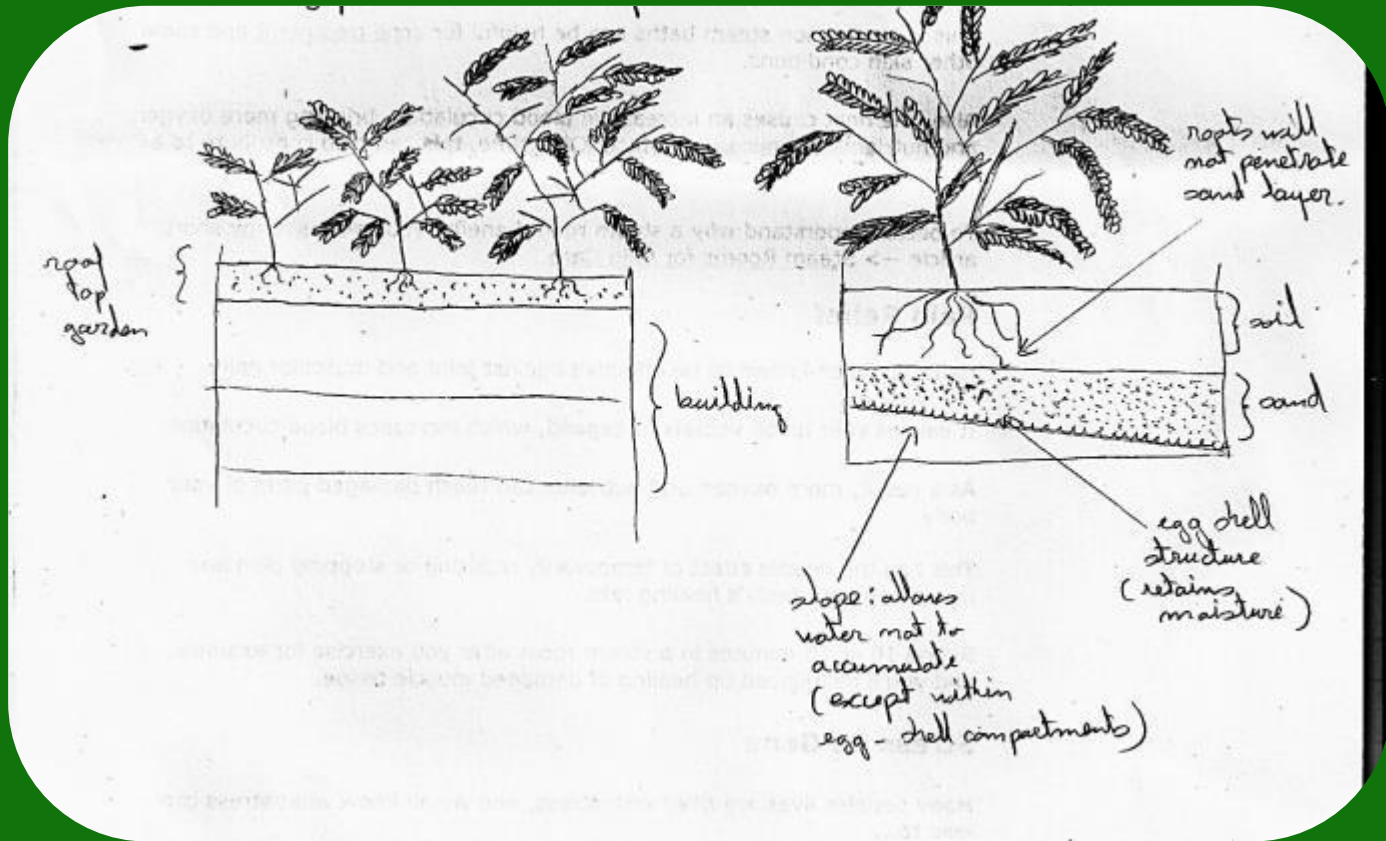
Our green roof is loooooong!

Section of green roof seen from central rooftop





## **SBR case study :** **Roof Top Garden Technology**



There are numerous roof top technologies now available (some more proven than others). The advantage of self-sustained roof top gardens is that they provide a significant advantage for naturally cooling the space below. Furthermore, they increase the vegetation coverage and provide habitats for species.

It is important to consider implementing a rooftop garden from the beginning as they will add significantly more weight on the structure which needs to be accounted for in the construction design.

A simple yet effective methodology consist of constructing containers on the roof. The containers bottom should have a slight angle and be connected to a drain so that water does not accumulate. The first layer comprises an egg shell substrate (to retain humidity); on top a layer of sand (about 30cm) so that roots will not penetrate the structure; on top soil is finally added.

**Setting a roof top garden is highly beneficial in terms of significantly increasing vegetal coverage, improving energy efficiency and providing water management solutions through rainwater harvesting and filtration**

**much more present in urban design**





Open air pathways



Open air corridors

SBR open air structural concept plays a significant role in passively reducing the energy use around the resort (natural air flow + natural lighting). At SBR more than **70%** of the terrain has remained open space



**Open concept =  
Natural lighting +  
Natural cooling =  
Energy efficiency**



Open air cafe

**And much more...**





## G4-EN6 REDUCTION OF ENERGY CONSUMPTION

### Energy saving through outreach

- Management Energy Saving Guidelines for staff:

SBR has **specific staff guidelines for energy management**. The guidelines highlights best practices and limitations that SBR staff must respect and that contribute in reducing our energy usage. These guidelines include aspects such as: Switching lights and appliances off when not in use.

- Messages to initiate guests to save energy:

Our approach at SBR is that **we try to involve our guests as much as possible**. As an eco resort, we have numerous environment education messages throughout the resort and 2 in-house TV channels dedicated to environmental awareness. One showcases a documentary on current environmental problems, while another is a slide show made by SBR which educates our guests on reducing these impacts (water management, climate change, biodiversity loss etc). We hope that they will spread the message in their home country.

### Energy Saving through technology

- LED & CFL lights: throughout the resort,
- Energy efficient pumps,
- Extensive usage of fans instead of air conditioning,
- Balanced wave technology, (a technology that re-shapes the incoming electrical current, making it more stable and significantly reducing energy loss through heating).

•Latest 4<sup>th</sup> generation heat exchange chiller system: As part of our energy saving initiatives, we have **upgraded our 3rd generation to the 4th generation heat exchanger**. It works on the same principle as our 3rd generation chiller but the only difference is that it has **better heat recovery**. The result is that we have lower energy consumption as compared to the top 50th percentile of hotels in Singapore. As more heat waste is being recovered, we decided to construct a hot water pool to increase the utilise these heat waste. The upgraded chiller system and the new hot water pool works together to help us to conserve energy in our resort.



Added in Jan 2015, our hot water pool **recycles heat waste from the 4th generation chiller system**. At the holding tank, the spring water is heated up by hot water pipes coming from the chiller plant. As the water returning to the chiller has lost much of its heat, this also means that the usage of cooling towers is reduced thereby helping us to save water. The hot water pool was created in order to create efficient use of the **increased heat waste recovery in a closed loop system**, along as for our guests' enjoyment. The heated spring water is kept warm at the spa pool. However, as more heat waste is created on hot days, the warmer the weather, the warmer the pool.

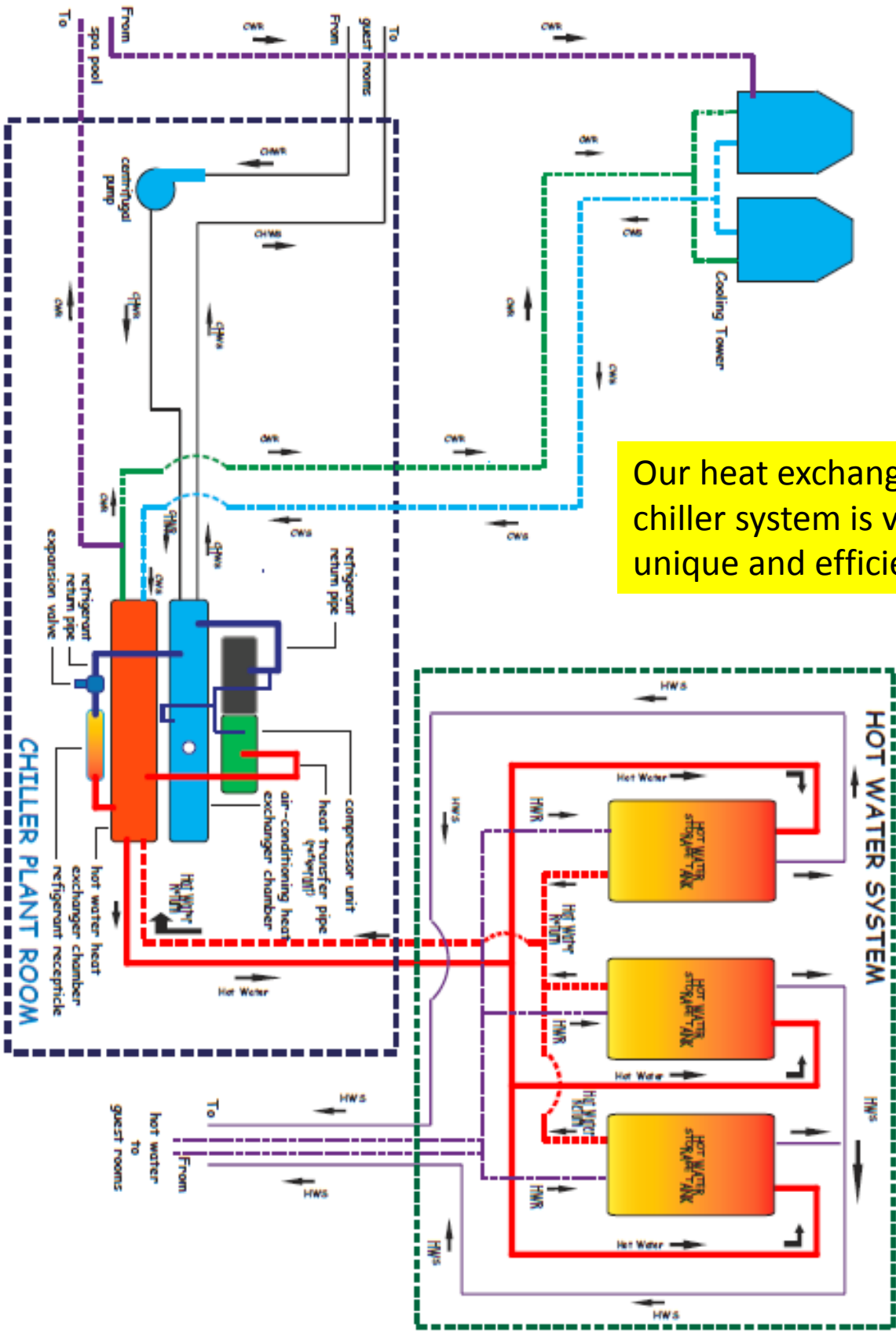
### Energy Saving through initial design

**Open concept:** All the room corridors have an open concept which serves the purpose of maximizing natural air flow and natural lighting therefore significantly reducing energy consumption for cooling or lighting purposes. At SBR numerous public spaces adopt an open air concept such as our Al Fresco Cafe. It was in fact one of the original guidelines that the built area would be kept to a minimal (built-up environment is only 28%).

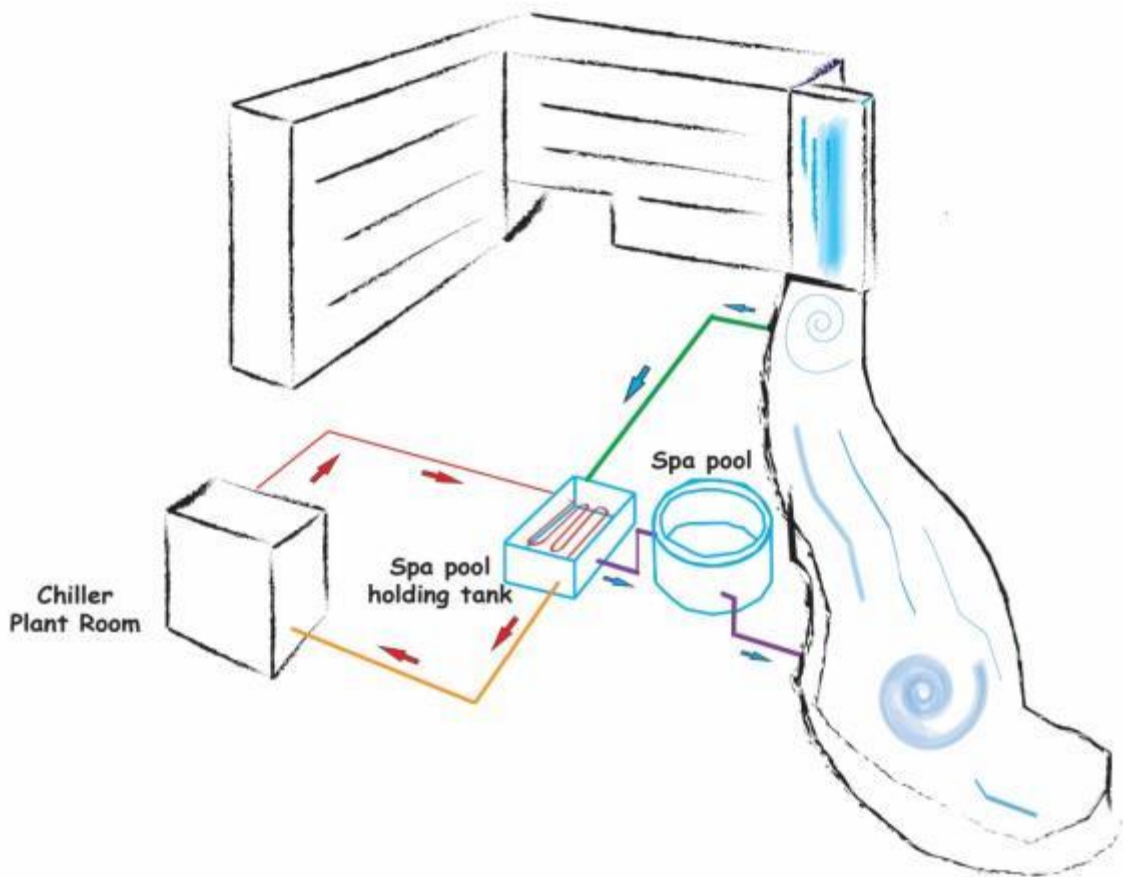
**All the buildings are on stilts:** It was decided that all the buildings were to be constructed on stilts (main buildings as well as the villas). Having the structures on stilts allows air flow to circulate from below the buildings as well as between buildings which provides a natural cooling effect (only slight cooling is achieved through this mean).

**Roof top garden:** SBR is home to one of the longest rooftop gardens in Singapore which also plays a key role in passive energy efficiency.





Our heat exchange chiller system is very unique and efficient



Prof Monitor: Well Squirzy not exactly, you have only gotten a small part of the information here! Actually the resort has made significant energy savings through the upgrades of its chiller system. The heat generated from the cooling process is recaptured and circulated around the resort. So for instance when people take a shower in our resort it is hot water generated from the cooling system. But since further upgrades the system became more efficient to the point that even after hot water for the entire resort, we were still left with and excess. That is when we came up with the idea of dissipating the excess heat to a hot spa (not the entire pool!); this spa is heated with the excess heat from the cooling system and therefore does not require additional energy. But more than that, because we are now passing the hot water (which originated from the chiller) through the swimming pool, we are also using it (the swimming pool) as a cooling mechanism. We have now switched off our former cooling tower and this Squirzy saves a lot of energy!"

Squirzy: "Prof Monitor, so it I understand well the resort swimming pool is now heated but this must use a lot of additional energy right?"



Technology	Energy saved
4 <sup>th</sup> generation modular heat exchange chiller system	<b>30%</b> savings compared to more conventional chillers
Balanced wave systems	<b>10%</b> saving on installed appliances
Efficient lighting throughout	<b>15%</b> compared to incandescent lighting
Passive construction design	<b>30-40%</b> or more than conventional buildings
Management guidelines	<b>5-10%</b> of energy from lighting and appliances
Energy efficient water heater	<b>15%</b> compared to conventional heater

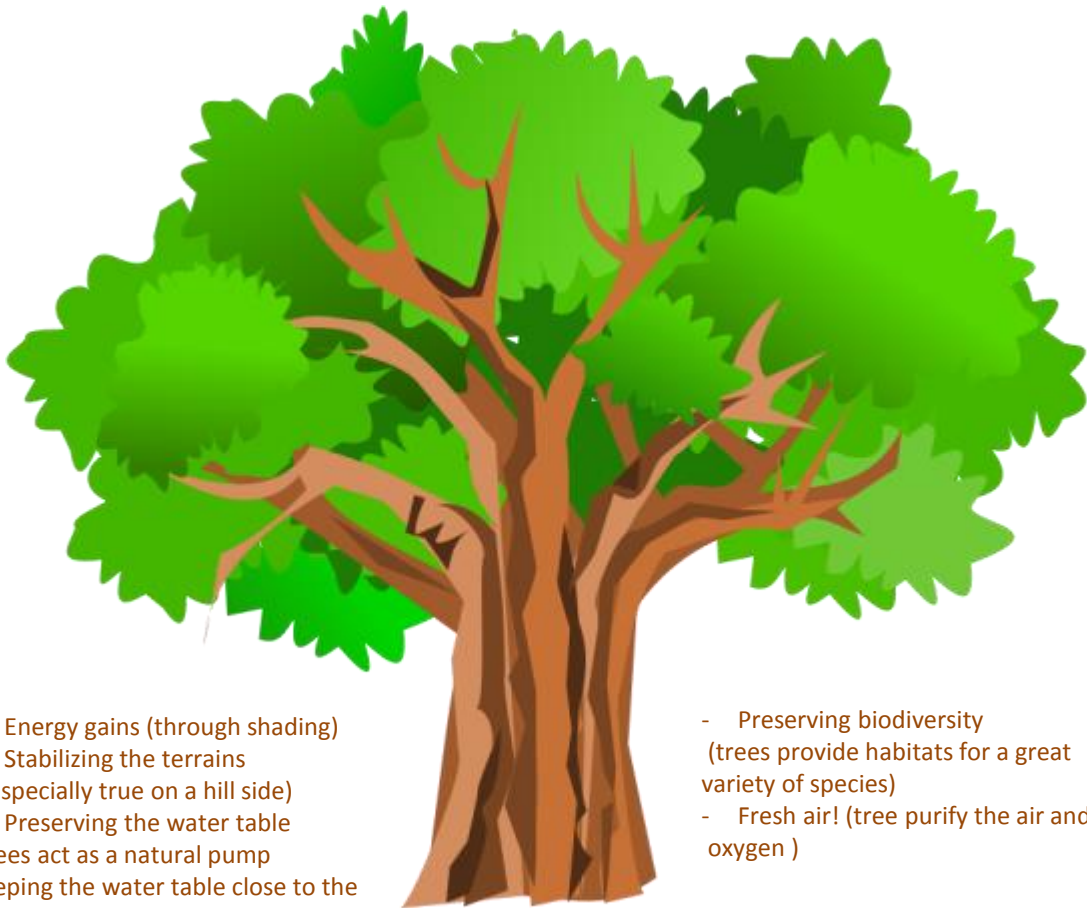
Our resort is very energy efficient

While it is difficult to evaluate with precision, SBR is confident in saying that through the combined efforts of the energy efficient technologies, good energy passive design and good management practices, SBR facilities are **at least 30-40% more energy efficient** than a conventional building would be.

What about all the trees?

Furthermore, the decision by the management to preserve a vegetal coverage and trees on site contributes to an additional very significant energy saving which we have yet to gain clarifications on. Indeed, trees provide shading, retain humidity and therefore significantly contribute in reducing the building heat load.

Some benefits of preserving trees (more than 200 preserved at SBR)



- Energy gains (through shading)
- Stabilizing the terrains (especially true on a hill side)
- Preserving the water table (trees act as a natural pump keeping the water table close to the surface)

- Preserving biodiversity (trees provide habitats for a great variety of species)
- Fresh air! (tree purify the air and release oxygen )





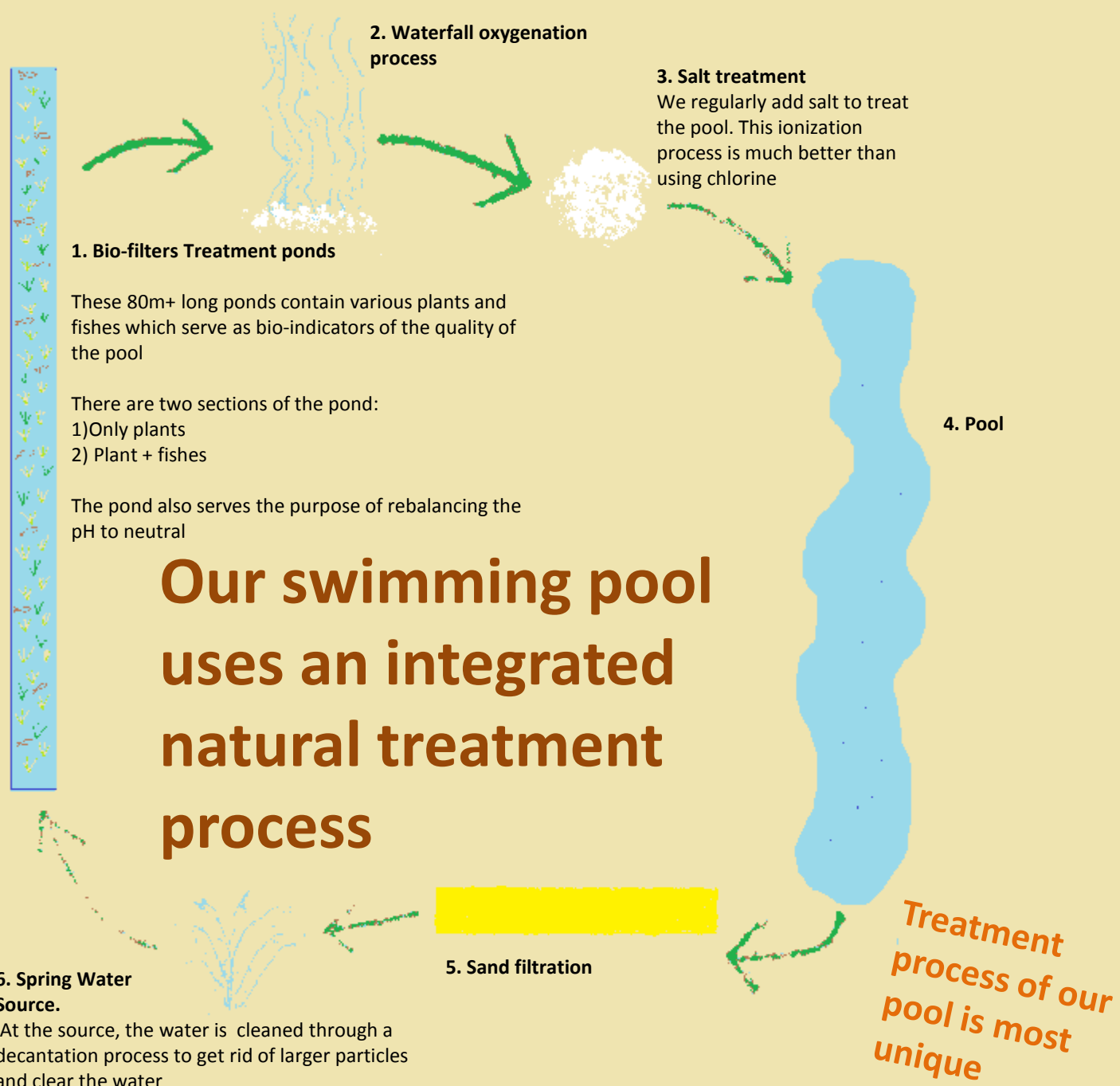
## *SBR Spring Water Swimming Pool*

*One of the unique features at SBR is the natural spring that lies below our resort. This natural source of water which would otherwise naturally flow out to sea is used for various purposes including gardening and to provide water for our landscape swimming pool.*



At SBR, our swimming pool is truly unique in many ways. Through the way it was built following the natural terrain, to the way it is treated going away from conventional chemical uses to the source of the water which is from an underground reservoir

The below diagram provides a very schematic overview of the process





•**Roof top gardens:** To date (2012) SBR still has one of the longest self maintained roof top gardens in Singapore. This extensive roof top covers the entire surface area of the main building. In addition to **ecological benefits** it also serves the purpose of **cooling** the building below therefore significantly reducing the energy requirements for cooling the below indoor spaces.

## WATER

### Water saving initiatives at SBR

•**Spring water usage:** Below SBR lies a **natural spring reservoir**. SBR has made good use of this natural resource in order to minimize water wastage. Spring water is mostly used for the swimming pool as well as for all gardening purposes. Government regulations impose the usage of tap water for other usages such as guests rooms and F&B.

•**Water saving appliances:** SBR has installed water efficient appliances throughout the resort including guests rooms and public areas. These include:

- Water efficient taps (sensors)
- Water control valves
- Water efficient taps and shower heads
- Waterless urinals (in all public toilets)

•**Water saving policies:** SBR has put in place specific guidelines for its staff to minimize water consumption which are part of our environmental management guidelines.

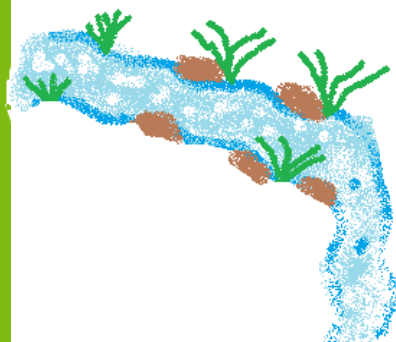
•**Water awareness:** SBR spreads awareness on the need to conserve water resources through numerous educational panels throughout the resort including one of its huts ("the water hut") which is dedicated to water issues. There is also information on this topic within SBR in-house eco TV channels.

•**Water harvesting/roof top garden:** SBR's self sustained rooftop garden allows water to be harvested and naturally purified. Plants on the rooftop do not need extra watering due to the water retention properties of the rooftop garden.

**SBR has strong water management policies and technologies in place**



**Squirzy:** "SBR treats water as a precious resource. Prof monitor always reminds me that the water that so easily comes out from our taps requires a lot of energy to make, and that we should always be mindful of this when using the resource"

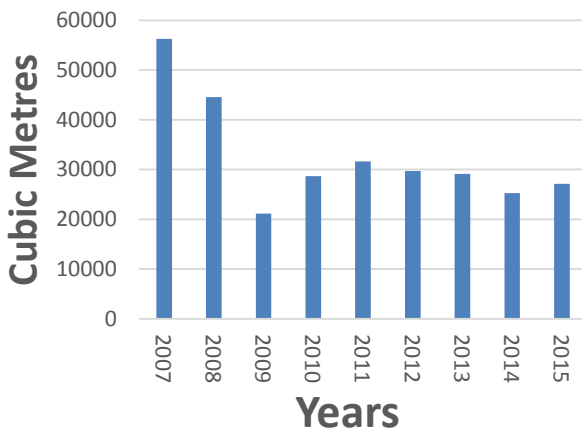






## G4-EN8 Total water withdrawal by source

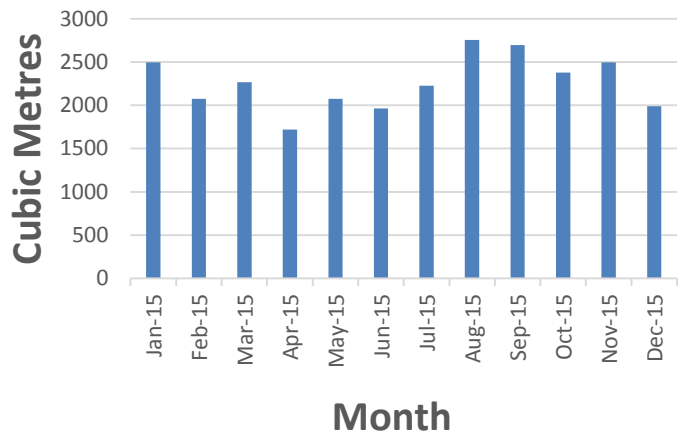
### Total Water Usage from 2007 to 2015



The above graphic represents the water consumption of SBR since august 2006. While water consumption has slightly decreased overtime, **it has remained quite stable.**

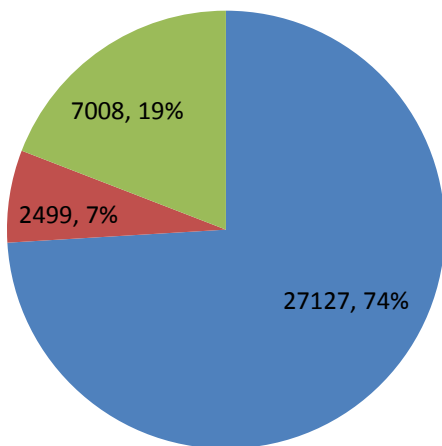
It is important to highlight that SBR has very special conditions when it comes to water usage. Indeed, below SBR lies a nature **spring reservoir** which naturally flows out to sea. During the construction phase, this underground source was discovered and SBR has since made good use of the resource.

### Total Water Consumption 2015



Because SBR has a natural supply of fresh water that continuously comes out, **its tap water consumption remains very low.** SBR makes use of **two distinct sources** of fresh water: one comes from the **spring** and the other is **tap water** from the network. Spring water is mostly used for the swimming pool and gardening whereas the tap water is used for guests services in rooms (showering...). SBR has a very significant positive impact by allowing the management of Sentosa island to pump water from its spring which is used **to water the surrounding areas** ( for gardening and landscaping purposes).

### Water Withdrawl by Source in 2015



- Tap Water (guest rooms, kitchen)
- Rain Water (rooftop garden and swimming pool)
- Spring Water (swimming pool, gardening, general cleaning)

**Squirzy:** "SBR is really fortunate to have a spring on its site. But it has also made smart choices to make use of this water in the most sustainable way"





Most of SBR water consumption originates from an underground spring water reservoir. The water that is taken from this source is of natural origin and if not taken would otherwise flow out to sea. As such SBR water usage from this source has **no impacts on diminishing water reserves within the spring.**



SBR's has a **very limited consumption of city tap water** (due to its natural spring source and water saving initiatives)

#### G4-EN9 Water sources significantly affected by withdrawal of water

SBR water sources are:

**Tap Water**  
**Spring water**  
**Rain water**

**None of these sources are significantly affected** by the withdrawal of water from SBR as usage is well managed and kept to a minimal. Actually, the spring water is not actively pumped from the ground but **naturally flows out**. As such, if SBR was not making use of it, it would just flow out to sea. Furthermore, the Spring is regularly refilled with rainwater.

No sources of the water used at SBR are from protected areas/areas of biodiversity value or sources of importance to local community.

SBR takes great efforts into managing the source in the **most sustainable way possible.**



#### G4-EN10 Percentage and total volume of water recycled and reused.

In addition to its very efficient water consumption practices, SBR also has initiatives in place to recycle and reuse the water.

Such initiatives include:

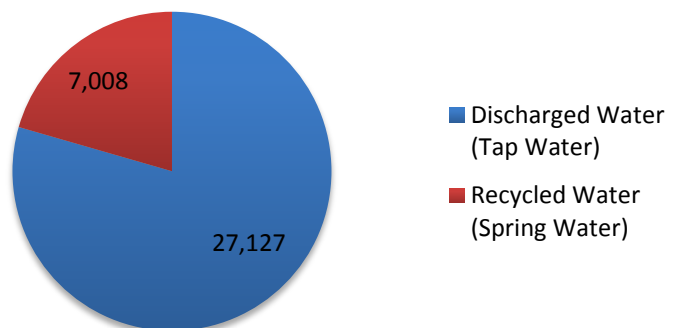
- Roof top garden: allows a significant amount of rainwater to be collected if needed
- Swimming pool closed loop system
- Extensive use of groundwater for gardening
- Excess water from the spring goes to a reservoir which is used by Sentosa management to collect and water the entire island
- Spring water excess:

The below graphic highlights the volumes reused/recycled:

**SquirZy:** "As you can see, SBR's spring water is very well utilized for a number of applications. Letting all this water flow out to sea would simply be a big wastage!"

When it comes to tap water people might actually say that we are not doing much to find a second use for it. That is what I actually asked Prof Monitor and he replied that in Singapore it is actually not authorized to collect and store grey water without a special permit. On the contrary all used tap water must flow back to the drains where the management is taken care of by the authorities."

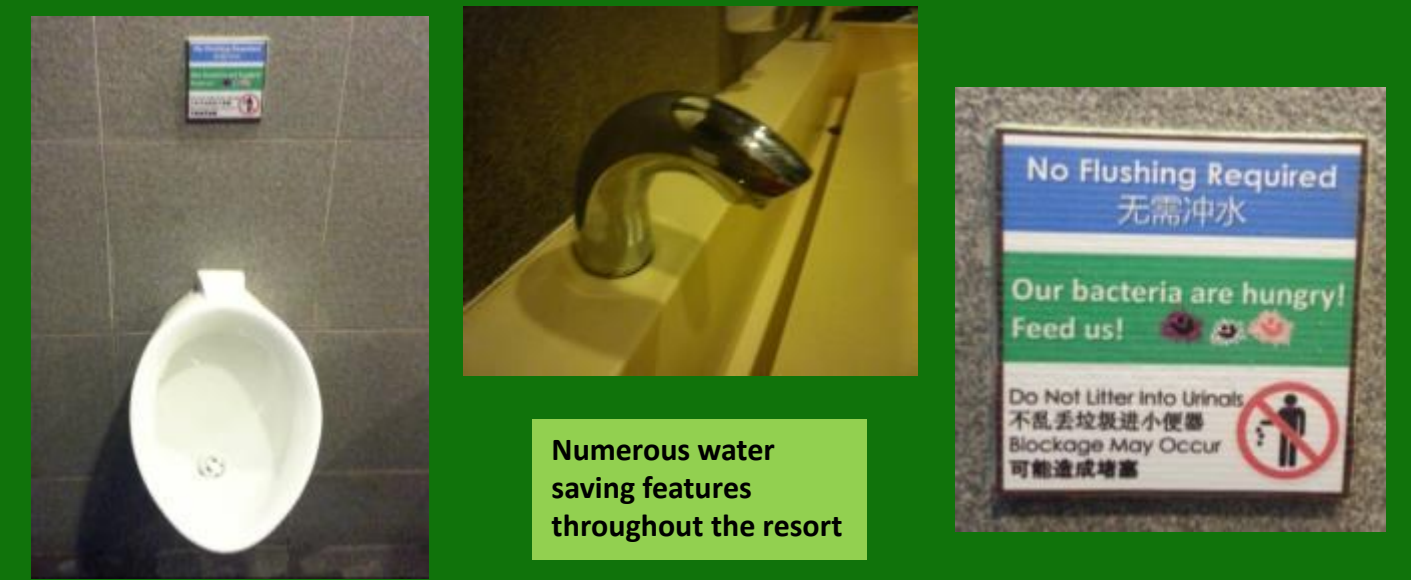
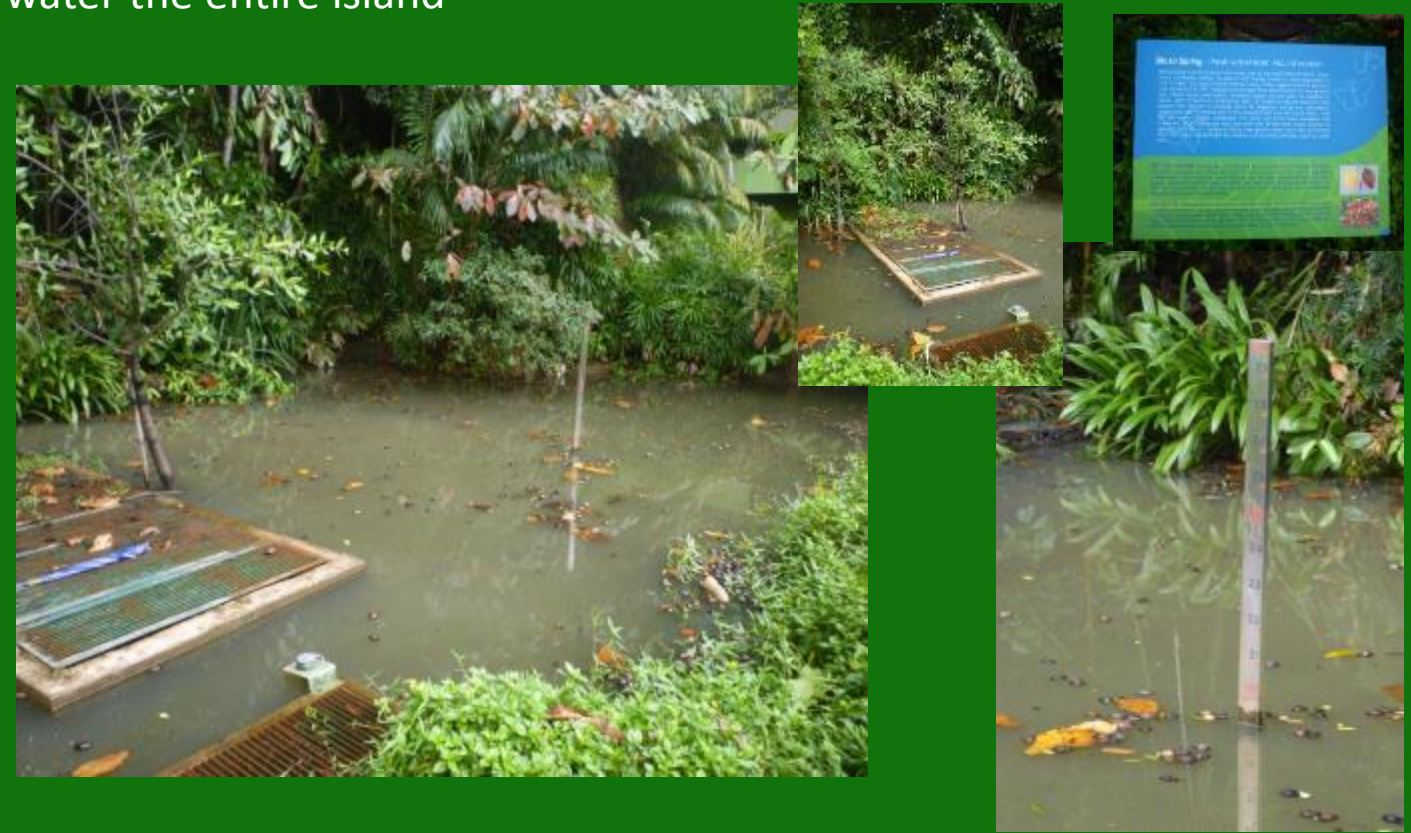
#### Recycled Water for 2015 (cubic metres)



# Water management



SBR is involved in a very special and major water initiative. Indeed, it allows Sentosa water contractors to extract water from its pond to water the entire island



Numerous water saving features throughout the resort

And much more...



## BIODIVERSITY

At SBR biodiversity has a very special significance. Indeed, because the location of the resort is on pristine forested terrain, biodiversity is relatively high especially when compared to other parts of Singapore.

### G4-EN11 OPERATIONAL SITES OWNED, LEASED, MANAGED IN, OR ADJACENT TO, PROTECTED AREAS AND AREAS OF HIGH BIODIVERSITY VALUE OUTSIDE PROTECTED AREAS

The location of SBR is on a forested mountain hill. Around and behind the resort lies protected terrains which hold many trees and a relatively rich inhabiting biodiversity.

SBR was constructed with minimal digging, does not own any underground area.

The property of SBR is not listed as protected status nor considered as protected by any organization.

#### Location:

Map of resort with surroundings.



We can see from the satellite image that SBR is **surrounded by forested terrain**. While large parts of Sentosa island have been allocated for development of the built environment, only a patch of greenery remains in the central part of the island around the resort. SBR is **conscious** of this, and has taken strong measures to ensure the **preservation of wildlife** not only on its site but also insuring that its operations have very limited impacts on the surrounding.

#### Size of land owned:

**15,449.0 m<sup>2</sup>**



## Siloso Beach Resort

*Blending Life and Leisure with Nature*

### G4-EN12 DESCRIPTION OF SIGNIFICANT IMPACTS OF ACTIVITIES, PRODUCTS, AND SERVICES ON BIODIVERSITY IN PROTECTED AREAS AND AREAS OF HIGH BIODIVERSITY VALUE OUTSIDE PROTECTED AREAS

As the site surrounding SBR is a forested terrain, SBR's activities do have certain impacts on biodiversity:

#### SBR significant impacts on biodiversity

•**Noise**: Despite that noise levels are kept at reasonable levels, some disturbances on biodiversity resources do occur.

•**Built environment**: As building structures have been developed on site, some disturbance on biodiversity have occurred during the **construction phase**. It is however important to highlight that extraordinary measures to preserve the original terrain and minimize the impacts on biodiversity have been taken. Measures taken at SBR to preserve the natural terrain are unique and exemplary.

•**Gardening (e.g. cutting down branches)**: Occasional maintenance work in order to insure guests safety are carried regularly. These activities mostly include cutting down tree branches which may cause slight disturbances to wildlife.

•**Mosquito control (spraying of chemicals on plants)**: In order to meet government standards and insure guests comfort and safety (dengue control), mosquito treatment do have to be carried on site. SBR has in the past used the traditional fumigation treatment. However, since the last few years, a new treatment using less impactful chemicals is under trial.

#### Habitat protected or restored

•**Overall resort environment**: Despite the built environment, significant portion of the land has been preserved.

•**All trees**: **All grown trees on site have been preserved.**

•**Ponds**: Many **ponds** around the resort have been preserved in order to maintain their rich inhabiting biodiversity. Furthermore, many other man made ponds have been added throughout the resort.

•**Roof top garden**: SBR's extensive roof top gardens not only has energy efficiency attributes, but they also allow additional greenery coverage including the plantation of various species that attract insects.

At this time SBR is not working with any other organizations to protect or restore habitat, however this may be a consideration for future CSR initiatives. We are actively using the Biodiversity Portal website to promote parties that protect natural habitat.



# Biodiversity on site



Numerous squirrels  
can be spotted on site



Birds nesting on site

By preserving the trees and  
areas of forested terrain, SBR  
has managed to maintain a  
higher degree of biodiversity  
on its premises...



8 species of  
frogs have been  
monitored on  
site



Numerous insects and  
invertebrates in our  
forested areas



Numerous species of  
plants on site (mostly  
local species)



## Alternative Environmentally friendly mosquito control



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Numerous self sustained ponds have been implemented throughout the resort. In addition to providing habitats for a diversity of species, these ponds are also growing grounds for fish that eat mosquito larvae as well as dragonflies which effectively serve as a natural mosquito control agent



In addition SBR is using an alternative mosquito control treatment (instead of traditional fogging) using a bacterial based solution instead of conventional fogging. This treatment allows much less impact to the variety of species on site (insects, reptiles...)



Using a bacterial based solution instead of petroleum derivative chemicals is much better for the surrounding environment

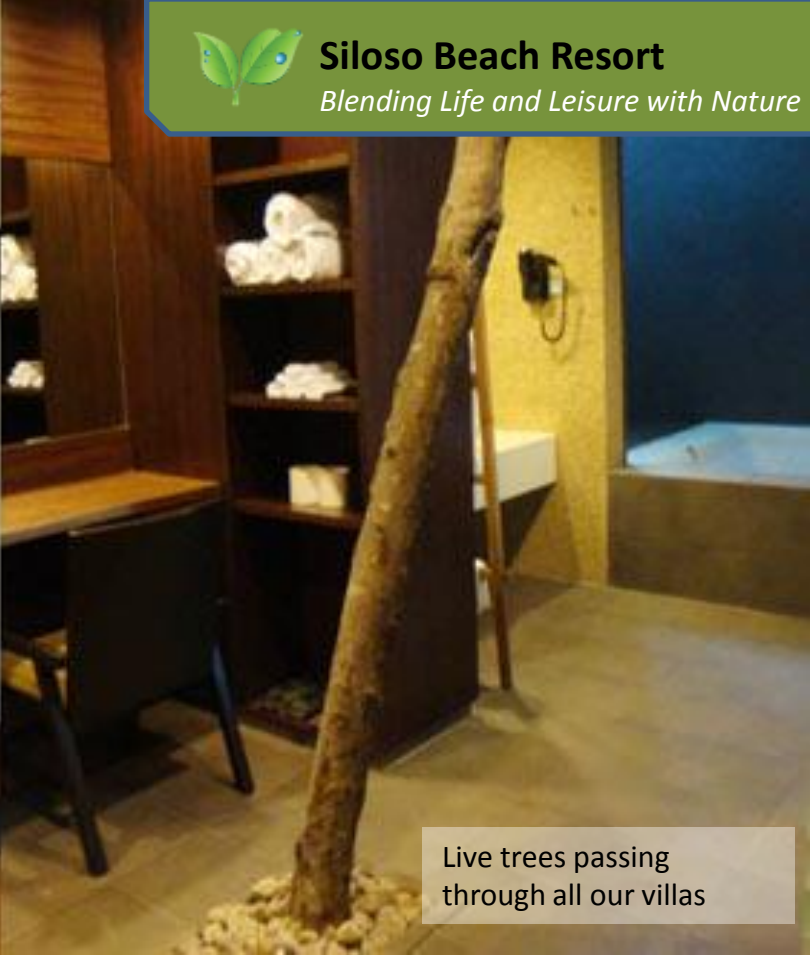
**We believe that a combination of natural means and active treatments can effectively control mosquitos**





In partnership with Nparks, SBR has embarked on a project to showcase the heritage trees of Singapore. About 10 different species have been planted surrounding our pool area. We intend to educate our guests on the original nature Flora of Singapore.





Live trees passing through all our villas



*Our unique concept of blending the natural surrounding environment with structures:*

*Throughout the resort in order to preserve many of the existing trees, we have integrated the trees within the built structure.*

*As such almost all of our villa rooms as well as many parts of the buildings actually have trees passing through them. Other techniques of preserving the trees are also found throughout the resort.*





A few snap shots from the resort of integrations of trees within the structures. There are in fact countless examples of such practices throughout the resort. Indeed, whenever possible, trees have been preserved and integrated into the built design



# Trees **VS** structures

**Siloso Beach Resort***Blending Life and Leisure with Nature*

**Our concept of allowing trees to pass through the structure is highly present throughout our resort**



# Dinosaur bones exhibit



Display of real dinosaur bones within our reception area and information on conservation



# Waste wood workshop

SBR wood workshop. A significant portion of the wood at SBR originates from unwanted wood from construction sites. We then reprocess the wood for maintenance, furniture...



# Roof top farming



Roof top garden growing facility. We produce vegetables and spices without any use of chemicals

## Case study: Dinosaur

At SBR we have recently become very involved with dinosaurs in the most unusual way.

Siloso Beach Resort is proud to **showcase Real Dinosaur Bones on its premises.**

The display of these bones is a joint venture between Siloso Beach Resort (SBR) and the National University of Singapore (NUS).

### Background: So how did SBR get into possession of real dinosaur bones??!

Well it all started with the close collaboration that SBR has with the Raffles Museum of Biodiversity Research <http://rmbr.nus.edu.sg/> (NUS). SBR has been in close contact with this reputable institution since SBR started the development of the Biodiversity.sg ([www.biodiversity.sg](http://www.biodiversity.sg)) which is one of its CSR programs.



### At SBR we display real dinosaur bones

In appreciation of our move in initiating this much needed funding exercise, the RMBR has accepted to collaborate with us in mounting this preliminary dinosaur exhibit which intends to inform the guests passing by the hotel and various stakeholders on the importance of dinosaurs, biodiversity preservation and to promote the upcoming National History Museum where the full skeletons will be displayed starting in 2014.

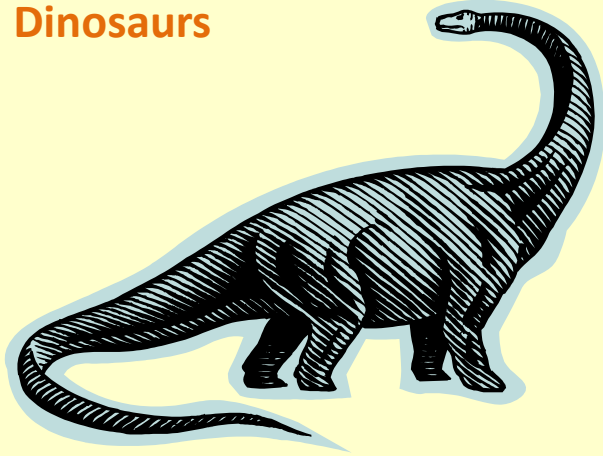
**We use our Dinosaur Exhibit to convey strong conservation messages**



**Siloso Beach Resort**

*Blending Life and Leisure with Nature*

## At SBR we want to share our passion for Dinosaurs



Following this SBR has been actively involved with some of the Museum activities. Recently it came to our attention that the RMBR intended to expend into a new National History Museum for Singapore. One of the main attractions the upcoming Museum was looking forward to was to have a unique display of complete and real dinosaur skeletons.

In order to make this a reality the RMBR embarked on an ambitious fund raising exercise to raise enough money to purchase 3 unique and almost complete dinosaur skeletons (believed to be from the same family), a world first! SBR immediately responded to this by gifting a significant amount of money for this unique and most worthy cause. SBR was the first donor to put money on the table which sparked other donors to come on board as well. Since then, the necessary funds of 12 million have been collected from various donors (including SBR) and the dinosaurs skeletons are now under way to Singapore!



"Dinosaur"





## Opening of the Lee Kong Chian Museum



We were very pleased to see the opening of the National History Museum this year. As the first donor to have come onboard nearly 4 years ago, it is a very satisfying feeling to see that the full dinosaur bones now feel the space of the Museum.

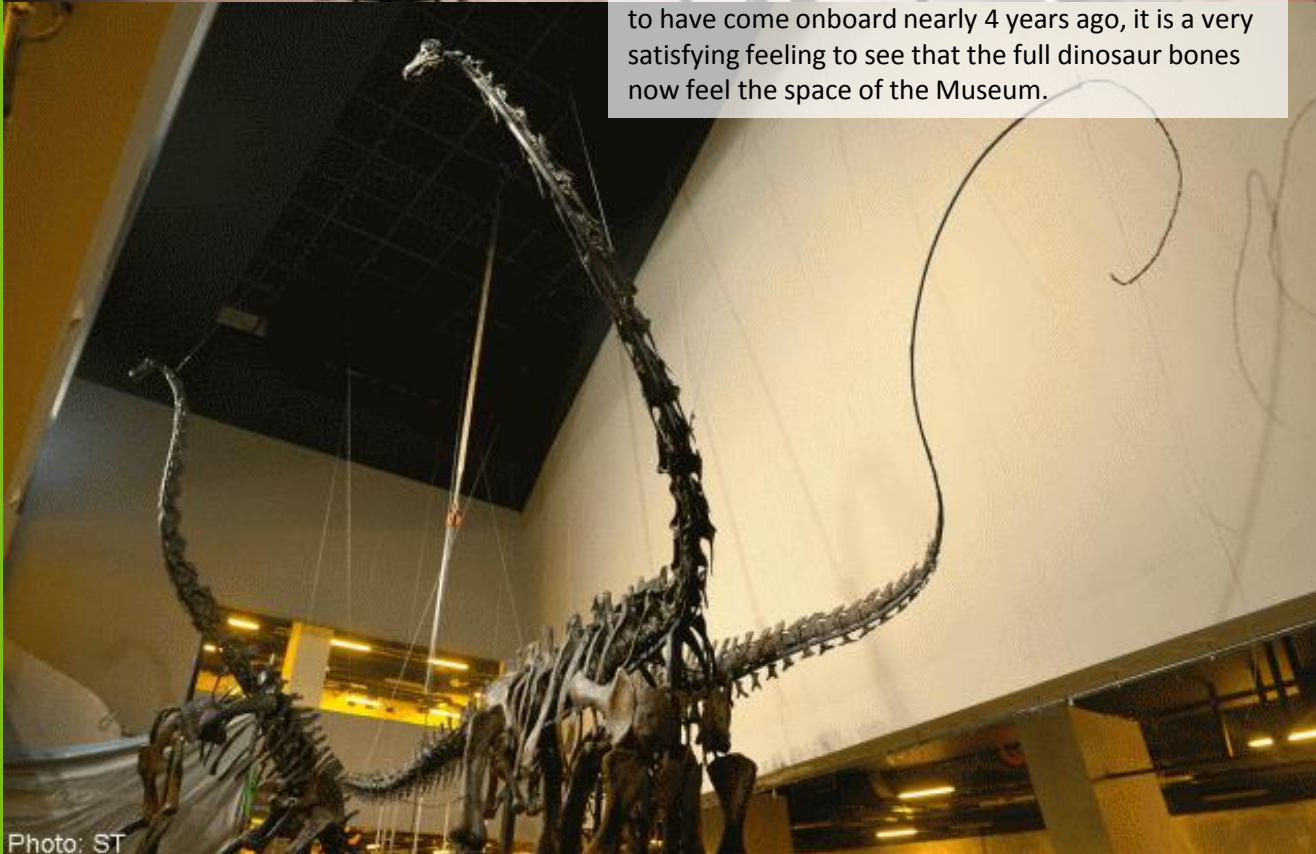


Photo: ST

## G4-EN13 HABITATS PROTECTED OR RESTORED

SBR is Fully compliant with national regulations and goes above and beyond regulations for preserving trees and biodiversity.

Since its construction stage, **very significant consideration** has been taken to preserve the biodiversity on site. Biodiversity preservation and education remain to date **one of the main guidance of SBR.**

During the initial development stage very special care and measures have been applied to preserve as much as possible the biodiversity on site.

One of the strongest decisions was to **preserve all the trees.** This was a very serious commitment which required a lot of special attention and extra efforts:

SBR conducted an environmental site assessment of the trees affected by construction. **More than 200 fully grown trees have been preserved** on site: In order to achieve this, special construction techniques had to be applied. This included the use of **micro bore pilling** techniques. This pilling technique using lighter equipment bores a hole instead of compacting the earth, which allows to significantly reduce the amount of vibrations near the tree roots and to preserve the trees (the use of conventional pilling techniques would have killed most of the trees).

**Training and supervision.** Such decision to preserve the trees was very unusual at the time of construction in Singapore and therefore required extra attention during construction. Indeed, constant supervision of the worker's teams was required to make sure that no toxic spills or other common practices were going to affect the trees. Because there were so many trees to preserve, buildings had to be built around these trees. This was a particular challenge and each tree required an average of 10 consultants to make sure that both the trees and the surrounding structures would co-exist well.

**Preserving the trees not only requires commitment but also a lot of patience and supervision**



## Siloso Beach Resort

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Anyone coming to SBR will quickly notice the extent of the efforts which have been made to preserve the trees and incorporate them within the structure.

- *Different innovative construction techniques were applied to incorporate the trees.*
- *In some parts, buildings have been built around trees.*
- *In some parts, trees literally go through the structure.*
- *In other parts, trees are in close proximity of buildings.*

Going beyond just preserving the trees, one other important initial guidance in the development of SBR was to **preserve the terrain.** In order to do this, a minimum of built surface area has been allocated while the vast **majority of the resort remains open terrain**, much of it with its original vegetal coverage.

In order to preserve the terrain, the resort was built making use of original shape of the land. For instance, the swimming pool was just placed where an old dirt road used to be. The same concept was applied in many other locations such as the villa wing where villas emplacements were chosen according to the less impactful locations for the trees and surrounding vegetal coverage.

In a later phase of development of SBR, further targets were developed to enhance biodiversity. In particular, 450 additional trees were planted, and numerous man-made ponds have been placed in various locations of the resort. These self-maintained ecosystems, attract a variety of wildlife including frogs, dragonflies and many others.

Pushing the concept, SBR is trying hard **new solutions of mosquito control** (which is usually done by fumigation) that would be less impactful to biodiversity. A new control mechanisms using BTI technology is currently under trial. These treatments are meant to be more focused on certain species (mosquitoes) and therefore known to have lesser impacts on other species inhabiting the premises.

A future objective would be to better understand and monitor the biodiversity of the area by establishing a photo database to record the various species and sightings.

Having done so many efforts to preserve the biodiversity on site, SBR is very active at promoting not only the preservation of species on site but also **educating on the concept of biodiversity** on a large scale. Indeed, SBR has implemented various educational programs on this topic.

**SBR will continue its efforts to develop solutions to make its facilities a biodiversity sanctuary**



## SBR Biodiversity Outreach Programs

• **Biodiversity Exhibit:** A **permanent picture exhibit on biodiversity** within our café area. The pictures (both medium and large size) on display were all taken within the resort. Our aim is to promote biodiversity and to showcase that our conservation efforts have allowed to preserve a rich variety of species on site.

• **Biodiversity Portal:** **SBR has developed the [Biodiversity.sg](http://www.biodiversity.sg)**

Website which has gained strong support from leading organisations in the field both locally and internationally.

Program supported by: United Nations, Conservation International, World Wide Fund for Nature (WWF), National University of Singapore, Singapore Science Centre, Singapore Institute of Biology, Singapore Environment Council.

Website: ([www.biodiversity.sg](http://www.biodiversity.sg))

• **Eco tours:** SBR eco tours have a special emphasis on biodiversity preservation on our site. To date, more than 7000 persons have attended the tours from various stakeholders: schools, universities, corporates, guests...

• **TV eco channels:** Two in-house TV channels are dedicated to environmental awareness and both cover elements of biodiversity issues amongst other environmental issues.

**Biodiversity is a very important focus point at SBR**

**[www.biodiversity.sg](http://www.biodiversity.sg)**



## Siloso Beach Resort

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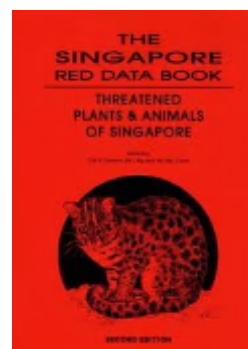
### G4-EN14 TOTAL NUMBER OF IUCN RED LIST SPECIES AND NATIONAL CONSERVATION LIST SPECIES WITH HABITATS IN AREAS AFFECTED BY OPERATIONS, BY LEVEL OF EXTINCTION RISK

Singapore National Parks board has published a book highlighting endangered species in Singapore.

SBR has a copy of this book for its reference and information can also be obtained from the following website:

### Singapore red list

[http://www.nparks.gov.sg/cms/index.php?option=com\\_content&view=article&id=146&Itemid=128](http://www.nparks.gov.sg/cms/index.php?option=com_content&view=article&id=146&Itemid=128)



### Number of IUCN red list species potentially affected: 2

According to the Singapore Red List, both these species are present on Sentosa and thus could potentially be affected by our operations:

- **Spotted Owl** (*Strix occidentalis*)

Status: Near Threatened

- **Oriental Magpie -Robin** (*Copsychus saularis*)

Status: Least Concern

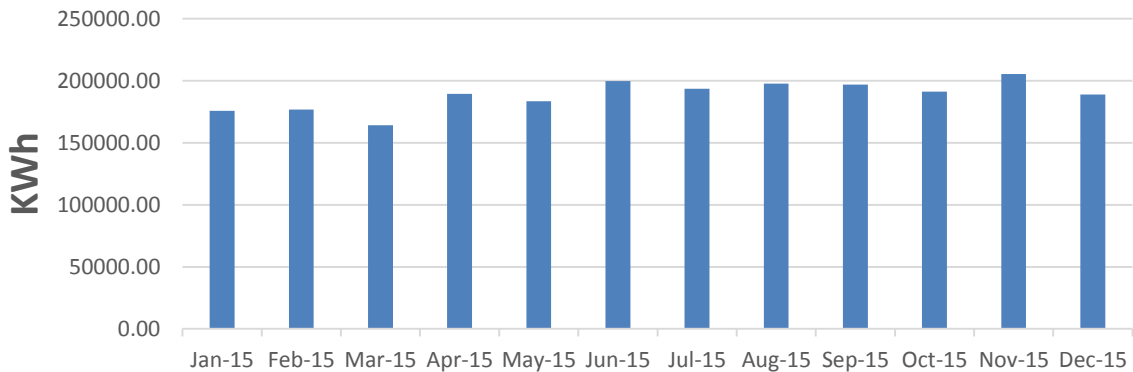
We are also concerned about these issues and we provide a range of information on species including links to endangered species in Singapore from our biodiversity site .

Biodiversity.sg  
[www.biodiversity.sg](http://www.biodiversity.sg)





### Total Electricity Used 2015



### Month

**SBR takes the consequences faced by global climate change seriously.**

Despite that it is aware that its own operations have insignificant impacts on a global scale (and climate change is a global scale issue), it also recognises the fact that any given business including its own has an important role to play in doing the right thing by significantly **reducing its Green House Gas Emissions**. But most importantly to actively promote, share and showcase how it does so in order to inspire many other businesses to do the same, especially in its own line of business: the hospitality and leisure sector which is a global significant contributor.

Numerous efforts have been done at SBR to cut down atmospheric emissions. Some related to **energy management** while others are more towards a **passive approach**.

The below section provides an evaluation of SBR's emissions based on energy use at the resort:

*Squirzy: "First I thought it was huuge but then Prof monitor explained to me that it is actually very reasonable for an hotel of this size"*



**G4-EN16 ENERGY INDIRECT GREENHOUSE GAS (GHG) EMISSIONS (SCOPE 2)**

In Singapore 1kwh corresponds to 0.5233 kg of CO2 (equivalent) (source NEA)

SBR monthly average electricity consumption is 188,606 KWh

Therefore SBR monthly carbon emission is  $0.5233 \times 188,606 = 98,697.5$  kg CO2e

And for one year:  $98697.5 \times 12 = 1,184,372$  kg CO2e

SBR annual estimated carbon footprint: **1,184 tonne of CO2e**

*(This value is only an estimate based on electricity consumption; it does include external operations, supply chains and transport)*

Furthermore, the above amount should be **significantly reduced** once taken into account the **trees present on site**.

**SBR annual carbon footprint for 2015:**

**1,184 tonnes of CO2e**

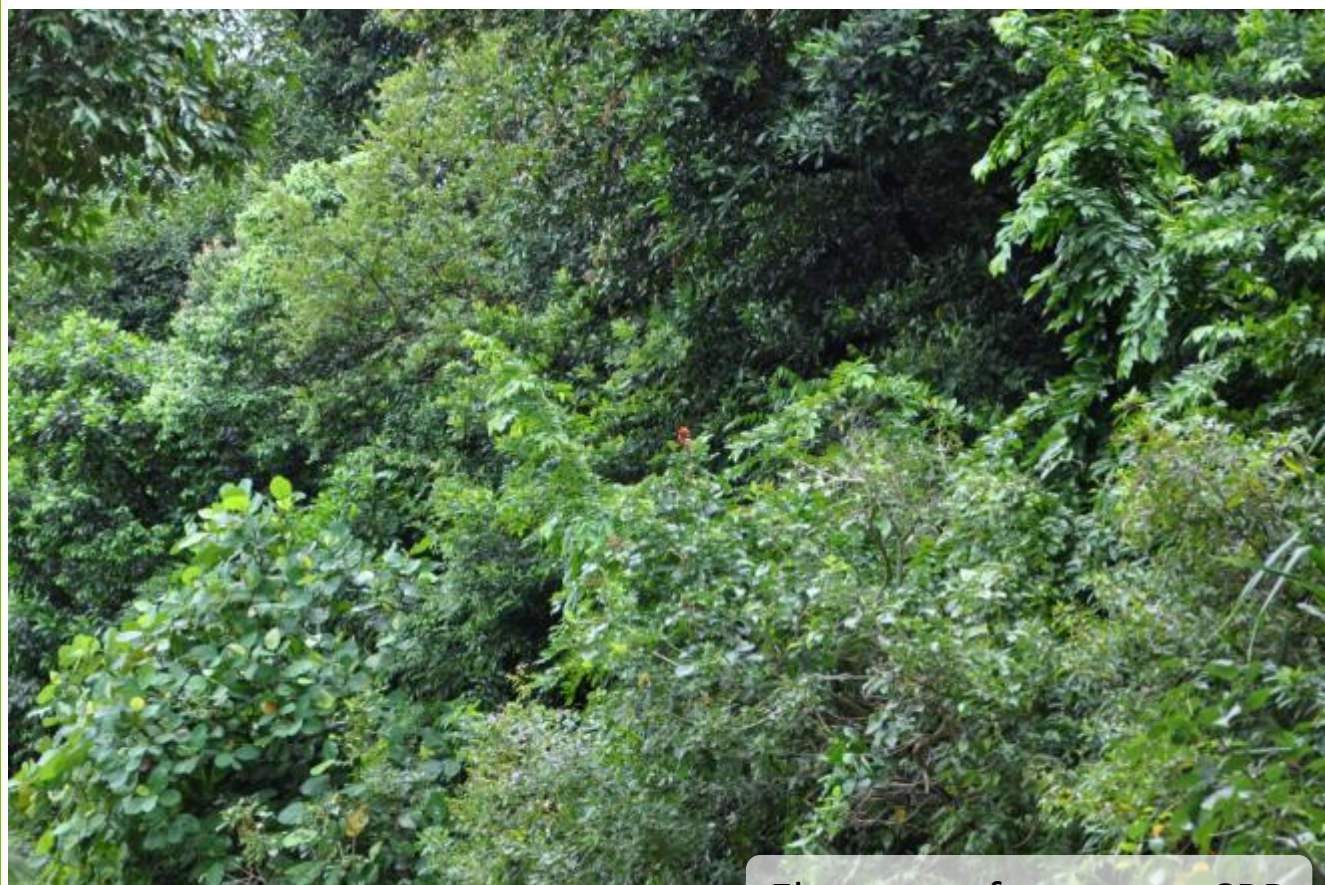


## SBR Dense Foliage



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Elements of canopy at SBR



Due to its extent of vegetal coverage , SBR benefits from an **excellent air quality** environment



## G4-EN17 OTHER INDIRECT GREENHOUSE GAS (GHG) EMISSIONS (SCOPE 3)

The main source of GHG emissions at SBR is primarily from **electricity consumption** which originated from the **combustion of natural gas**.

In addition to this primary consumption, several smaller and irregular activities are also contributing but to a much smaller extent. While aware of these sources, SBR is still in the process of gaining a more precise understanding of the emissions involved from these sources.

### Other indirect GHG sources:

**Gardening activities:** May involve from time to time the usage of machineries which burn fuel, these include:

- Land-mowers
- Chainsaws
- Various other cutting machines
- Emergency generator

### Fumigating (mosquito control)

The chemicals are sprayed through a blowing machine which consumes fuel.

**Transports:** SBR operates two **small buses** to transport its guests to and from the resort. The trips involved are however short (about 4 km) and therefore the emissions involved through this means is relatively small.

### SBR 12 seater van

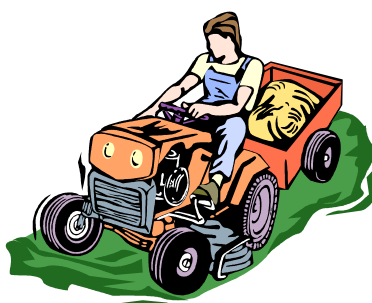


### SBR 15 seater van



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**Our gardening activities account for a very small amount of emissions**

## G4-EN19 REDUCTION OF GREENHOUSE GAS (GHG) EMISSIONS

**Tree preservation and planting** (passive approach): preserving trees on site, has also in the process significantly contributed to offset emissions on site. Indeed, preserving the trees also preserves the carbon stored within the trees as well as the carbon dioxide removal potential of these trees. While it is **very difficult to evaluate** how much carbon emissions is saved through this means, **it is significant**. SBR has preserved over 200 trees on its site and additionally planted another 450.

•**Good design** (passive approach) :Due to the energy efficient design of the buildings, SBR energy use is significantly reduced which translates to significant reduction in atmospheric emissions.

•**Active approach:** SBR has numerous initiatives to reduce its energy consumption through the use of **new energy efficient technologies**. The reduction in energy usage translates to reduction in atmospheric emissions.

**Our newest 15 seats van is much more environmentally friendly than our older 12 seater van**

## G4-EN20 EMISSIONS OF OZONE-DEPLETING SUBSTANCES (ODS)

SBR has a policy in place to avoid the usage of ozone depleting substances. As such, very few if any are actually used on site. These substances may only be contained in:

- Coolants in fridges
- Sprays of various sorts

## SBR is free of any CFC's

HCFC's are present in small amounts and within government regulations.

Emissions by weight: **insignificant**

## G4-EN21 NOX, SOX, AND OTHER SIGNIFICANT AIR EMISSIONS

The only SBR related activities that involve some of these substances are transportation and gardening.

Values have not been directly measured but are very low considering the amount of transport and gardening requiring machineries involved.

**SOx**  
**NOx**  
**Transport**  
**+**  
**Gardening machinery**



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Small amounts of **HCFC's** are contained in our fridges and cold rooms in refrigerants liquids



Insignificant amounts of **SOx** and **NOx** originate from gardening machineries

At SBR atmospheric emissions of either ozone depleting substances or Nitrous or Sulfuric oxides are:

**Not significant**

Very small amount of **SOx** and **NOx** come from our bus exhausts (our bus trips only cover small distances)



## G4-EN22 TOTAL WATER DISCHARGE BY QUALITY AND DESTINATION

**Total amount of water discharge for 2015:**

**25,127 cubic meters** (based on estimates from employee and guest water usage).

All of our discharged water comes from the public water supply, and goes back to the public water treatment. Almost all of the water used is discharged through guest activities like showering and flushing of toilets. A very small percentage (less than 1%) of our water withdrawn is consumed as drinking water by our guests or used by our housekeeping staff for general cleaning and evaporates.

Our other sources of water, such as spring water and rain water, are not discharged, but rather the excess is used for gardening purposes by SBR and Sentosa.

## Our earthworms hard at work!



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## G4-EN23 TOTAL WEIGHT OF WASTE BY TYPE AND DISPOSAL METHOD

A large portion of the waste at SBR is recycled, especially from the housekeeping and food and beverage departments, which recycle many plastic drinking bottles, tin cans, and cardboard containers. As SBR does not produce any hazardous wastes. 100% of the waste that is not reused or recycled is collected and sent for incineration. We are constantly improving our monitoring systems, and plan to provide more information about the amount of total waste produced in subsequent sustainability reports.

Much of the food waste is also recycled using the natural methods of **vermicomposting** (using earthworms) or **aquaculture** (tilapia and other fish). We also recycle some of our cardboard through the vermicomposting process.

### • New food waste disposal system

We have a new system implemented in 2013 to supplement our vermicomposting system for food waste. This system involves the use of Aquaculture and the local Tilapia Fish. Prior to this system, we disposed our food waste either in the wormery or the machine but the machine was wrote off in 2012. So we can only dispose the food waste in the general waste or wormery. The only problem is that we are limited to Vegetarian waste without any citrus or oils.

After implementation of the new Tilapia Aquaculture system using grey, red and black Tilapia we increased the types of food waste being recycled to some meat items, bread and vegetables but some of the wormery food waste feeding restriction still applies in the aquaculture system located in the Bio filtration pond at the second level.

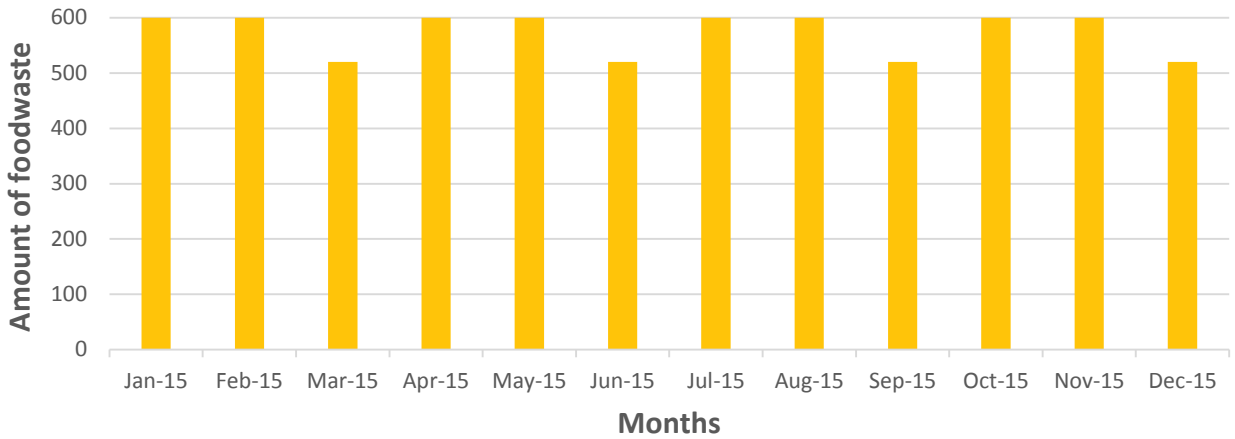


Experimental composting system

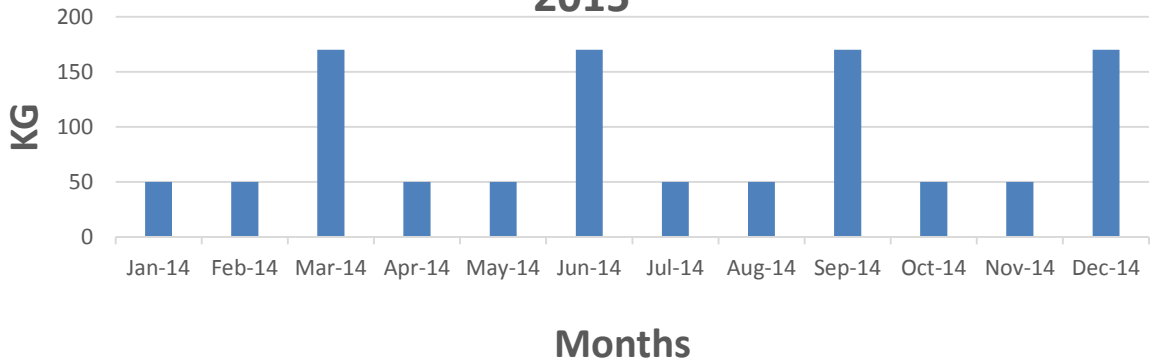


*Our earthworms also play a large part in our recycling efforts!*

### Foodwaste Collected for Vermicomposting for 2015

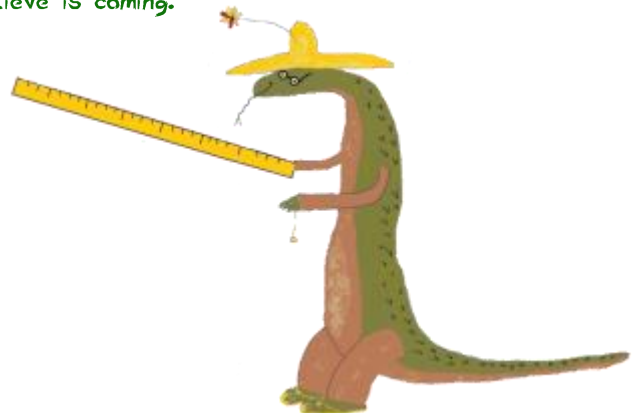


### Cardboard Collected for vermicomposting for 2015



**Squirzy:** “Prof Monitor, SBR takes a lot of efforts to recycle its wastes. Does this really have a positive influence on the world resources?”

**Prof Monitor:** “Well Squirzy that is a tricky question. To be honest we are conscious that our efforts to recycle all our waste that can be recycled only have insignificant implications on a national or global scale. But we also believe in setting the example for ourselves and others. If we are the only ones to do this of course there are no significant impacts but if we can do it properly and influence a few others to do the same then impacts will start to become significant. By doing this we are also creating a company culture of practicing the 3R’s and getting ourselves ready for future more stringent regulations on recycling in Singapore which we believe is coming.”

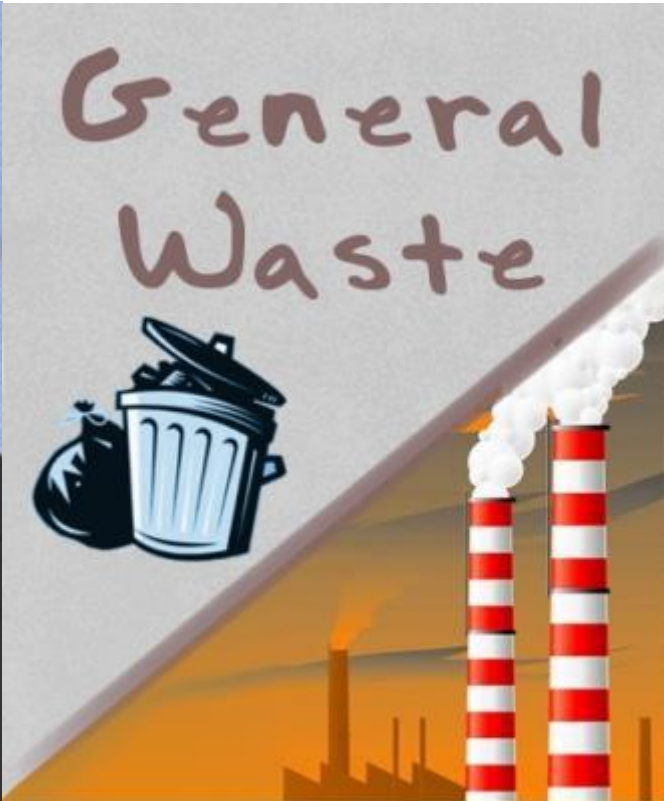




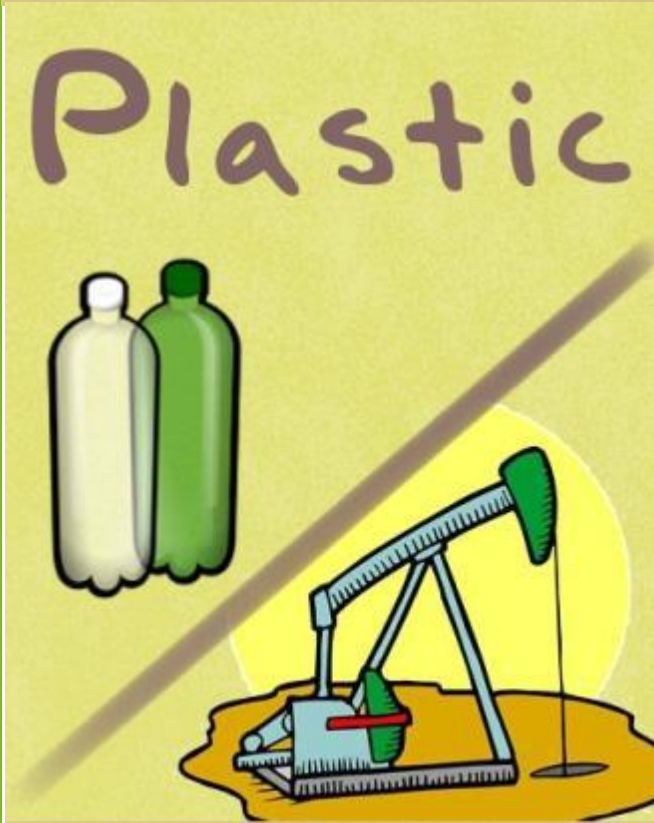
At SBR we have a unique approach to promote recycling by **linking the end product to the source**. Below are some of the panels that we developed and display



Recycle Cans = Less Mining



General Waste = Not Recycled



Recycle Plastic = Less Oil



Recycle Paper = Save Forests



#### G4-EN24 TOTAL NUMBER AND VOLUME OF SIGNIFICANT SPILLS

To date, SBR did not have any instances of spills whatsoever.

**No Spills to date** and SBR intends to keep it this way

#### G4-EN25 WEIGHT OF TRANSPORTED, IMPORTED, EXPORTED, OR TREATED WASTE DEEMED HAZARDOUS UNDER THE TERMS OF THE BASEL CONVENTION<sup>2</sup> ANNEX I, II, III, AND VIII, AND PERCENTAGE OF TRANSPORTED WASTE SHIPPED INTERNATIONALLY

SBR does not have, produce or use any waste that is considered hazardous under the Basel convention.

As a hotel environment, hazardous waste are very limited.

Cleaning products used are selected to be environmentally friendly.

**No hazardous wastes at SBR**



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#### G4-EN26 IDENTITY, SIZE, PROTECTED STATUS, AND BIODIVERSITY VALUE OF WATER BODIES AND RELATED HABITATS SIGNIFICANTLY AFFECTED BY THE ORGANIZATION'S DISCHARGES OF WATER AND RUNOFF

**No water body is directly affected** by SBR's water runoff.

Water runoff goes to the Sentosa drain which then flows to treatment facilities.

SBR actually has a positive impact in water conservation through two activities.

- SBR has constructed numerous ponds throughout the resort which bring biodiversity back to these areas.

- SBR has set up a main pond nearby its resort where the overflow of the spring goes. This pond has created a natural habitat for various species of insects fish and frogs.

*Prof Monitor: "SBR is very conscious that its rejects of various forms should it be liquid waste or solid waste can have adverse effects on the surrounding environment if not managed properly. For this reason extra care has always been a priority and as explained earlier, the precautionary principle is very present especially in waste management. Not only SBR does not reject very significant amounts of waste but the waste that is discharged is very controlled"*





Metals recycling



Stone table



Recycling bins for the guests

At SBR we  
make use  
of waste in  
any way  
we can



Cartons recycling



All guest rooms equipped  
with soap and shampoo  
dispensers



In-room messages

And much more...



## Making use of recycled materials

At SBR many of the items are actually from 100% recycled origin or simply from unwanted sources. A few of these items include:

A large portion of the outdoor steps are from reused timbers from a railway trail in Australia

All the corridors and a large portion of walkways are layered with rubber mats which are 100% recycled from car tyres

The children playground comprises items which are have been reused from an unwanted source

**And much more...**



**If we could we would do more...**  
**However there are limitations to the amount of recycled items that can be used in core construction under current Singapore law**







### Closed-Loop Cycles for Food Waste

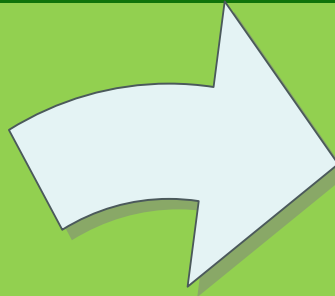
At SBR there are two **closed loop cycles** which are used to naturally deal with much of the food waste:

#### 1. Aquaculture:

Tilapia and other fish in our pond eat a wide variety of food items such as bread, vegetables, and meat (as long as no oil). The tilapia also produces nutrient-rich water which is then used for watering the plants.



Food Waste  
About **25KG** of **vegetable and fruit waste** is collected daily for vermicomposting



Earthworms  
Food waste gets eaten by our **about 1 million earthworms**, and turned into castings

#### 2. Worm-Composting closed loop:



Vegetables  
Castings are fertilizer for vegetables **free of pesticides and chemical fertilizers**

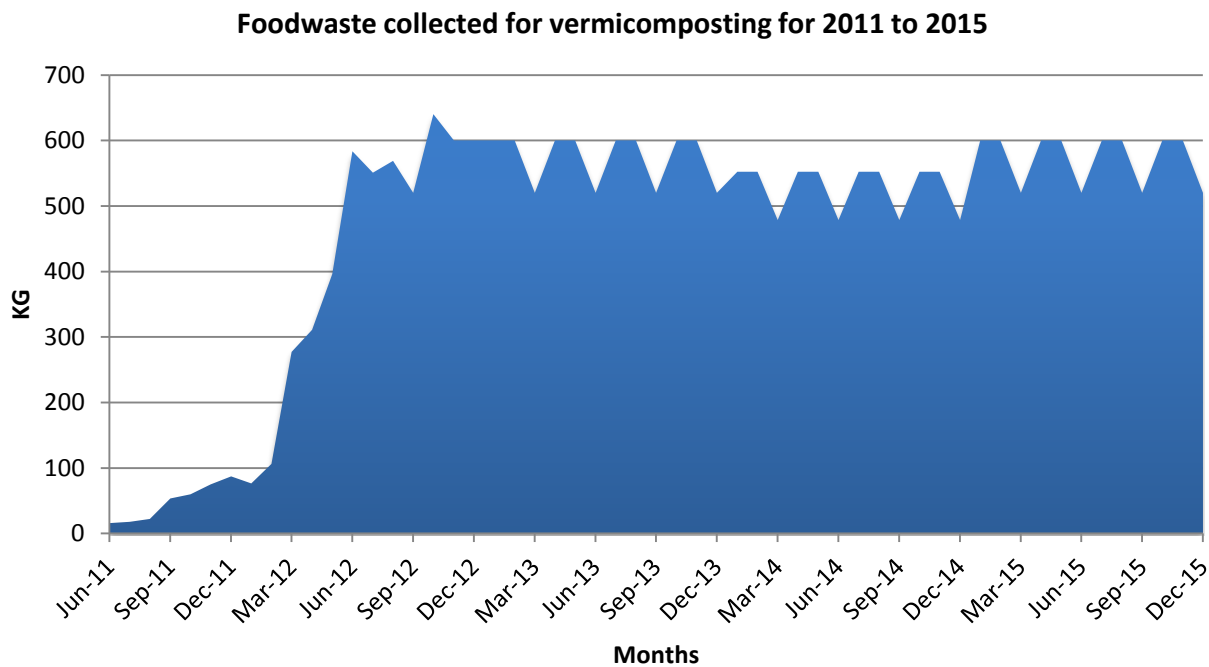


Restaurant  
Vegetables from farm **supply about 20%** of event needs

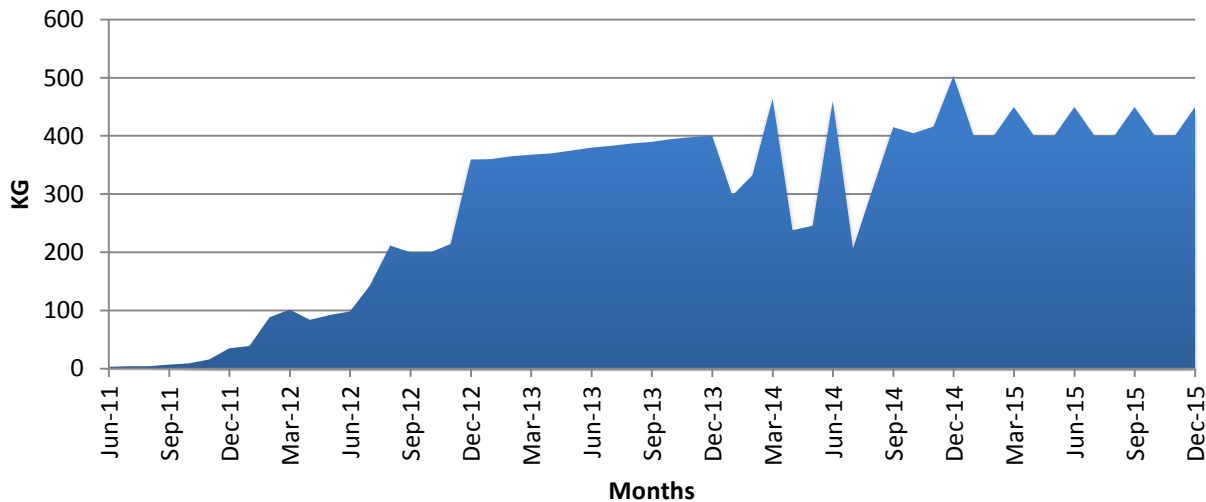
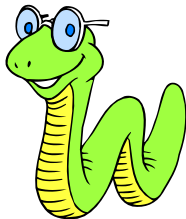


**No Wastage**  
**0%**

# SBR Worm Composting Data & Progress Indicators



**Worm castings (Organic Fertilizer) Monthly**



**Community and educational impact:** SBR has donated worm castings to more than 30 schools and community gardens, and conducted training on vermicomposting for more than 10 schools!





PRODUCTS AND SERVICES

G4-EN27 EXTENT OF IMPACT MITIGATION OF ENVIRONMENTAL IMPACTS OF PRODUCTS AND SERVICES

Such initiatives are highlighted throughout the report. The table below tentatively summaries the **main initiatives** :

Impacts	Initiatives to reduce impact
Materials Use	<ul style="list-style-type: none"><li>Minimize Amenities, such as only providing toothbrush and toothpaste upon request</li><li>Extensive use of recycled wood for poolside furniture and various other areas.</li></ul>
Water Use	<ul style="list-style-type: none"><li>Extensive use of spring and rain water.</li><li>Water saving taps and showerheads in rooms, and encouraging guests to change towels/linens alternate day.</li><li>Use of Waterless urinals</li></ul>
Emissions	<ul style="list-style-type: none"><li>Controlled shuttle bus timings to reduce vehicle emissions.</li></ul>
Effluents	<ul style="list-style-type: none"><li>Not a significant impact.</li></ul>
Noise	<ul style="list-style-type: none"><li>Not a significant impact.</li></ul>
Waste	<ul style="list-style-type: none"><li>Recycling of food waste mainly through worm composting and feeding our fishes.</li><li>Extensive waste recycling program.</li></ul>

As a combined effect of all our initiatives we have managed to reduce and mitigate **very significantly** environmental impacts of our products & services

G4-EN28 PERCENTAGE OF PRODUCTS SOLD AND THEIR PACKAGING MATERIALS THAT ARE RECLAIMED BY CATEGORY

SBR Eco Shop?

To date SBR does not really sell products. It has plans to open a shop on its premises in the near future. This shop would focus on selling ecological products of various sorts.

Currently the only products sold that involve packaging are F&B items such as cans of soft drinks.

**100%** of the packages (empty cans) or other packets are sent for recycling.

**In room products** (shampoos, soap...) are only provided if requested by the guests. By doing so, wastage of packaging and products is significantly reduced.

As a general rule we **minimize packaging** and reuse or recycle them wherever we can



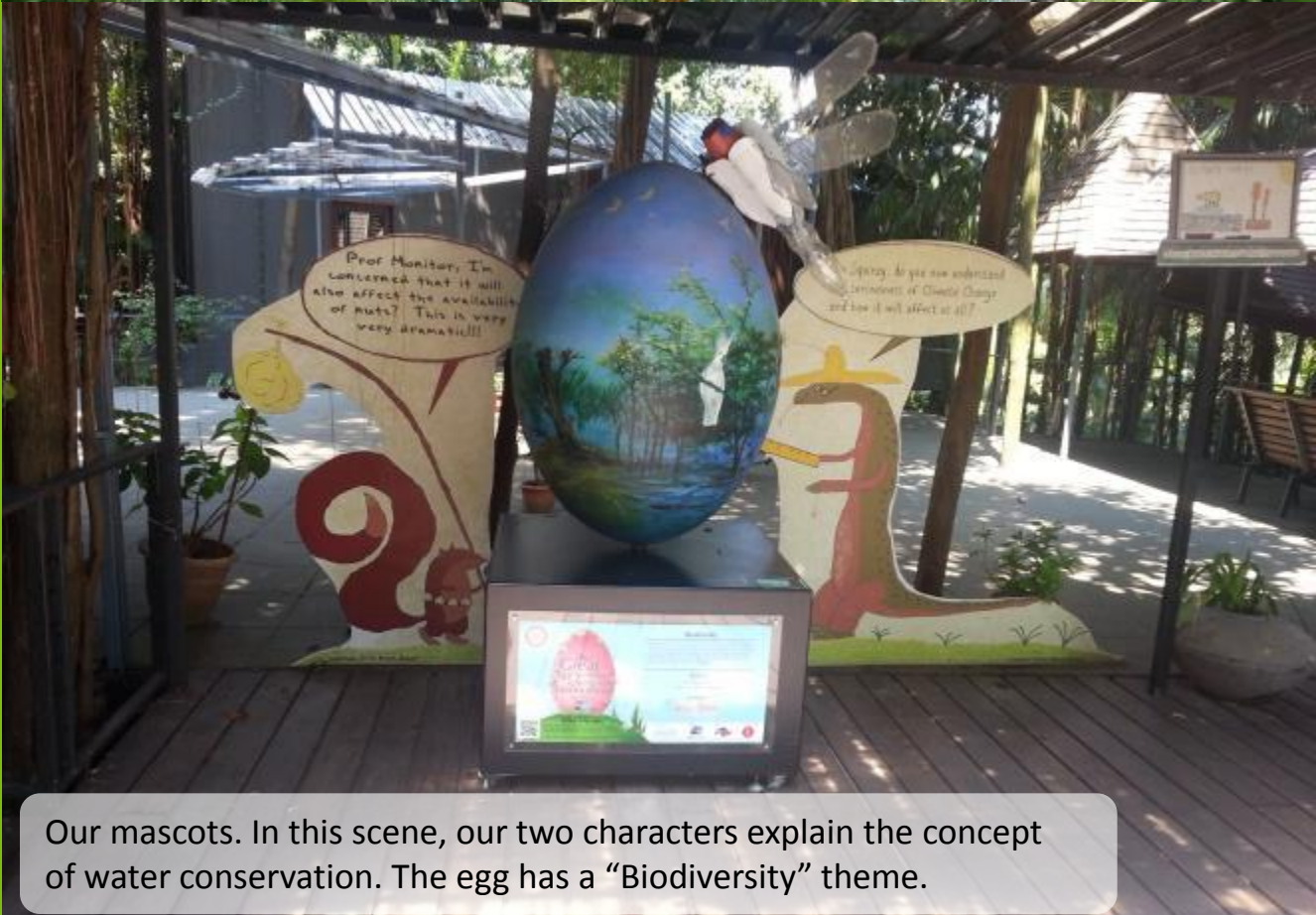
Combining a sustainably designed and maintained environment with messages is our key formula



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Messaging is very present throughout the resort. Our newly introduced mascot concept allows to pass key messages to our guests including on aspects of recycling



Our mascots. In this scene, our two characters explain the concept of water conservation. The egg has a “Biodiversity” theme.





## COMPLIANCE

SBR has **always been compliant** with national regulations and has not received any fines for misconduct.

SBR will continue to apply most stringent practices when it comes to meeting regulatory requirements.

In fact **many of the initiatives carried at SBR go far beyond the legal requirements.** This includes aspects such as energy efficient design, water management, energy management, waste management and more.

SBR has a holistic approach to sustainable management and believes in test-bedding new practices and technologies in order to continuously improve. Having done this for many years now, it has also put SBR a significant step ahead of government regulations.

### G4-EN29 MONETARY VALUE OF SIGNIFICANT FINES AND TOTAL NUMBER OF NON-MONETARY SANCTIONS FOR NONCOMPLIANCE WITH ENVIRONMENTAL LAWS AND REGULATIONS

To date, SBR has **never endured any fines** or non-monetary sanctions of any kind for noncompliance with environmental laws and regulations. **Monetary value is 0**

SBR is a very responsible business and takes great care in **applying the precautionary principle.**



SBR's concept is to invest in new technology and practices early on and reap the benefits, rather than wait until forced to catch up as regulations and accepted business practices change.



At night our resort offers a unique atmosphere

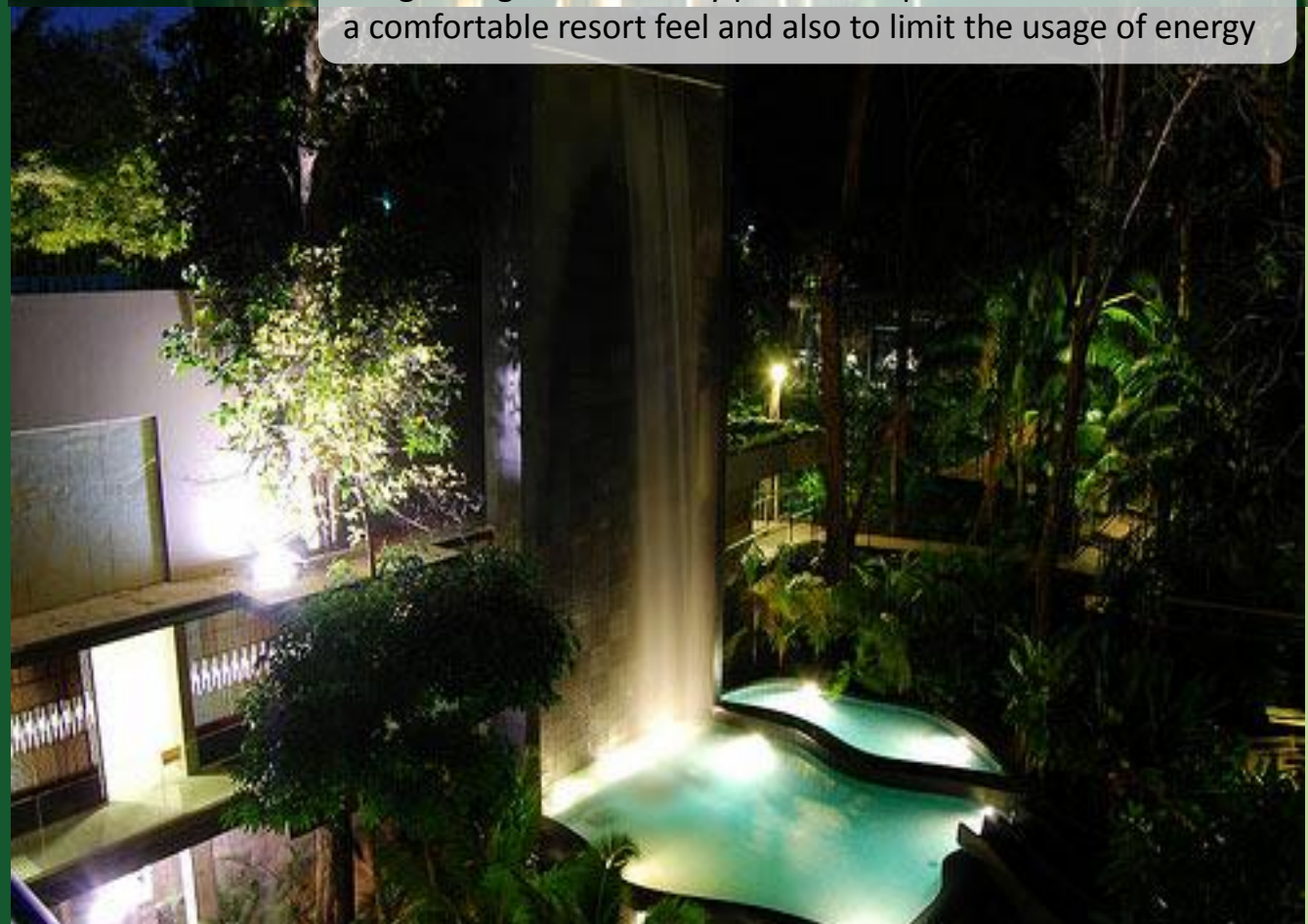


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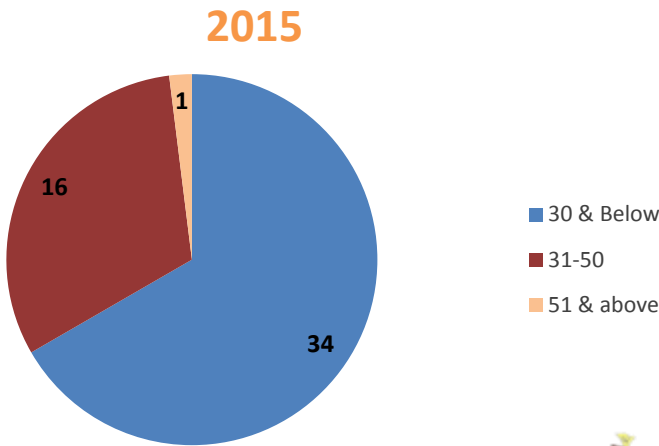
Usage of lights is carefully planned to procure both a comfortable resort feel and also to limit the usage of energy



G4-LA1 Rate of new employee hired and employee turnover by age group, gender, and region.



Breakdown of New Employees Hired



Squirzy: “SBR has a good balance of males/females hired with currently more males than females.

The trend was reversed in the past with more females than males but tends to turn around an equilibrium of both genders.

The other thing is that SBR has a young and energetic work force, just like me!”



New Employees Hired 2015		
Group	Persons	Rate
Male	21	0.56
Female	30	0.26
Below 30	34	0.65
31-50	16	0.13
Above 51	1	0.04

Employee Turnover 2015		
Group	Persons	Rate
Male	23	0.14
Female	34	0.07
Below 30	35	0.08
31-50	21	0.07
Above 51	1	0.06

G4-LA2 Benefits provided for full-time employees by significant locations of operation.

Siloso Beach Resort full-time employees enjoy:

- Leave entitlement
- Medical benefits
- Dental benefits
- Public holidays
- Sentosa Island partner card
- Bonuses
- Special allowances

Full time employees contribute more to our organization as such they are entitled to the benefits



\*All employees are in the same region/operation at Siloso Beach Resort

Prof Monitor “It seems that most turnover occur in SBR’s middle aged group and more males than females.”

This is actually a healthy sign that most of our new hires are young and stay in the company for longer period. Perhaps Squirzy would have a nonsense explanation on why more males leave than females?”





#### G4-LA3 Return to work and retention rates after parental leave by gender.

Employees entitled to parental leave / took parental leave / returned to work after parental leave ended / are still employed 12 months after leave ended for 2013:

**Female = 1 - Male= 1**

**Retention and Return to Work Rate = 100%**

#### G4-LA6 Rates of injury, occupational diseases, lost days, absenteeism, and number of work related fatalities by region and gender.

We abide by the Singapore national laws on recording and reporting accident statistics, which follows the recommendations of the International Labor Organization.

### OCCUPATIONAL HEALTH AND SAFETY

**G4-LA5 Percentage of total workforce represented in formal joint management-worker health and safety committees that help to monitor and advise on occupational health and safety programs.**

SBR is active in participating with various groups for the improvement of workers' health and safety. SBR regularly sends representative staff to attend trainings which include:

- Fire safety training
- CPR and AED training
- Risk assessment

Percentage of total workforce: **25%**

Only staff that are most relevant in applying these skills to improve the safety of others are sent for training.



**Our health screening program combined with our employee health package provides a good medical coverage**

Year	Number of Staff*	Gender	Lost Days** on Medical/Hospitalization Leave	Injury Rate	Occupational Disease Rate	Lost Day Rate
2011	1 (no fatalities)	Male	10	1.9	0	18.5
2012	0	-	-	-	-	-
2013	1 (no fatalities)	Female	13	1.3	0	17.8
2014	3 (no fatalities)	Female	47	3.4	0	53.4
2015	3 (no fatalities)	Female	47	3.4	0	53.4

\* Not including minor injuries. No independent contractors were injured or suffered from occupational disease.

\*\* Lost Days refers to scheduled working days and is counted when more than half of a working day is lost.



	Education/Training		Counselling		Prevention/Risk Control		Treatment	
Program Recipients	Yes	No	Yes	No	Yes	No	Yes	No
Workers	X			X	X			X
Worker's Families		X		X		X		X
Community Members		X		X		X		X

#### G4-LA7 Workers with high incidence or high risk of diseases related to their occupation

None of the employees at SBR are exposed to any high incidence or high risk of diseases related to their occupation.

Since 2012, SBR has put into place a **free and compulsory health screening program** for all of its employees (the program continued to be conducted in 2013). This screening process also aims to raise awareness on a range of common illnesses and chronic diseases (SBR does not have any occupational activities that are related to a high incidence of occupational disease). During this screening, health professionals come on-site to conduct a series of tests and to educate the staff on health related topics.

#### G4-LA8 Health and safety topics covered in formal agreements with trade unions

SBR does not have any formal health and safety agreements with trade unions. Health and safety is very important to SBR, which is why we are **BizSAFE Level 3** (SBR has recently obtained this local health and safety endorsement).

### TRAINING AND EDUCATION

#### G4-LA9 Average hours of training per year per employee by gender, and by employee category

All of our employees are required to undertake a **2 day compulsory training** upon joining the organization. In addition, every employee as **1-2 days of additional training** every year regardless of gender or employee category.

#### G4-LA10 Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings

In addition, numerous opportunities are offered to the staff to attend training programs and educational talks which varies depending on what opportunities for learning come available (conferences, trade shows., workshops...) In Singapore the CPF fund, for which SBR contributes, is a main way for employees to manage their retirement funds.

#### G4-LA11 Percentage of employees receiving regular performance and career development reviews, by gender

All our employees receive performance and career development reviews once a year.

– **100%** (both males and females)



**At SBR we offer our staff a range of options to improve their skills throughout the duration of their employment with us**



## DIVERSITY AND EQUAL OPPORTUNITY

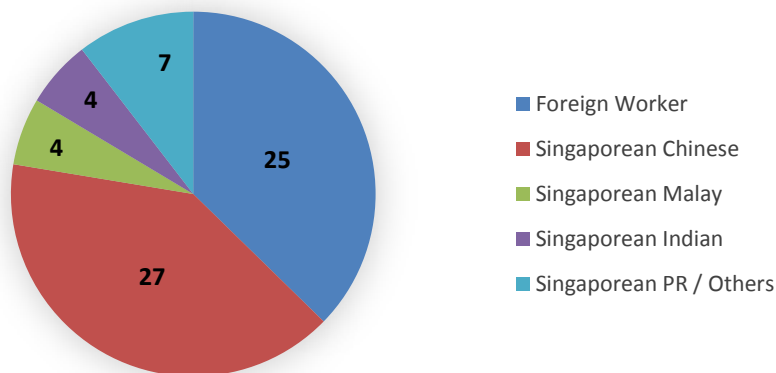
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**G4-LA12 Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.**

**Composition of Governance Body:**

Nationality	Above 50 years	30-40 years	Male	Female
100% Singaporean	33%	67%	67%	33%

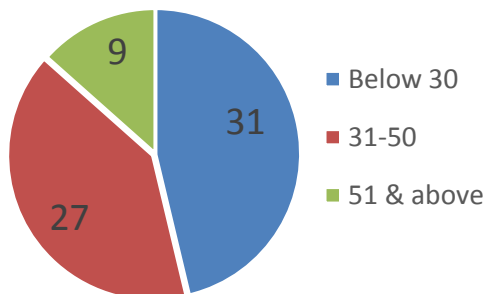
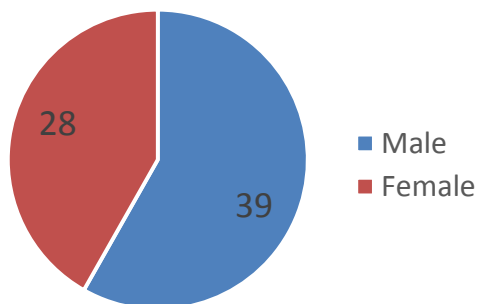
### Employees Minority Group of full-time employees 2015\*



\*Singaporean includes Singapore Citizens and Permanent Residents. Data for fulltime employees only.

### Age and Gender of total employees 2015

**Squirzy:** "SBR has a rather diverse and multicultural workforce. I believe that diversity is a sign of strength. Look at me and prof monitor we could not be anymore different but we are a strong team aren't we?"



**Prof Monitor:** "As already highlighted, SBR has a rather good balance of males/females. This is especially true for new hires which are mostly in the young category. This reflects SBR's policies as an equal opportunity and non-discriminative employer"



## DIVERSITY AND EQUAL OPPORTUNITY



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## EQUAL REMUNERATION FOR WOMEN AND MEN

**G4-LA13** Ratio of basic salary and remuneration of women to men by employee category, by significant department of operation.

SBR is an **equal opportunity employer**. The salary ratio of women/men is **1**.

At equal career level and background, women and men can expect the same salary range and the same level of consideration and attention.

## HUMAN RIGHTS

## NON-DISCRIMINATION

**G4-HR3** Total number of incidents of discrimination and corrective actions taken.

Total number of incidents of discrimination: **0**

**So far SBR, since the start of operations until 2014, SBR did not have any incidents of discrimination and we intend to keep it this way**

### Siloso Beach Resort's Commitment to Fair Employment Practices

SBR has pledged to observe the **5 Principles of Fair Employment Practices** under the Singapore Tripartite Agreement on Fair Employment Practices (TAFEP), these include:

- a. Recruit and select on the basis of merit (such as skills, experience or ability to perform the job) regardless of age, race, gender, religion, marital status and family responsibilities, or disability.
- b. Treat your employees fairly and with respect and put in place progressive human resource management systems.
- c. Provide employees with employees with equal opportunities to be considered for training and development based on their strengths and needs, to help them achieve their full potential.
- d. Reward your employees fairly based on their ability, performance, contribution and experience.
- e. Abide by labour laws and adopt the Tripartite Guidelines on Fair Employment Practices.



## Case study : Why should organizations practice CSR and give back to society?



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2

Prof Monitor: "Well squirzy, that is a big debate that you raise. There are a multitude of reasons to do so. Let me tell you my thoughts on the matter."



**"Every company should choose at least one cause to support"**

1 Squirzy: "Prof Monitor, SBR's business is into hospitality, why do they give so much back to society in terms of donations, venue sponsorships, developing social programs and trying their best to be a responsible citizen when they could just run their business without contribution to any of these??"

3 Squirzy: "Well for a start why **NOT** focus just on the business, wouldn't **SBR** make more money in this way??"



4 Prof Monitor: "The world has changed a lot in the last few decades only. While most businesses continue to operate in the same way our environment is deteriorating at unprecedented rates, social issues are mounting, the world economy is unstable... it does not take much though to realize that businesses which do not start to practice sustainability will have increasing difficulties to operate and remain afloat."

5 Squirzy: "Yes I already learnt about all the worlds problems but what I want to know is why participate in social causes??"

**"Businesses take from society to operate, they should therefore give back as well"**

6 Prof Monitor: "Well more specifically **SBR** and other like minded businesses are giving back by trying to reduce their impacts and donating parts of their profits because all our problems will not be solved by governments only. It is obvious that businesses are the real entities which are in a position to make a faster change in this world. If the private sector does not act to support a range of social causes, things will move but believe me much much much much slower...this is the reality!"

7 Squirzy: "So you are saying that corporates should give back to society to complement what governments are doing?"

8 Prof Monitor: "In a way yes, but most importantly is the power of the snowball effect. The actions of one organization can have a real impact in influencing other organizations to take similar actions and in the end make real changes in societies."

9 Squirzy: "But most companies seem to think that they don't need to contribute because first it is not a legal requirement and secondly other companies will do it."

10 Prof Monitor: "This is a common mistake to think that others will do it. At **SBR** the philosophy is that we should do what we feel is the right thing to do regardless of the average opinion. The bottom line is that businesses through their operations are taking a lot from society and should therefore pay back their debts by giving back. It is called being responsible. The same way people do not like irresponsible people, they also do not like irresponsible companies. At **SBR**, we want to be and be seen as a responsible corporate citizen."

**"The private sector is the only hope of a faster change"**

## SOCIETY – LOCAL COMMUNITY

**G4-SO1 Percentage of operations with implemented local community engagement, impact assessments, and development programs.**

**100%** of our operations are implemented with such community engagement, impact assessments, and development programs.

An initial impact assessment of potential construction damage to trees and terrain was conducted (this was for internal use and has not been publically disclosed). We have a Sustainability Committee and a Health and Safety Committee which deals with the relevant environmental and social impacts.

We engage with the community for feedback on any grievances, however as an SME located in a primarily tourist destination, we have not found it necessary to establish formal community consultation committees or formal local community grievance processes.

We do purposefully create plans on how to engage our stakeholders, and use stakeholder mapping to assess which stakeholders would be impacted the most and which ones would be interested in our activities.

**Community engagement:** SBR has put into place a range of programs which intend to engage our staff with the community.

Such programs include helping community groups in need such as the St Andrew's Autism Center or the older workers. We encourage our staff to participate in such social movements and offer rewards for those who do.

**Impact assessment:** SBR has recently conducted an in-depth assessment of its operations and a range of surveys, both internal and external, to gain a better understanding of the impacts of its various programs and guests satisfaction.

**People with disabilities:** It is our continual initiative to remain as a **socially responsible business**. About 14% of our employees are people with disabilities. Close to 70% of our employees in Al Fresco Café are PWDs. Most of our staff with PWDs have mild intellectual disabilities.



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### Development programs:

SBR is actively participating to various community development programs. Such programs include the sponsorship of university scholarships, schools educational programs, the make a wish foundation and many others...

**G4-SO2 Operations with significant potential or actual negative impacts on local communities.**

As a single operated business on the island of Sentosa (considered a leisure and entertainment hub), SBR does not have significant negative impacts on local communities.

On the contrary, SBR has **a positive impact** by providing leisure services while operating its business **in a sustainable way**.



### COMPLIANCE

**G4-SO8 Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with laws and regulations.**

Since its opening, **SBR did not have any fines or non-monetary sanctions for non-compliances** with laws and regulations.

## Some of our community donations include:

(SBR regularly donates to causes which are close to its heart)



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### St Andrews Autism Centre

We actively work with this group to provide training that could help these people integrate society

### Make a Wish Foundation

We regularly support this cause that aims to grant children facing life threatening illnesses a wish

### Singapore Red Cross

We donate to this cause and support some of their events

### Employment of people in need

We employ some of our staff from groups in need such as older workers and persons with disabilities

### Sponsorships of university scholarships

We regularly sponsor scholarships for talented students who cannot afford to pursue their education

### Sichuan Earthquake Disaster relief aid

We were one of the first companies to fund the relief efforts

### Wishing well foundation

We support

### Singapore Heart Foundation

We support

### Tribob Singapore Sprint Series

### Miss Earth Singapore Event

### Raffles Museum of Biodiversity Research

We have donated **half a million dollars** for the sponsorship of real dinosaur skeletons to come to Singapore

### MCYS Beautifully Imperfect Event

**And many more...**



CUSTOMER HEALTH AND SAFETY

**G4-PR1** Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.

**Products:** SBR does not produce its own products, however has policies in place to purchase in the most responsible manner. This involves analyzing the products that we purchase in order to get the most sustainable options and which will also be safe for our staff and guests to use.

**Services:** The services that we offer have gone through a health and safety risk assessment and audited by a third party. As such every aspects of our operations follows stringent health and safety standards. Even from the beginning development stages of the Resort, health and safety impacts were assessed for improvement.

**List of life cycle stages subject to health and safety assessment:**

	Yes	No
Development of product and concept	X	
R & D		Not Applicable
Certification		Not Applicable
Manufacturing and Production		Not Applicable
Marketing and promotion		X
Storage distribution and supply	X	
Use and Service	X	
Disposal, reuse, and recycling	X	

**Percentages of products and services undergoing such procedure:**

**Products:** **Not Applicable**

**Services:** **100%**



*At SBR we apply a life cycle analysis to most products and services. This is part of our precautionary approach guidelines.*

**G4-PR2** Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.

Since opening, SBR did not have any incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services.

There has been a few incidents in 2014 at the hotel for aspects such as:

- Fall from slips and trip due to slippery floor: **1**
- Cuts after broken glass: **0**
- Over exertion due to staircases: **2**

These incidents were found to be accidental and not related to non compliance

**At SBR the level of incidents Is very low**





G4-PR5 Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.

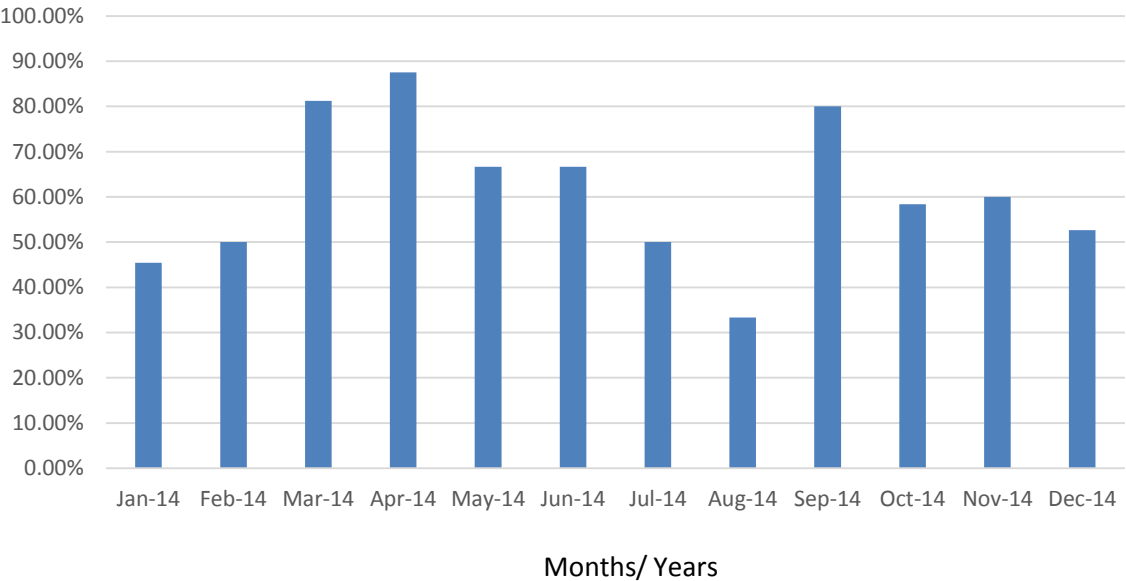
The below graphic showcases compiled monthly customer satisfaction feedbacks over a year period.

SBR conducts monthly survey of customer satisfaction. Different means are used to do this which include:

- In room feedback forms
- Random surveys
- Website surveys

Customer feedback is important to us so that we can continuously improve

Percentage of Feedback from Positive Guest Experience  
2014



SBR is currently in the process of a **major facilities renovations** which include a total refurbishing and design change for all our rooftop suites and facility rooms in a first phase. In a second phase our standard and deluxe rooms will also be upgraded.

This major upgrade should significantly contribute towards customer satisfaction improvement in addition to a range of other measures which are also currently being implemented.



We are significantly improving our services and facilities to respond to customer satisfaction

A happy customer also makes us happy



## MARKETING COMMUNICATIONS

**G4-PR6 Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.**

SBR does not sell any banned or similarly questionable products. We follow the **DMAS (Direct Marketing Association of Singapore) marketing code of conduct**. However, we are not one of the members and the code of practice serves as a general guideline. We review this voluntary codes on a yearly basis.

**G4-PR7 Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.**

We have **not had any reported incidents so far**.

SBR has a soft approach to marketing and our approach is not aggressive or competitive with other hotels.

## CUSTOMER PRIVACY

**G4-PR8 Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.**

Like any other hotels, we are always dealing with a range of customer complaints, however so far, we have **never had any issues or complaints regarding breaches of customer privacy and losses of data**.

At SBR, customer privacy is one of our priority and we treat such data with care and professionalism.

Recently SBR has invested and put into place a major internal backup computer system that allows all the customer data to be safely stored on our servers.

SBR does not store information without prior approval of its customers. Most of the data that we collect is on a temporary basis between the time the customer makes a booking to the time he leaves the hotel or cancels the reservation.



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**G4-PR9 Monetary value of significant fines for noncompliance with laws and regulations concerning the provision and use of products and services.**

To date SBR **did not have any fines** for noncompliance with laws and regulations concerning the above



**Customer data and privacy protection is important to us**

*Squirzy: "Prof Monitor always tells me that privacy protection is important. I agree, I'm always annoyed when I'm trying to have a quiet breakfast in the morning and that hotel guest always want to take pictures of me. I don't have any privacy anymore! I'm not sure it really relates to data protection but I definitely understand what privacy is about!"*



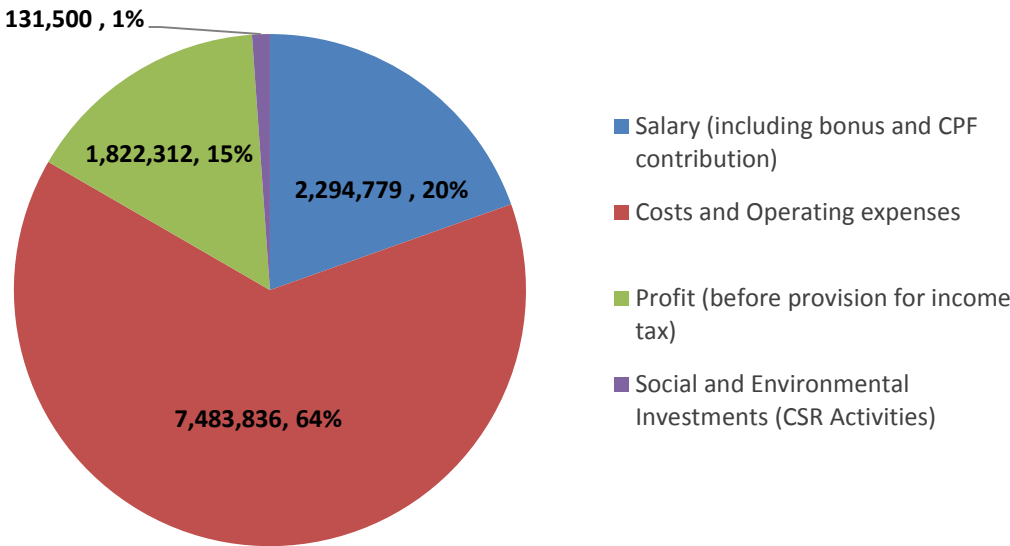


ECONOMIC PERFORMANCE

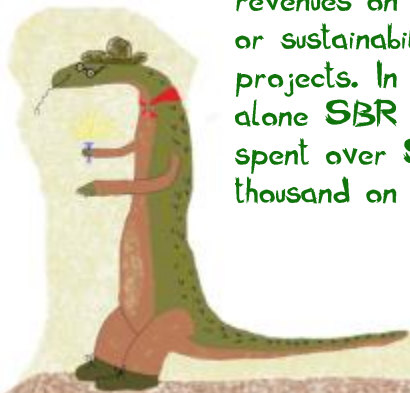
G4-EC1 Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.

Total business revenue for FY 2015: S\$11,732,427

2015 Distribution of Total Revenue (in Singapore Dollars and by %)



Squirzy: “Prof Monitor, I notice from the above graphic that SBR spends 1.6% of its annual revenue on social investments. I was wondering, is this common for a company?”



Prof Monitor “No, I doubt it is very common at all. In fact most companies spend much less than 1% of their revenues on CSR or sustainability projects. In 2015 alone SBR has spent over S\$ 130 thousand on CSR

#### G4-EC2 Financial implications and other risks and opportunities for the organization's activities due to climate change.

SBR takes climate change issues seriously. SBR acknowledges the fact that climate change is real and that progressive changes as a result will be felt throughout the century.

**Short term:** While SBR does not see any significant financial impacts in the short term, many aspects of how it operates and plans its business in the medium to long term take climate risk into consideration.

**Medium and long term:**

SBR foresees that financial risks in the medium to long term may include:

• **Increased adaptive costs:** e.g. coastal erosion from rising sea levels, stronger and more frequent rainfall events and tropical storms which could cause structural damages to our buildings and associated problems such as floods, water infiltration into buildings...

- As ambient temperature will increase, SBR will have to find new solutions to deal with **mosquito control**. These new solutions tend to be more expensive, which are additional costs to the company.
- As the impacts of climate change increases, the **world economy will be adversely affected**. This will affect leisure travels and therefore SBR's business.
- As a beach front business, sea level rise will become a major issue for SBR **in the long term**.
- The potential of future environmental regulations and taxes serve to potentially increase operating cost.

#### Opportunities

- With climate change also comes the opportunity to provide sustainable hospitality services.
- Having been environmentally conscious from the very start, climate change also could add a competitive advantage to the resort as other businesses work to catch up and improve their environmental credentials.



## Siloso Beach Resort

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#### G4-EC3 Coverage of the organization's defined benefit plan obligations?

Our coverage includes the below:

CPF Contribution
Compulsory
Transportation
Medical insurance (+ hospital coverage)
Work/Life Balance
Accommodation
Meals

#### G4-EC4 Significant financial assistance received from government.

SBR has **not received any financial assistance** from the Singapore government so far nor is the government present in the shareholding structure. The construction of the hotel was privately funded.

However, SBR is starting to look into a range of government funds, especially for the implementation of new energy efficiency projects.

## MARKET PRESENCE

#### G4-EC5 Range of ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation.

Our wages are **in line with standard minimum entry level wage in the hotel industry in Singapore**.

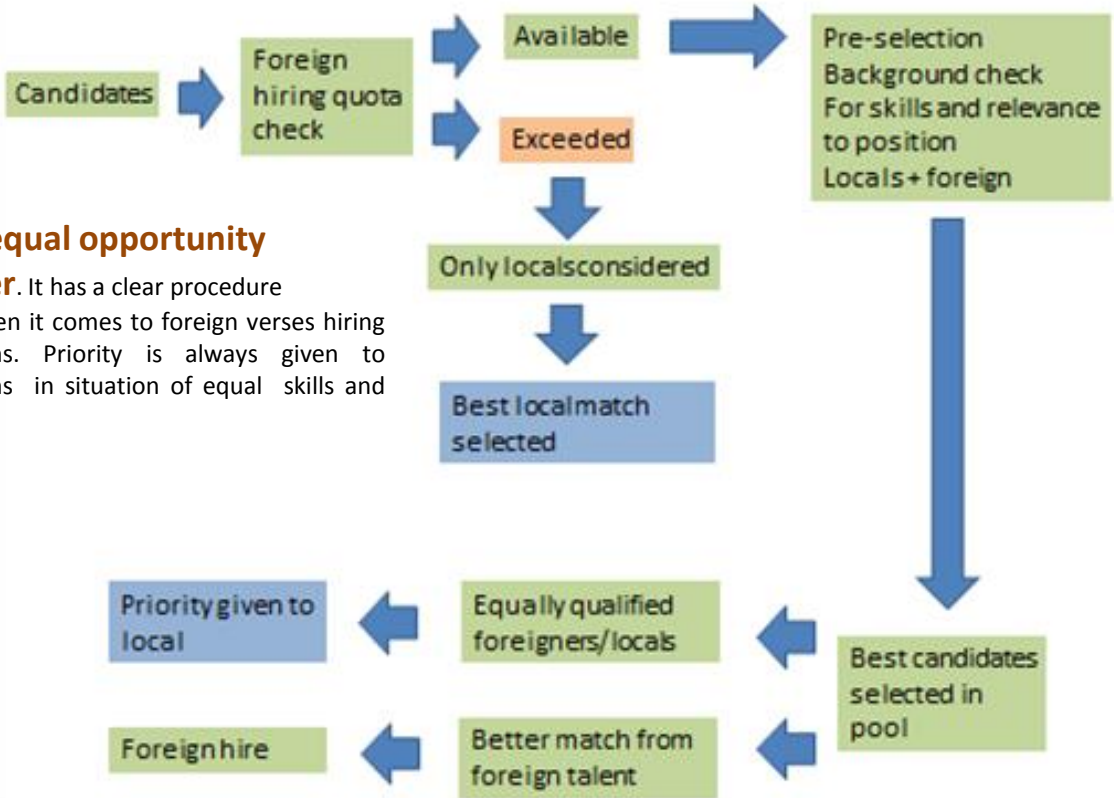
We have recently increased our minimum wages to make them **more competitive**. This process is also part of our strategy to attract and retain local talents.

Ratio for both genders is in the range of **0.93** (in our favor).



## Procedure for local hiring

G4-EC6 Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation.



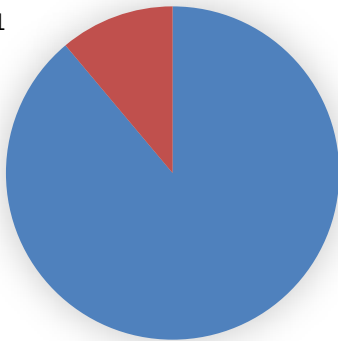
SBR is **an equal opportunity employer**. It has a clear procedure in place when it comes to foreign versus hiring Singaporeans. Priority is always given to Singaporeans in situation of equal skills and experience.

Proportion of senior management hired from the local community:

At SBR, senior management is 100% Singaporean and comprises of family members (we define senior management as those above the normal department manager positions).

### Breakdown of Department Managers 2015

Total: 9  
Singaporeans (including Permanent Residents): 8  
Foreigners: 1



■ Singaporean  
■ Foreigner

**SBR has a balance between Singaporeans and foreigners in its management**

Prof Monitor “At SBR most of the management are locals, and come from diverse backgrounds. SBR believes that it is important to have such a balance because diversity in the work force provides a stronger management by integrating views from different angles”



INDIRECT ECONOMIC IMPACTS

**G4-EC7 Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in kind, or pro-bono engagement.**

**Infrastructure Investments:** While many of the infrastructure at SBR was developed with guest satisfaction and the environment in mind, they were not developed primarily for public benefit. Most of the resort's infrastructure has a direct economic return such as rooms and restaurants facilities.

**Services:** Before implementing a new service, SBR conducts a financial analysis of how much it's going to cost verses financial returns. Initiatives are subdivided into two categories:

- Financial investments: Investments for which a positive financial return is expected
- CSR investments: Investments for which no financial return is expected.

For CSR projects, a budget is allocated from the total hotel revenues. SBR has no financial interest in doing so but also believes that acting as a responsible corporate citizen in giving back to society is an important moral task that any business should consider.

Our Eco Tour program in particular is a CSR project that is for public benefit by teaching students, companies, and the community about sustainable business using SBR as a case study. Although a local community assessment has not been conducted, we are confident of the importance of this program as it has been requested by many teachers and business. We believe that knowledge about sustainable business will benefit the public as they will have better quality of life from business impacts when society accepts that sustainable and responsible practices are the only viable way of doing business.

Our Eco Tour program is conducted free of charge (pro bono) and since its start in 2007 has been conducted for more than **7500 participants** (as of October 2014). For 2013, there were over **1900 participants!** The estimated cost of running the program for each year is about **S\$12,000 per year.**



**G4-EC8 Significant indirect economic impacts, and the extent of impacts.**

SBR works with various organizations who advise us on the economic needs of Singapore and help us to understand our indirect economic impacts.

Indirect economic impacts	Significance of Impacts
Seasonality of Tourism Industry	<b>Negative:</b> Seasonality can result in some economic instability.
Attracting tourists to Singapore	<b>Positive:</b> Attracting more tourists will bring additional money into the Singapore economy. This is aligned with the national policy of promoting Singapore, and Sentosa Island in particular, as a tourist destination.
Employment of Foreign Talent	<b>Negative and Positive:</b> Hospitality is an industry that by necessity employs a significant percentage of foreign talent. This can have a positive effect on the economy, but also it may result in otherwise lower wages for some occupations.
Raising awareness of sustainable business	<b>Positive:</b> Actively promoting sustainable business serves to have a positive effect on the Singapore economy. This is a better model for creating long-term prosperity and in line with Singapore’s pledge to cut GHG emissions 16% by 2020.

**Extent of Impacts:** For all of our indirect economic impacts, the extent of the impact is very small, and not possible to observe in relation to the overall Singapore economy. However, as a responsible business, we still feel it is important for us to study and understand our indirect economic impacts

**Our economic impact may be small, but it is important to know and understand.**



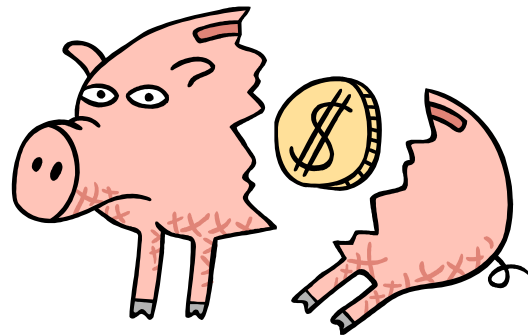
G4-EC9 Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.

SBR has a strong policy to purchase its supplies as much as possible from local suppliers.

For aspects such as F&B, local is defined as within South East Asia. One of our primary reasons for purchasing locally is to reduce our carbon footprint.

More than **70%** of our purchases are done locally (as a percentage of our total purchasing budget)

In addition to the geographic location, we also take into account cost and quality, carbon footprint of transport, the sustainability of the supplier in its production and disposal processes, and social performance.



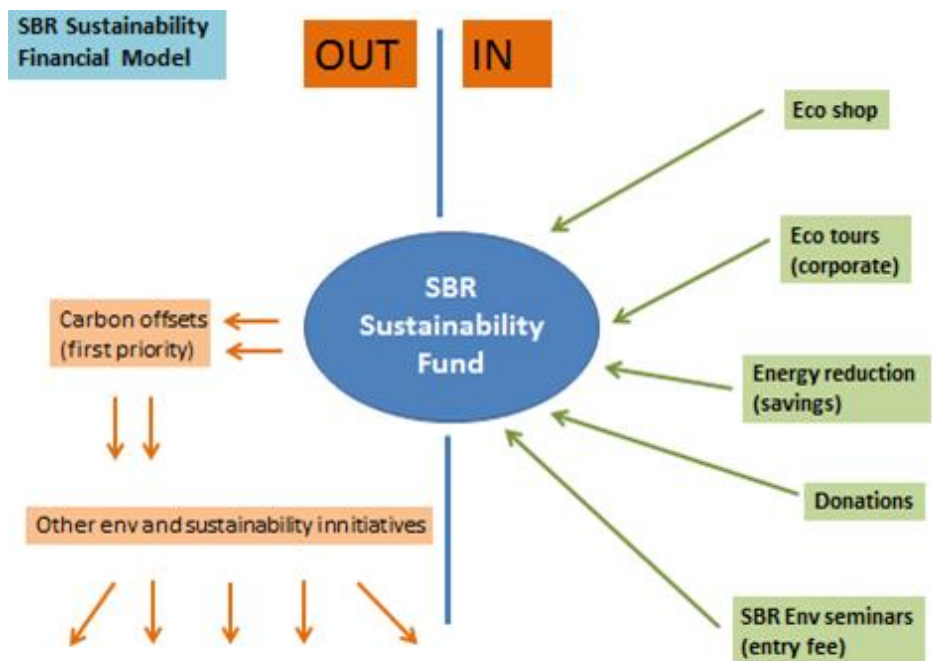
Our purchasing policy is Asia centric



Our Sustainability Fund will raise money annually to sustain our various sustainability programs

Recently, SBR has implemented a sustainability fund

This fund collected through various means will help to fund our sustainability Projects with the aim of having our sustainability programs self sustained  
In the future







## *Our final key message*



Doing business while maintaining a harmony with the surrounding natural environment is possible. At SBR this is precisely what we have been doing and will continue to do...

*Don't Wait...*

*Be the Change, Act now...*



*Thank you for reading through!*

On behalf of SBR we hope that you have found our sustainability report useful in highlighting the efforts that are done here to be a responsible and sustainable business.



*That's all folks!*

# Annex

**SquirZy:** “In these annexes you will find a range of supporting documents that highlight some of our sustainability achievements. These are only selections amongst many other documents.

**PS:** Thankfully, otherwise I couldn’t even carry this sustainability report; and I’m always the one assigned to carry documents for Prof Monitor!”







## 1. Review of 2014 -2015 targets

Since the construction of the Resort, the Owners had a vision to develop an eco friendly resort. Below details the targets that have been set by the Sustainability Committee:

### LIST OF TARGETS AND INITIATIVES: 2014/2015

Component	Target	Comment
Marketing	To develop the area of events sales through MICE. To emphasize on the resorts unique offering in terms of facilities, location and sustainability.	Achieved a major rebranding including a new logo which will make it easier to promote the resort for its sustainability practices
Financial profit	To improve sales especially through events sales as per above strategy (MICE).	Not achieved. However, the economy and a spread of Zika virus have greatly affected sales for the reporting period
Guests satisfaction	To improve guests satisfaction with an emphasis on facilities upgrades (rooms and common spaces). To complete all standard and deluxe rooms renovations.	Still in progress however good progress in renovating the rooms has been made
Service quality	To improve service quality through staff training and better offerings	Achieved. A scheme has been put in place to send staff for WDA training courses
Safety	To keep up with current safety levels	Achieved. Safety standards have remain high for the reporting period
Regulatory requirements	To continue to be fully compliant with rules and regulations. To start reporting on organic waste as per NEA requirements	Achieved. SBR did not have any regulatory infringements in the reporting period. We have started monitoring organic waste data.
Energy Consumption	To retain the current low energy consumption and possibly reduce (difficult considering current low consumption)	In progress, our energy consumption has remained very low and stable
Water resources	To retain the current low water consumption and possibly improve (difficult considering current already low consumption)	In progress, our water consumption has remained very low and stable
Carbon emissions	To reduce carbon emissions through continuous upgrades in low energy appliances. To install solar PV system	Achieved. We have installed a solar pv system near our pool area



## 1. Review of 2014 - 2015 targets

Component	Target	Comment
Employees satisfaction	To improve employee satisfaction through an integrated welfare program.	Achieved. We have reinforced our sport activities with group exercises twice a week
Customer feedback	To increase and improve customer feedback through more surveys and facilities upgrades	Achieved. We have conducted numerous surveys as part of the rebranding exercise
Innovation and R&D	To continue with R&D projects such as the rooftop garden and develop new ones such as the deployment of solar PV systems	Achieved. Our r&d projects have remained. We have not engaged in further projects this reporting period. We have however signed a MOU with Ngee Ann Polytechnic to have more research exchange
Social responsibility	To continue with ongoing csr programs such as the eco tours and possibly develop others	Achieved. Our projects have remain strong. The eco tours have now been attended by over 15000 people
Environmental outreach	To continue with ongoing environmental outreach program. To continue updating the biodiversity.sg platform	Achieved. We have updated our resources and a stronger presence on social media. We have launched a new platform: The SBR Sustainability Hub
Waste generated	To continue with food waste management program and keep the current high recycling rates	Achieved.
Onsite biodiversity	To continue with current conservation practices on site including the use of Origin as mosquito control agents	Achieved. We have gotten highest recognition for these efforts through the LEAF certification.
Ethical business practices	To continue with current standards	Achieved



## 1. GRI 4.0 reporting indicators

Indicator	Reporting Status	Page	Comment
G4-1	Fully	10	
G4-2	Fully	21 - 35	
G4-3	Fully	37	
G4-4	Fully	37 - 42	
G4-5	Fully	43	
G4-6	Fully	43	
G4-7	Fully	44	
G4-8	Fully	45 - 46	
G4-9	Fully	47	
G4-10	Fully	49	
G4-11	Fully	50	
G4-12	Fully	50	
G4-13	Fully	51 - 54	
G4-14	Fully	55	
G4-15	Fully	56	
G4-16	Fully	57 - 58	
G4-17	Fully	59	
G4-18	Fully	60	
G4-19	Fully	29 and 60	





1. GRI 4.0 reporting indicators

Indicator	Reporting Status	Page	Comment
G4-20	Fully	62	
G4-21	Fully	62	
G4-22	Fully	62	
G4-23	Fully	62	
G4-24	Fully	63	
G4-25	Fully	64	
G4-26	Fully	65	
G4-27	Fully	67	
G4-28	Fully	68	
G4-29	Fully	68	
G4-30	Fully	68	
G4-31	Fully	68	
G4-32	Fully	68	
G4-33	Fully	69	
G4-34	Fully	71	
G4-35	Fully	71	
G4-36	Fully	71	
G4-37	Fully	72	
G4-38	Fully	72	
G4-39	Fully	72	

## 1. GRI 4.0 reporting indicators



Indicator	Reporting Status	Page	Comment
G4-40	fully	73	
G4-41	fully	73	
G4-42	no		
G4-43	no		
G4-44	fully	74	
G4-45	no		Not applicable/missing information
G4-46	no		Not applicable/missing information
G4-47	no		Not applicable/missing information
G4-48	no		Not applicable/missing information
G4-49	fully	75	
G4-50	no		Not applicable/missing information
G4-51	fully	76	
G4-52	fully	76	
G4-53	no		Not applicable/missing information
G4-54	no		Not applicable/missing information
G4-55	no		Not applicable/missing information
G4-56	fully	77	
G4-57	no		Not applicable/missing information
G4-58	no		Not applicable/missing information

1. GRI 4.0 reporting indicators



Aspect	Indicators	Pages	Comment/Omissions
<b>Environment</b>			
Materials	G4-EN1, 2	95 - 96	Some relevant materials (such as metals) were omitted as no data was available
Energy	G4-EN3, 6	97 - 109	G4-EN3, 4, and 7 omitted , as relevant data not available. G4-EN6 is reported but specific data is not available.
Water	G4-EN 8, 9, 10	110 - 115	
Biodiversity	G4-EN 11, 12, 13, 14	116 - 127	
Emissions	G4-EN 15, 16, 17, 19, 20, 21	128 - 131	G4-EN18 omitted as relevant data is not available for this indicator. G4-EN20, is reported but specific data not available.
Effluents and Waste	G4-EN 22, 23, 24, 25, 26	132 - 139	
Products and Services	G4-EN 27, 28	140	
Compliance	G4-EN 29	142	
Overall	G4-EN 31	-	G4-EN31 omitted as data is confidential.
<b>Labor Practices and Decent Work</b>			
Employment	G4-LA 1, 2, 3	144 -145	
Occupational Health and Safety	G4-LA5, 6, 7, 8	145 -146	
Training and Education	G4-LA 9, 10, 11	146	
Diversity and Equal Opportunity	G4-LA12	147	
Equal Remuneration for Women	G4-LA13	148	



1. GRI 4.0 reporting indicators

Aspect	Indicators	Pages	Comment/Omissions
Human Rights			
Non-discrimination	G4-HR3	148	
Society			
Local Communities	G4-SO1, 2	150 - 151	
Compliance	G4-SO 8	150	
Product Responsibility			
Customer Health and Safety	G4-PR1, 2	152	
Product and Service Labelling	G4-PR3, 4, 5	153 -155	G4 – PR5: No 2015 data available for customer feedback
Economic			
Economic Performance	G4-EC 1, 2, 3, 4	156 - 157	
Market Presence	G4-EC 5, 6	157 - 158	
Indirect Economic Impacts	G4-EC 7, 8	159	
Procurement Practices	G4-EC 9	160	