



# 2019

## Corporate Responsibility Overview

*“Every volunteer opportunity is a chance to experience something new and find better ways to help people.”*

*—Tiffany Lim, 2019 Sands Cares Hero*





**LAS VEGAS,  
NEVADA**

UNITED STATES

**The Venetian® Resort  
Las Vegas**

- The Venetian Tower
- The Palazzo® Tower
- Venezia Tower
- Sands Expo® & Convention Center

**SINGAPORE**

- Marina Bay Sands®**
- Sands Expo® & Convention Centre

CHINA

**MACAO,  
CHINA**

**Sands® Macao**

**The Venetian® Macao**

**The Plaza® Macao**

- Four Seasons® Hotel Macao, Cotai Strip
- The Grand Suites at Four Seasons®

**Sands Cotai Central®**

- Conrad® Macao, Cotai Central
- Sheraton® Grand Macao Hotel Cotai Central
- The Londoner® Macao Hotel
- The Londoner® Tower Suites
- St. Regis® Macao, Cotai Central

**The Parisian Macao®**

# GLOBAL VIEWPOINT: A Message from our Chairman



As we head into the 2020s, Las Vegas Sands closes out 2019 and the previous decade with many achievements around our commitment to being a model corporate citizen and a leader in our industry for positive economic, sustainable and socially conscious performance.

This 10-year period has marked many defining moments. Kicking off the decade in 2010, we initiated our Sands ECO360 Global Sustainability program and closed out 2019 with two new buildings joining three other LEED-certified facilities we operate. This past year, the Sands Expo and Convention Centre at Marina Bay Sands obtained LEED Platinum certification and is the first Asia-Pacific MICE venue to be LEED-certified, and

The Parisian Macao obtained LEED Silver certification and is the first Integrated Resort in Macao to become LEED-certified.

In these last 10 years, we also solidified our corporate responsibility platform built on the pillars of People, Communities and the Planet, including the formalization of our Sands Cares corporate giving and community engagement program to make our regions better places to live. More recently, we globalized the Sands Academy training and development program to ensure our Team Members have every opportunity to advance in their careers and introduced Project Protect to encourage responsible gaming, safeguard our communities against potential criminal activity and prevent human trafficking at our properties in all forms.

Specifically in 2019, we made a tremendous impact in addressing issues that are important to our local communities, such as homelessness in our corporate headquarters of Las Vegas and the United States, where our region and country face alarming rates of people living without shelter. Globally, our prop-

erties significantly impacted food security with 75 tons of food donated to food banks, nonprofit organizations and individual families around the world. We also continued to prioritize community resiliency and disaster relief in every region, highlighted by our annual Team Member global disaster relief kit build, and made a significant impact in supporting social service causes in Singapore by raising more than USD \$2.8 million through the week-long Sands for Singapore Festival.

At the heart of these accomplishments are the more than 51,000 Team Members who choose to work for Sands, and in 2019, we entrenched on our commitment to being an employer of choice. Highlights include the implementation of a number of training and development programs from Sands Academy; expansion of our wellness initiatives to continue addressing the physical, emotional, financial and social health of our Team Members; and recognition of the outstanding accomplishments of our people through formalized programs in each of our regions.

Forging a path with industry firsts and achievements such as these is why

Sands continues to lead the industry in responsible business practices, recognized by our inclusion once again on the Dow Jones Sustainability Index North America and as one of the “World’s Most Admired Companies” by *Fortune*. I invite you to delve deeper into our corporate responsibility performance for 2019 in the following pages. These accomplishments truly represent our deep and lasting commitment to being a leader in sustainable business.

**Sheldon G. Adelson**  
**Chairman and Chief Executive Officer**  
**Las Vegas Sands**

# OUR STORY

As the world's leading Integrated Resort company, Sands has shaped the worldwide regions where we operate with pioneering, iconic properties serving both the business and leisure tourism markets and contributing significant economic and social benefits to our home countries.

Our company is built on the extraordinary vision and entrepreneurial spirit of our Founder and Chairman Sheldon G. Adelson, who first pioneered the convention-based Integrated Resort model with the opening of The Venetian Resort Las Vegas in 1999.

Sands' footprint now stretches from North America to Asia, with eight properties in Las Vegas, Macao and Singapore. Our world-renowned Integrated Resorts feature luxury hotel and spa offerings; world-class retail, dining and entertainment attractions; state-of-the-art meeting and convention facilities; and a variety of business and leisure amenities.

Through the years, we have shaped markets, challenged conventional thinking and inspired communities with our innovative and groundbreaking developments. At the heart of our business is a commitment to creating best-in-class experiences for our guests, Team Members, partners and the communities we serve.

We are not just world-class developers. We are developers of positive impact.

# IMPACT AROUND THE WORLD

Sands is committed to being a valuable collaborator with the guests we serve, the business partners we work with and the communities where we operate. Throughout our company's history, we have driven positive, game-changing economic impact in our home regions through:

- High-value business and leisure tourism generated by our properties
- Tens of thousands of jobs at a wide range of skill levels with competitive salaries and benefits
- Tax revenues to fund social programs and other high-value projects in local communities
- Significant procurement spend in the regions where we operate
- Being an overall economic engine that invigorates the region with positive financial and social impact

As part of our corporate values, we continually strive to patronize local and diverse businesses whenever possible to meet our business and procurement needs. Around the globe, our procurement spend was more than **USD \$3.1 billion in 2019, a nearly 20-percent increase over 2018.**

Beyond being an economic engine, we are a good corporate citizen committed to collaborating with local governments, civic leaders and the public sector to be a sustainable business that positively contributes to creating a healthy social and environmental landscape in our communities. We measure our contributions to sustainability using the widely recognized United Nations Sustainable Development Goals (UN SDGs), as well as work closely with our local regions to assess their needs and develop programs that support thriving local communities.

# POINTS OF IMPACT IN 2019



**\$3.1b+**  
Procurement spend in 2019



**131**  
Nongovernmental organizations supported in 2019 with cash and in-kind donations



**49,617,207 kWh**  
Environmental savings generated



**39,880**  
Volunteer hours contributed

# OUR GUIDING PRINCIPLES

At the heart of our company is a singular vision and a set of unwavering values that guide our mission and the more than **51,000 Team Members** in our corporate family.

## MISSION

To develop and operate iconic Integrated Resorts that deliver extraordinary experiences to guests, promote innovation in the hospitality industry, create a first-class working environment for our Team Members, make the communities we serve better places to live and work and deliver strong return to our shareholders and business partners.

## VISION

To be a market driver and catalyst for positive impact in the regions where we do business, the hospitality industry and the global business community as the world's leading developer of Integrated Resorts.

## VALUES

- **Excellence** in business performance
- **Dedication** to service and collaboration
- **Innovation** by challenging the boundaries of conventional thinking and practice
- **Fairness, honesty and a strong code of ethics** to guide every interaction
- **Sustainability** through environmental, social and economic responsibility



# Corporate Recognition

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**Dow Jones Sustainability Index** — North America

**Fortune** — World's Most Admired Companies

**Forbes** — Global 2000 – World's Best Employers



# CORPORATE RESPONSIBILITY PILLARS

## PEOPLE

Our Team Members are at the heart of the exceptional service we provide to our guests and the responsible work we do in each of our communities. That's why we are dedicated to delivering an outstanding work environment based on a strong code of conduct and ethics that guides our people at every level of the company.

Building on our core values of excellence, service, collaboration, innovation, fairness, honesty and sustainability, we aim to inspire Team Members to deliver memorable experiences at our Integrated Resorts and promote positive impact in our communities. Because we know that our people are our greatest asset, our company has established a variety of programs to ensure that Team Members can enjoy a safe and inclusive work environment, have opportunities for professional growth and are able to perform to the best of their abilities through three key initiatives:

- **The Sands Academy Global Training and Development Program**
- **Team Member Wellness**
- **Diversity and Inclusion**

## COMMUNITIES

Our corporate headquarters and the regions where we have properties aren't just places of business. They are the places we call home, and Sands is committed to making each one of our homes a great place to live.

Beyond being a major economic contributor that spurs tourism, jobs and tax revenue, we are a committed catalyst for helping improve quality of life and the community's ability to respond to challenges through the following initiatives:

**Sands Cares:** As our primary community engagement program, Sands Cares works to drive impact and inspire change in local regions through support in these key areas:

- Providing shelter, food and services to underserved and underprivileged populations
- Providing disaster relief support and working with communities to drive resiliency
- Promoting and preserving regional culture and heritage
- Supporting education and promoting opportunities for employment

**Sands Project Protect:** Through Sands Project Protect, we have developed an industry-leading program to safeguard our guests, partners, Team Members and local citizens in three key areas:

- Promoting responsible gaming practices
- Preventing financial crimes
- Providing counter-trafficking education and services

**Hospitality Industry:** Beyond the culture of excellence we have created within Sands, we are also a driving force for the advancement of all people working in the hospitality industry through initiatives that promote education and help to create job opportunities in the communities and regions we serve.

## PLANET

We are firmly committed to environmental responsibility by promoting sustainable development and reducing the impact of our operations on the natural environment. Aligned with internationally recognized frameworks such as the UN SDGs and science-based targets methodology established by World Resource Institute, World Wide Fund for Nature and CDP, our **Sands ECO360** program drives our global sustainability strategy. We are focused on programs that continuously improve our stewardship of the environment in the areas of energy, water, waste, food, transportation and procurement. Our three priority initiatives are:

- **Green Buildings:** Innovative building design and responsible construction practices not only preserve biodiversity and minimize the immediate impacts associated with extraction, transportation and manufacturing of building materials, but also provide the foundation for the conservation of natural resources during ongoing operations.
- **Environmentally Responsible Operations:** On average, the operation of a building over its lifetime considerably exceeds the initial environmental impacts of construction. Implementing environmentally sound operational practices reduces natural resource consumption, improves air quality and enhances the health and comfort of our guests and Team Members.
- **Green Meetings and Events:** Sands ECO360 Green Meetings is a holistic approach to providing sustainable choices and options to meeting planners, clients and attendees.





## CORPORATE GOVERNANCE

As a responsible corporate citizen, Sands has established a myriad of policies and programs to ensure our company is **a leader in ethics, compliance and responsible business practices**. From corporate governance protocols to ethics and environmental performance policies, our stringent and diligent practices are one reason we have continued to be named to the **Dow Jones Sustainability Index** in our North American headquarters.

We have ingrained a **Code of Business Conduct and Ethics** applicable to all directors, officers, executives, Team Members, suppliers and contractors. Team Members are required to complete annual Code of Conduct training, and all contractors, suppliers and service providers must acknowledge receipt and adherence to the **Supplier Code of Business Conduct and Ethics** prior to conducting business with Sands.

In 2019, we rolled out a refreshed Code of Business Conduct and Ethics to ensure we are addressing the most current issues and standards to protect against corruption and bribery, discrimination, confidentiality breaches, conflicts of interest, antitrust and anti-competitive practices, money laundering and insider trading – as well as ensuring we provide every opportunity for people to address any conduct and ethics-related issues that may arise. As part of our commitment to running the most compliant and regulatory-adherent business in the industry, we have established a reporting mechanism through a third party to provide a secure and independent means of confidential and anonymous reporting of any potential misconduct, and we prohibit retaliatory action against anyone who responds in good faith.

We also have established a specific **counter-trafficking policy** to guard against any form of human trafficking, whether by force, fraud or coercion; any form of involuntary servitude or slavery; or any form of sexual trafficking.

## Supply Chain Management

As a major economic contributor to the regions where we conduct business, our supply chain encompassed **nearly 6,000 suppliers from a range of local and diverse business sectors around the world** in 2019. Our procurement spend totaled more than **USD \$3.1 billion globally**, and we prioritize working with local businesses, including small and medium enterprises (SMEs), to be a catalyst for business opportunity and growth in the communities we serve. For example, Sands China Ltd. has established a **Young Entrepreneur Payment Program**, which assists young entrepreneurs by providing a **30-percent advance on purchase orders**, as well as hosts targeted tradeshows for SMEs to present their products and services. In addition, the company offers training and development opportunities to help SMEs gain business skills and insights into working with large-scale buyers.

Managing our supplier network with the same integrity and fairness mandated within our own walls is paramount to Sands. We begin by ensuring adherence to our corporate standards, outlined in a comprehensive **Supplier Code of Business Conduct and Ethics**, which covers environmental, health and safety standards; anti-corruption practices; maintenance of proper working conditions for employees – from wages and benefits to anti-harassment practices; adherence to human rights and child labor laws; and sustainable procurement practices.

**Before working with Sands, suppliers must acknowledge receipt of these standards**, and during the onboarding phase, each supplier must undergo an extensive third-party due diligence process against our compliance requirements to verify the company's practices. We maintain adherence to our policies through periodic audits, as well as conducting ongoing reviews every two-four years for each supplier.

Beyond working with our suppliers to ensure their practices meet our corporate responsibility standards, we have implemented a **Sustainable Procurement Policy** to minimize negative environmental impacts by ensuring we are procuring products and services that conserve natural resources, materials and energy; maximize recyclability and recycled content; and reduce toxicity. Our Sustainable Procurement Policy was created to lessen negative health and environmental impacts and strengthen local communities by ensuring the products and services we buy and use conserve natural resources, maximize recyclability, minimize waste, reduce toxicity and pollution and provide opportunities for SMEs and local businesses.

## Stakeholder Engagement

Working with both internal and external stakeholders is an important element to our corporate responsibility initiatives, and is accomplished through multiple channels and departments such as our environmental sustainability, corporate citizenship, corporate and property communications, government affairs, procurement and development teams.

Stakeholder engagement spans a variety of disciplines from annual material issue assessments to nonprofit partnership engagements; **volunteerism; ongoing community, civic and business dialogue on critical regional issues; community problem-solving; local competency building; government relations initiatives; and company disclosures on topics important to our regions.**

# PEOPLE



## 關愛網絡親子嘉年華

2019年1月27日

澳門特區發展障礙兒童 關愛網絡

關愛網絡  
親子嘉年華

關愛網絡  
親子嘉年華

關愛網絡  
親子嘉年華

一百個  
真善美

#SCA10周年

Sands CARES

最  
精彩

走進社區  
學習感悟

關愛 扶助  
老幼 弱小

包容愛  
齊創共融

金沙中國關懷大使

Sands  
CARES



# Recognition

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## MARINA BAY SANDS

2019 Business Excellence Awards:  
**Singapore Quality Award**

2019 Human Resources Director Asia Magazine:  
**Gold Employer of Choice**

2019 Randstad Employer Brand Awards:  
**Most Attractive Employer in Singapore (3rd)**

2019 SG Enable Progressive Employer Award

2019 SHATEC Industry Excellence Awards:  
**Industry Mentor Award**  
Pek Chin Siong, Vice President, Hotel Operations

2019 SHATEC Industry Excellence Award:  
**Inspiring Learners Award**  
Abdul Rahman Bin Umar, Assistant Duty Manager,  
Limousine Services

2019 Singapore Tourism Awards:  
**Best Customer Service (Food & Beverage)**  
Senthil Kumaran Palanisamy, Captain, Rise

2019 Singapore Tourism Awards:  
**Best Customer Service (Retail)**  
Juvy Garza, Assistant Duty Manager, Retail Concierge

2019 Stelliers Award:  
**Asia Front Office Hotelier of the Year**  
George Roe William, Executive Director,  
Hotel Operations

2019 Stelliers Award:  
**Asia Food & Beverage Hotelier of the Year**  
Christine Kaelbel-Sheares, Vice President,  
Food & Beverage

2019 Stelliers Award:  
**Asia Housekeeping Hotelier of the Year**  
Winnie Fam, Director, Housekeeping Operations

## SANDS CHINA LTD.

2019 Greater China Employer  
Branding Creativity Awards: **Best Creative  
Copywriting of Employer Brand, Best Innovative  
Employee C&B Program and Best Social  
Recruitment Program**

2019 HROOT Awards:  
**Best HR Center of Excellence  
in Greater China, Best HR Shared Service Center in Greater  
China and Best HR Team in Greater China**

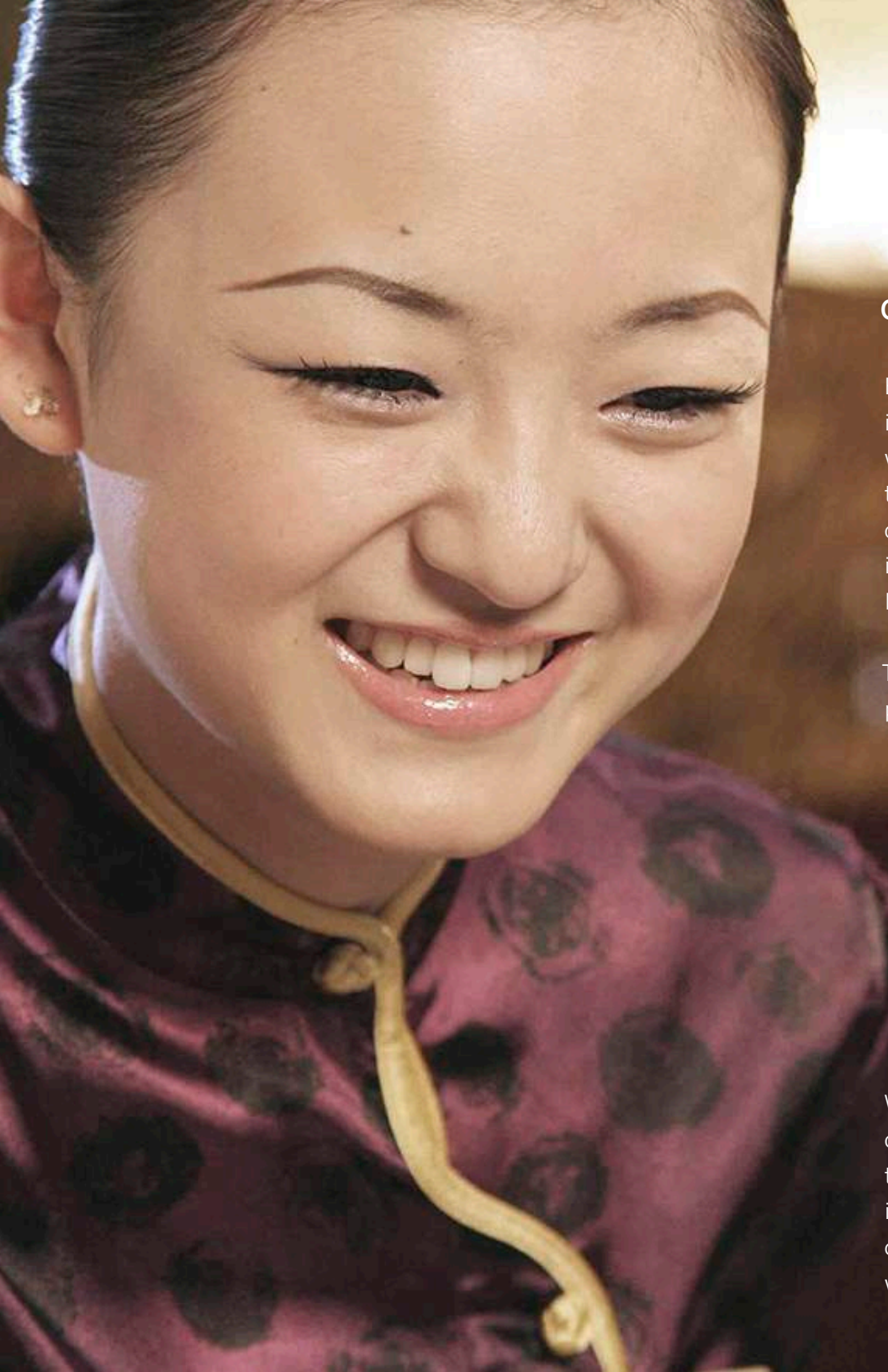
2019 VeryEast Awards:  
**Best Employer of the Tourism & Hospitality Industry**

## THE VENETIAN RESORT LAS VEGAS

Smart Meetings 2019 Suppliers of the Year:  
**Visionary**  
Chandra Allison, Senior Vice President, Sales & Leisure

Nevada Hotel & Lodging Association:  
**2019 IT Employee of the Year**  
Kathy Keller, Assistant Director, PMO & Business Engagement

Nevada Hotel & Lodging Association:  
**2019 Revenue Management Employee of the Year**  
Zoe Guo, Director, Revenue Management



## OUR COMMITMENT TO PEOPLE

Ensuring a positive, productive and rewarding experience for our Team Members is the bedrock of our corporate culture. A testament to our efforts, Sands was named to *Forbes'* annual list of **“America’s Best Employers”** for the third consecutive year in 2019, highlighting our positive work environment, compensation program, staff development opportunities and overall company image. In addition, our Asia properties have received a variety of industry accolades for best practices in human resource programs.

To drive excellence in leading our People, we address the primary needs and opportunities that enable our Team Members to thrive. We are focused on providing:

- **Opportunities for professional growth** that enable Team Members to perform at their optimum level and pursue an upward career trajectory
- **Attention to overall well-being** with outstanding benefits and programs that promote physical, mental, social and financial health so that Team Members can be their best both on and off the job
- **A safe and inclusive work environment** that fosters collaboration and provides a firm foundation from which Team Members can excel in their jobs and for our guests and partners

We believe that the rewarding work environment and outstanding corporate culture we have established at each of our properties across the globe are two of the primary reasons Sands has become a world hospitality leader and outstanding corporate citizen in our regions. What begins inside our halls carries through our business, to our guests and in our dealings with all of the partners who work with us.

# SANDS ACADEMY

## INVESTING IN TEAM MEMBER GROWTH

We provide innovative learning solutions through **Sands Academy**, our global training and development platform that delivers a range of courses, learning tools, coaching opportunities and one-on-one consulting to help Team Members fulfill their career objectives, while making our teams and departments more effective. Sands Academy offers development opportunities for all Team Members at every level in the company and in a variety of curriculum areas.

In 2019, Sands formalized the **Sands Academy** global charter to advance a worldwide standard for how the company creates, pursues and accomplishes common training goals for our Team Members at each of our properties. The charter guides regional training and development with the following benchmarks:

- **Creating value** that develops a cadre of leaders with the skills and flexibility to meet new challenges and capture new opportunities
- **Promoting commitment**, innovation and agility to lead our dynamic company, along with emphasizing and strengthening practical skills
- **Identifying internal candidates** for top positions, preparing them for potential new roles, while also supporting assessment of external candidates
- **Managing our learning processes and knowledge assets** to achieve optimal competitive advantage
- **Cultivating individual and organizational learning**, knowledge and wisdom through a variety of institutional activities and Sands Academy programs and initiatives

From this framework, we focus on developing prepared leaders, institutionalizing development programs that drive competencies and ensure core leadership skills that match the company's mission and values. A set of key performance indicators ensures we are meeting our training and development goals and, ultimately, helping our people succeed.

Sands Academy provides innovative learning and consulting solutions that enable the company to execute its business strategy, while fostering personal and professional growth for Team Members. Our ultimate goal is to be the employer of choice for talent all over the world.



Sands Retail Academy - Sands Shoppes Macao

## 2019 SANDS ACADEMY HIGHLIGHTS

Over the course of the year, **Sands Academy** delivered a robust collection of workshops, classes and trainings on a wide variety of topics:

### Onboarding

Our focus on helping Team Members succeed begins when they first walk through our doors. New hire orientation is a comprehensive program across all regions. In Las Vegas, for example, new Team Members are led through both a literal and figurative tour of their work life and the property by a Sands Academy representative acting as their guide. Similarly, all new hires in Singapore participate in a comprehensive two-day orientation program in which they are introduced to **OneMBS**, Marina Bay Sands' organizational culture and core values.

### Training

Marina Bay Sands Team Members can participate in on-demand and collaborative learning through LinkedIn Learning, a collection of more than 4,500 online courses. In Las Vegas, the Learning Lab opened in 2019, providing Team Members with 24-hour access to e-learning courses.

A first-of-its-kind program in Macao, the Sands Retail Academy provided service and management trainings to approximately 200 Sands Shoppes Macao retail Team Members in 2019 – and more than 9,000 in the past seven years.

### Leadership Development

The Marina Bay Sands Leadership Empowerment Program, jointly curated with the National University of Singapore and SeraphCorp Leadership Institute, trains managers from the micro to macro level. Designed to develop an individual in three core aspects of leadership - personal, team and organizational - the program serves as a valuable platform for leaders to discover and sharpen leadership skills. The **MBS Leadership in Action** series offers targeted training for leaders in areas such as communication, managing relationships, leading teams and building trust. In 2019, more than 900 Team Members participated in a series of one-day workshops designed to improve their leadership skills.

In Macao, the horizontal and vertical management talent development program trained more than 280 Team Members in more than 20 programs targeted specifically for senior management development. More than 2,200 Team Members have taken advantage of program training opportunities since 2016.

Unveiled in 2019 at our Las Vegas properties, the Engage program leads assistant directors through executive directors in comprehensive training designed to hone “big picture” thinking and planning, strengthen skills in delivering effective feedback and improve overall collaboration skills. Engage consists of in-person classes, online modules and “on the job” missions, which provide participants specific tasks and challenges they can integrate into real business situations.

Team Members  
Trained in 2019

**36,931**  
Worldwide

**27,608**  
Macao

**5,600**  
Las Vegas

**3,723**  
Singapore

# Recognizing Excellence



Rewarding Team Members for exceptional performance is a major focus of our people-centered culture. Whether recognition comes from guests who leave our properties impressed with the level of service they received, co-workers nominating each other for property awards or official corporate recognition, we make a point of continuously celebrating achievement and honoring excellence.

Each of our regions has official recognition programs that highlighted a variety of Team Member accomplishments in 2019.



## SANDS CHINA

The Sands China **“Because We Care”** Team Member awards is an opportunity for Macao Team Members to recognize their supervisors and peers for exemplifying our company’s culture of service and the property’s core values of friendliness, professionalism, active listening and teamwork. Awards are presented in seven categories, spanning individual awards such as the Influential Spirit and Best Leadership awards, as well as team distinctions such as the Outstanding Teamwork Award. In 2019, the company honored nearly 1,800 nominees, including 42 award winners.



## LAS VEGAS

The Venetian Resort Las Vegas **Bravo Awards** honor Team Members who exemplify core values of service, teamwork, innovation, community and sustainability. On average, 500 nominations are submitted each quarter, with 48 winners selected over the course of 2019. Quarterly winners contend for the Annual Bravo Award, with six people honored as “Team Members of the Year” in 2019. Over the life of the program, 104 Annual Bravo Award winners have been named.



## SINGAPORE

Marina Bay Sands' **“Best of Best”** and **CEO Awards** are held annually, recognizing individual Team Members who emulate the property's values and deliver outstanding service. Between the two programs, more than 300 nominations are submitted each year, honoring Team Members' exceptional service, along with one “Distinguished Team Member” and one “Distinguished Manager.” Additionally, the CEO Awards also recognize one outstanding team each year.

# Focusing on the Whole Person

In striving to ensure our Team Members are successful, engaged and fulfilled, Sands provides a range of wellness resources for our Team Members around the globe.



## Physical and Mental Health

Beyond our outstanding medical benefits that ensure Team Members have excellent healthcare options, Sands offers a variety of programs, events and tools to promote overall wellness. For example, some of our properties provide **24/7 fitness center** access to Team Members, including free, instructor-led classes. Free eye exams and voluntary annual physical checkup services are offered at our Macao properties, and in 2019, Las Vegas and Singapore offered free on-site health screening events.

In Las Vegas, the **myWellness Connection program** provides Team Members with information on a range of topics, including nutrition, disease management, stress reduction and injury prevention. Through the free, confidential program, Team Members can work directly with an on-site health and wellness educator to help them develop a personalized wellness plan. The health and wellness educator can also help Team Members enroll in Condition Care Management, a program that provides access to a registered nurse trained to support the Team Member care plan as prescribed by their physician. In 2019, more than 2,000 Team Members attended a myWellness Connection event, and more than 1,400 met one-on-one with a wellness educator for individual sessions.

Marina Bay Sands created the **Sports Club** to engage Team Members in meaningful recreation activities to both improve their overall health and help them discover new hobbies to enrich their lives. The Sports Club offers seven different organized sports, including bowling, cycling and basketball.



## PROMOTING INCLUSION

### Our Commitment

Our dedication to creating a diverse and inclusive culture spans the recruitment, training and development of individuals of all experiences, ages, cultural and racial backgrounds, sexual orientations, genders, gender identities, social classes, physical abilities and attributes, national origins and religious and ethical beliefs. We have set the following standards for our performance:

Sands is **committed to ensuring an inclusive, integrated and collaborative working environment** with deep appreciation and respect for the diverse backgrounds of our Team Members, guests and business partners.

We believe a culture that celebrates diverse perspectives and promotes inclusiveness for all individuals is propelled to success by the strength of the whole and best inspires our positive impact around the world.



### Our Practices

Through well-established policies, procedures, hiring practices and support systems, **we promote and integrate inclusion into our company culture**. We also have a variety of company-standard practices to address and celebrate diversity. For example, we ensure reasonable accommodations are made for people with physical or other limitations, such as installing electronic table games designed to accommodate wheelchair-bound dealers. We also serve a wide variety of multicultural dishes in our Team Member dining rooms to celebrate cultural traditions and increase our Team Members' knowledge and appreciation of different backgrounds.

The company also provides financial support to community organizations and initiatives that promote diversity. For example, Sands supported the 2019 **Women's Leadership Conference in Las Vegas**, including underwriting of attendance for **10 Team Members**. The company also provided funding and hosted an on-site leadership event for The Center, a Las Vegas nonprofit organization that advocates for the LGBTQ community.

# COMMUNITIES



## Recognition

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### LAS VEGAS

- 2019 Nevada Homeless Alliance Project Homeless Connect Corporate Sponsor of the Year

### SANDS CHINA

- Association of Volunteers Social Service Macao, 2019 Outstanding Corporate Volunteer Award

### MARINA BAY SANDS

- 2019 Certificate of Recognition from AmCham CARES
- 2019 Enabling Employers Awards (EEA) Progressive Employer Award
- Community Chest 2019 Charity Gold Award
- Global CSR Summit and Awards, 2019 Best Country Award for Overall CSR Excellence in Singapore
- National Arts Council 2019 Patron of the Arts Award

## OUR COMMITMENT TO COMMUNITIES

The regions where we have Integrated Resorts aren't just hubs for business. These are the communities our company, our leaders and Team Members call home, and we have a committed and passionate focus on making them better places to live and work.

Through initiatives such as the **Sands Cares** community engagement and charitable giving program; **Project Protect**, which safeguards our communities; and our partnerships with hospitality industry educational institutions, Sands is engaged in ongoing, active efforts around issues such as:



**Shelter, food and services.** We help meet the needs of disadvantaged populations with support of organizations, causes and programs that provide essential human necessities and address social service issues.



**Education and employment.** We support organizations and institutions to ensure members of our community have access to quality education and are given the best possible chance to succeed through meaningful employment.



**Economic impact and regional heritage.** We are committed to strengthening the local communities in which we do business, through both our significant positive economic impact as well as initiatives that preserve local culture.



**Disaster relief and community resiliency.** We are a significant contributor and community benefactor when disasters strike; just as importantly, we invest in helping our communities be both prepared for and resilient in the face of disasters.



**Community safeguard.** We provide industry-leading educational programs and practices around responsible gaming, financial crime prevention and counter-human trafficking to protect our patrons, Team Members, partners and the communities we serve.



2019 Southern Nevada Youth Homelessness Summit, Presented by Nevada Partnership for Homeless Youth and Sands Cares

## SANDS CARES

Our global community engagement and charitable giving program, Sands Cares, integrates our community support to address our business regions' most pressing issues through financial and in-kind giving and Team Member volunteerism.

### SHELTER, FOOD AND SERVICES

In 2019, we **supported more than 100 community organizations** and **contributed thousands of volunteer hours** around the world to help local organizations provide resources to underserved populations.

#### Shelter

In our corporate headquarters of Las Vegas, Southern Nevada ranks among the top cities in the country for the rate of homelessness and youth homelessness, and our response to the issues has been significant. From founding the **Movement to End Youth Homelessness in Southern Nevada** with our partner **Nevada Partnership for Homeless Youth** to establishing critical response programs at the local level and supporting advocacy programs both locally and nationally, we are a committed corporate catalyst for addressing homelessness in the United States. Sands' efforts in 2019 supported our strategy of helping to provide immediate relief, create long-term solutions and drive awareness and advocacy efforts. Specific programs and activities included:

## Immediate Relief

- Financial investment in organizations that provide shelter and services to people experiencing or at risk of homelessness, including the **Built for Zero** program for chronically homeless individuals and **HELP of Southern Nevada's Shannon West Homeless Youth Center**, which provides emergency, short-term shelter nights for youth
- **Support for Project Homeless Connect**, a resource fair that aims to break down barriers to housing and self-sufficiency with services and resources for people experiencing homelessness
- More than 7,000 showers provided through the **Sands Cares Fresh Start Mobile Showers Powered by Clean the World** – a traveling hygiene unit founded by Sands Cares and Clean the World that visits various locations in Las Vegas to provide showers to homeless and at-risk populations; additionally, the hygiene unit distributed **more than 8,000 personal care kits, and serviced more than 1,000 military veterans and persons with disabilities.**

## Long-term Solutions

- Fully underwriting, hosting and helping orchestrate the third annual **Southern Nevada Youth Homelessness Summit**, in conjunction with Nevada Partnership for Homeless Youth, at The Venetian Resort Las Vegas. The 2019 Summit featured solution-based track sessions focusing on delivering plans against the Southern Nevada Plan to End Youth Homelessness.
- Helping Nevada Partnership for Homeless Youth launch its Housing Expansion Campaign to generate funds for a new facility that will provide much-needed beds for homeless youth in Southern Nevada; **Sands provided the seed investment to start the campaign**, as well as engaged the Jon Bon Jovi Soul Foundation to join the effort, marking the Soul Foundation's first charitable investment in Southern Nevada.

## Awareness & Advocacy

- Becoming a founding supporter of the **Lost in America Foundation**, which seeks to leverage national media and entertainment to raise awareness for efforts to address youth homelessness; in 2019, Sands hosted a private pre-screening of the documentary film, *Lost In America*, in New York. The film chronicles the stories of youth living on the streets in the United States. As part of the support of the Foundation, we also underwrote activities surrounding A Night to End Youth Homelessness, a series of national sleep-outs organized to raise awareness and create a call-to-action to support youth homelessness solutions.
- Continuing support as a founding member of the **Nevada Homeless Alliance's Policy Council on Homelessness**, which focuses on addressing the issue of homelessness in our community in four key focus areas: policy analysis and evaluation; awareness and education; advocacy; and expanding council development, governance and structure. Through Sands' support in 2019, the Policy Council held work sessions with community, business, nonprofit and university leaders to initiate research studies, participate in advocacy events and raise public awareness.





Beyond the issue of homelessness in the United States, our global properties are also focused on helping underserved populations with shelter-related services and amenities. In preparation for Chinese New Year, Sands Cares Ambassadors in China volunteered to clean homes for more than **100 live-alone, elderly people relying on public housing**. In Singapore, Sands Cares provided funding to AWWA Family Services, an organization that helps vulnerable and low-income individuals and families achieve independence and stability, **assisting up to 50 financially vulnerable families** with temporary accommodations and social work intervention. To date, **22 families have secured permanent homes** after receiving assistance from AWWA Family Services.

## Food

In 2019, Sands properties collectively donated **more than 75 tons of food** along with select financial contributions to local organizations around the world, with efforts also including Team Member food drives.

In Las Vegas, **The Venetian Resort provided 135,000 pounds of food** to various relief organizations, as well as supported the annual **“Bag Childhood Hunger”** drive for Three Square Food Bank – a yearly event to fund meals for school-aged children during the summer months. Marina Bay Sands collected and donated more than **5,000 pounds of food** to the local food bank and Food from the Heart, an organization that focuses on hunger alleviation for vulnerable populations. In Macao, Sands China donated nearly **8,000 pounds of food**, including making its seventh straight annual trip to Macau Holy House of Mercy’s Welfare Shop where volunteers distributed hundreds of meals to disadvantaged families for Chinese New Year.

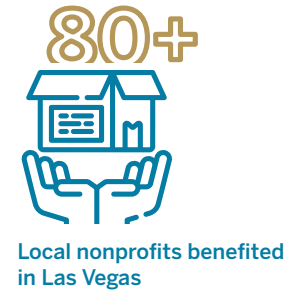
## Community Service

Beyond shelter and food relief, Sands Cares provides general outreach efforts to address specific local community needs for at-risk populations. In 2019, Marina Bay Sands provided funding to Cerebral Palsy Alliance Singapore (CPAS), helping the organization procure physiotherapy equipment for **more than 700 clients**. Las Vegas properties hosted the annual “Season of Giving,” a collection of holiday-season Team Member volunteer and fundraising opportunities. Events included the Holiday Festival of Love supporting less-fortunate people in North Las Vegas and the 98.5 KLUC Toy Drive with HELP of Southern Nevada, **benefiting more than 80 local nonprofits and 5,000 families**.

In response to the local government’s call for targeted poverty alleviation in Mainland China, nearly 60 Sands Cares Ambassadors from Macao traveled to Guizhou’s Congjiang County for a three-day event that included distributing supplies at a local primary school, inspecting more than 500 recently installed solar-powered street lamps and **providing essential supplies such as food, hygiene items and clothing to 25 local families**.

Also in Macao, **60 Sands Cares Ambassadors** hosted children with special educational needs and their families at the Special Cares Network Carnival. The Carnival enabled families to enjoy a fun, safe environment, while learning about services from various organizations, such as Macau Special Olympics, the Macau Deaf Association and others.

In 2019, Sands China announced a multi-year partnership with professional golfer Li Haotong to support youth outreach and sports development efforts in China. The company’s first event to kick off the partnership featured a youth golf clinic hosted by Li and World Golf Hall of Famer Phil Mickelson for **30 young golfers from the Macau Junior Golf Association**, the Zhang Lianwei Sports Development Foundation and the Macau Special Olympics.



Special Cares Network Carnival in Macao

## EDUCATION AND EMPLOYMENT

As part of our dedication to making our communities better places to live and work, Sands focuses on programs that support a strong educational foundation and promote employment opportunities for underserved populations.

### Assisting People with Special Needs

As part of the company's efforts to help people with special needs attain employment, we have maintained a long-term partnership with Opportunity Village in Las Vegas. This nonprofit helps people with disabilities gain the skills they need to attain employment. The Venetian Resort Las Vegas annually supports the **Great Las Vegas Santa Run**, one of the organization's most impactful fundraising events, bringing together volunteers and supporters from all over the city in a run/walk event to provide support for 4,000 area families. In 2019, Sands Cares fielded a team of more than 2,000 participants and provided more than 4,000 volunteer hours, along with financial support for the event.

In addition, Marina Bay Sands participates in the **Purple Parade**, Singapore's largest movement to support and celebrate the abilities of persons with special needs. In 2019, **more than 100 Team Members** joined beneficiaries from CPAS to march as an inclusive contingent in the parade. Since 2016, Marina Bay Sands has shown support for this event both through involvement in community events and by lighting resort and ArtScience Museum marquees and exteriors in purple.

### Youth Career Programs

In Las Vegas, The Venetian Resort Las Vegas partners with Nevada Partnership for Homeless Youth on the **Young Achievers Externship Program**, a one-year, paid internship that is awarded to a Nevada Partnership for Homeless Youth client. The internship includes mentoring, training and development, along with the opportunity for sustained employment after the internship concludes. Marina Bay Sands organizes the annual **Sands for Singapore Career Kickstarter** program, with the goal of inspiring youth to overcome their perceived limitations and expose them to the different career options available at an Integrated Resort. In 2019, the resort hosted more than 60 youth for a day of tailored workshops, educational tours and dialogue sessions with teams from marketing and hotel operations.



Marina Bay Sands Team Members participate in The Purple Parade, Singapore.

## DISASTER RELIEF AND COMMUNITY RESILIENCY

Sands Cares works to ensure that our communities are prepared to deal with disasters before, during and after they occur. Through our partnership with the American Red Cross, we support disaster relief and preparedness efforts in the United States and around the world. Our commitment as a **Red Cross Annual Disaster Giving Program** partner helps ensure the organization's volunteers and staff can respond to disasters swiftly. Sands has also hosted blood drives to benefit the organization, both as stand-alone events and as part of larger volunteer initiatives.

Through our annual disaster kit builds for Clean the World Foundation, we take a more hands-on approach to preparedness by getting our Team Members and members of the community directly involved. Each individual region's event is tailored to the specific needs of the local community. For example, the U.S. kit build included a blood drive that provided **200 units of blood to the American Red Cross**. Through events around the world in 2019, volunteers sorted and packed **100,000 hygiene kits** containing soap, toothbrushes, toothpaste and other essential items.

Beyond the Clean the World kit build, Sands Cares Ambassadors in Macao assembled **500 emergency typhoon response kits**, distributing them in conjunction with the Macao community's precautionary measures ahead of typhoon season.

## PRESERVING REGIONAL AND CULTURAL HERITAGE

Marina Bay Sands once again hosted the annual Sands for Singapore Charity Festival, a week-long community initiative featuring 15 distinct outreach activities that raise awareness and critical funds for local nonprofit organizations. In 2019, more than 2,300 Team Members volunteered, amassing **5,000 community service hours**, with events cumulatively raising more than **USD \$2.8 million for local charities**. For the first

time in 2019, the Charity Festival featured the Giving Marketplace, where Team Members could interact with 25 local nonprofit organizations to learn more about their missions. Another key highlight was **Play It Forward**, the Charity Festival's annual signature challenge, in which Team Members participate in challenges across the resort to raise funds for different charities. Play It Forward resulted in more than USD \$110,000 in donations secured by Team Members and volunteers for 15 local nonprofit organizations.

Sands China worked with its local region to create a unique community benefit to celebrate the 20th anniversary of the founding of the Macao Special Administrative Region. **The Sands Dream Explorer program** enabled 20 local underprivileged families to experience 20 activities as part of the company's commitment to the local Macao community and in promotion of social integration. During a two-day trip to Sands China's Integrated Resorts, experiences included accommodations and dining at The Venetian Macao, visits to The Parisian Macao's Eiffel Tower observation decks and access to Qube Kids' Zone, among others. Local government officials attended a kick-off ceremony and luncheon with the families and Sands China representatives, and Sands China Ambassadors then spent the visit with families to show them attractions and entertainment, such as The Venetian Macao's famous indoor gondola rides and viewing of the 3D mapping light and sound show projected on the façade of The Venetian Macao, which was specially themed for the year as a tribute to the 20th anniversary of the establishment of the Macao SAR.

This program was among many accomplished by Sands Cares Ambassadors, which celebrated its 10th anniversary of community support and engagement in 2019. The Sands Cares Ambassador Program gives Sands China Team Members an outlet for serving the local community through community activities and initiatives that work toward creating a better Macao. The company highlighted the anniversary by honoring Team Member volunteers at a gala celebration attended by government officials, community partners and Sands China executives.



# Celebrating Volunteerism

To recognize Sands Team Members who demonstrate a dedication to giving back to their local communities, the company established the **Sheldon G. and Dr. Miriam Adelson Citizenship Award**, honoring the Adelson family's long-term commitment to philanthropy and the legacy of giving they have instilled in the company.

Each year, Team Members from all regions are nominated by peers for their good works in the community, and finalists representing each region are honored at an awards gala as our **Sands Cares Heroes of the Year**. These Heroes are active in both Sands Cares initiatives and personal charitable passions.

For example, Las Vegas Sands Cares Hero Deangela Clemons annually volunteers for Sands Cares' Season of Giving program during the holidays, works with local food bank Three Square to distribute meals to people in need and participates in an annual shoe drive for elementary students. Macao Sands Cares Hero Leong Ka Hou got his family involved in his volunteer activities after being introduced to the good accomplished by Sands Cares. "I want [my daughter] to know that there are many vulnerable groups in Macao who need help," he says. "She joins me in my volunteer work, and that helps her grow as a person."

Sands Cares Hero Tiffany Lim from Marina Bay Sands is not only an active Team Member volunteer, but also gives her time to numerous external organizations, such as the National Kidney Foundation and WorldVision, a global poverty relief organization. "It brings me great satisfaction to know my efforts bring happiness to the lives of others," Tiffany says. "Every volunteer opportunity is a chance to experience something new and to find better ways to help people."

Recognizing the outstanding work of all of the finalists, the 2019 Sheldon G. and Dr. Miriam Adelson Citizenship Award was a unanimous tie – with all Sands Cares Heroes sharing the top honor.



## 2019 Sheldon G. and Dr. Miriam Adelson Citizenship Award Winners

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### LAS VEGAS

- **Deangela Clemons** – Slots
- **Eve Gizelbach** – Security
- **Julio Meza** – On-Property Experience

### MACAO

- **Leong Ka Hou** – Casino Operations
- **Lam Kam Hang** – Casino Operations
- **Kun Sok Fong** – Casino Operations (Facilities)

### SINGAPORE

- **Pang Anqi** – Casino Accounting
- **Tiffany Lim** – International Marketing
- **Ailynn Seah** – Sales

## SANDS CARES ACCELERATOR

A unique, capacity-building program that works to fast-track member nonprofits toward the next stage of their evolution, the Sands Cares Accelerator helps community organizations further entrench on their missions to deliver greater community impact. Through a three-year membership tenure, nonprofit organizations receive strategic guidance, mentorship and organizational assistance, along with financial investment, to help nonprofits advance to a new level or achieve a strategic goal.

Inspired by the entrepreneurial and philanthropic spirit of company founder and CEO Sheldon G. Adelson, the Sands Cares Accelerator invests these resources in carefully selected member organizations to “accelerate” their growth trajectories.

In 2019, the **Marty Hennessy Inspiring Children Foundation (ICF)**, which helps take at-risk youth into greatness, completed its final year of the three-year program to become the **Sands Cares Accelerator’s inaugural graduate**. During its time in the Accelerator, Sands helped ICF transform from being run by a predominantly volunteer staff to having a full-time, professional roster, which has enabled the organization to grow both locally and nationally. Co-founder Ryan Wolfington says the Sands Cares Accelerator “changed the game” for ICF.

*“Having the staffing and infrastructure to expand, grow and develop new programs has completely altered the trajectory of ICF.”*

*—ICF Co-founder Ryan Wolfington*



Youth and representatives from the Marty Hennessy Inspiring Children Foundation attend the 2019 Sands Cares INSPIRE Charity Concert, benefiting Sands Cares Accelerator members.

This past year, Nevada Partnership for Homeless Youth completed its second year in the Sands Cares Accelerator, and the two nonprofits equally shared proceeds from the Accelerator’s annual fundraising and awareness event – the Sands Cares INSPIRE Charity Concert. Grammy Award-winning, multi-platinum artist Kelly Clarkson headlined the show, which also featured performances by Season 14 winner of television’s *The Voice*, Brynn Cartelli, and local musician Ava Frazier, an ICF alumna and music student at Belmont University.

A silhouette of a person with their arms raised in a gesture of triumph or celebration, set against a vibrant sunset background with orange, yellow, and purple hues. The person's head is tilted back, and their hands are spread wide.

## SANDS PROJECT PROTECT

Through **Sands Project Protect**, Sands has established an industry-leading community safeguard program to instill best practices for promoting responsible gaming, preventing financial crimes and establishing counter-human trafficking methods and awareness. These policies and procedures work to ensure the safety of our Team Members, guests and local communities. This past year, we made significant strides in addressing these three priority issues through:

### **Training**

- Team Members across all regions have now undergone comprehensive training around recognizing and responding to the signs of potential problem gambling issues, procedures for preventing financial crimes and appropriate responses if they suspect human trafficking is occurring at one of our properties.

### **Counter-Human Trafficking Policies**

- Sands has continued its legislative advocacy efforts in our business regions and is currently conducting a global gap analysis to combat forced labor and sexual exploitation that will enhance our industry-leading best practices.
- In 2019, our company's counter-human trafficking policies were updated and shared with Team Members, and we continued to ensure awareness and visibility for the issue through Team Member education.



## HOSPITALITY INDUSTRY DEVELOPMENT

Through educational partnerships and career training programs around the world, Sands is dedicated to preparing the next generation of hospitality professionals to excel in our industry. The company's mission is to help train and inspire talented, high-potential individuals in each of our communities to give them the best possible chances for career success and ensure a thriving local hospitality industry with top-notch professionals in each of our regions.

### **Adelson Advanced Education Centre at The Venetian Macao**

The Adelson Advanced Education Centre at The Venetian Macao works to equip both Team Members and local residents with the skills necessary to achieve their career goals. In 2019, Sands China held the inaugural **Sands China Continuing Education Fair** at the Centre. The Fair provided Team Members and their families with information to further their career goals and help them succeed in the dynamic hospitality market, along with seminars hosted by representatives from six universities in Macao and Hong Kong.

### **Sands Center for Professional Development**

As part of the University of Nevada, Las Vegas (UNLV) William F. Harrah College of Hospitality, the Sands Center for Professional Development provides a world-class training program for hospitality industry professionals who want to expand their career potential. Our funding, mentorship and resources provide for online courses covering a wide variety of hospitality subjects, industry workshops and speakers hosted on-site, and programs and tours that lead UNLV students through The Venetian Resort to get a behind-the-scenes look at the operations of an Integrated Resort.

### **Youth Apprenticeships and Singapore Institute of Technology**

Marina Bay Sands provides opportunities for Singaporean students interested in the hospitality industry through the Heartware Network Apprenticeship Program, which gives youth from low-income families greater exposure to the hospitality industry and helps them gain communication and life skills. In 2019, 15 students from six different schools completed the two-week program with the property's ArtScience Museum and the attractions and retail departments. In addition, the Marina Bay Sands Bursary supported 20 full-time hospitality business students from the Singapore Institute of Technology.



Heartware Network Apprenticeship Program - ArtScience Museum, Singapore

# PLANET



## Recognition

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2019 CDP Climate Change and Water Security A Lists

2019 FTSE4Good Index Series

2019 Leadership in Energy and Environmental Design (LEED) Certification:

LEED-EBOM Platinum: Sands Expo and Convention Center at Marina Bay Sands

LEED-BD+C Silver: The Parisian Macao

U.S. Department of Energy 2019 Better Buildings Challenge

Macao 2019 Green Hotel Awards – Silver (The Venetian Macao)

A close-up photograph of a person's hand holding a single, vibrant green leaf. The hand is positioned in the center-left of the frame, with fingers gently gripping the stem of the leaf. The background is filled with a dense field of similar green leaves, creating a lush, textured environment. The lighting is soft, highlighting the veins on the leaves and the skin of the hand.

# Our Commitment to The Planet

Our dedication to preserving our planet's resources is manifested through the Sands ECO360 global sustainability strategy, which guides our efforts to minimize environmental impact, preserve precious resources and manage our practices to be a responsible environmental steward. Each of our properties is deeply engaged in performing against a set of global standards for ensuring a sustainable approach to every facet of our business. Our commitment and practices have made Sands a worldwide hospitality leader in global sustainability.

# SANDS ECO•360

As the company's guiding light for environmental performance in all of our operations at properties around the world, the Sands ECO360 sustainability strategy has three foundational pillars:

## Green Buildings

We develop resorts with respect for our host communities by designing and constructing new properties, or remodeling and renovating existing ones, with both high performance and sustainability in mind.

## Environmentally Responsible Operations

We balance impeccable guest service with efforts to reduce our impact on the natural environment, in our operations and within our supply chain, by conserving resources, improving air quality and enhancing the health and comfort of our guests and Team Members.

## Green Meetings and Events

We work with our clients to transform their meetings and events into environmentally conscious gatherings by offering a variety of options to reduce environmental impact and incorporate program elements that meet their sustainability goals.

## Sustainability Goals

The Sands ECO360 sustainability strategy is aligned with internationally recognized frameworks such as the UN SDGs, with a specific focus on the objectives most relevant to our operations, including the areas of energy, transportation, water, waste, food and procurement.

As part of the 2030 Agenda for Sustainable Development, the UN SDGs have served as the guiding principle for development of our Sands ECO360 energy, water and waste targets.



**SDG 6 – Clean Water and Sanitation:** Water is integral to the experience we provide for our guests, and we balance luxury with responsibility by utilizing non-potable water sources whenever possible for our cooling towers, landscaping and fountains. We also continually explore innovative water technologies and develop water conservation procedures.



**Sands ECO360 water conservation target:**  
3% reduction per square foot by 2020



**SDG 7 – Affordable and Clean Energy:** Our resorts make up tens of millions of square feet of building space, requiring energy to heat, cool and operate through the normal course of business. Since 2016, we have implemented more than 250 unique projects designed to reduce electricity and natural gas consumption and greenhouse gas emissions that will save more than 150 million kilowatt hours of electricity annually.



**Sands ECO360 greenhouse gas emissions reduction target:**  
6% reduction for both resort and ferry operations by 2020



**SDG 12 – Responsible Consumption and Production:** Every day, thousands of guests, visitors and meeting and event clients enjoy the benefits of our resorts. By diligently targeting ways to eliminate waste, reuse, replace and recycle, we proactively manage our company's waste footprint.



**Sands ECO360 waste reduction target:**  
5% increase in waste diversion rate by 2020

## NEW INITIATIVES IN 2019

In 2019, we continued building on our award-winning sustainable practices with several key introductions and enhancements to advance our identified goals:

### The Drop by Drop Project

In fall 2019, Sands launched a new collaborative water initiative in conjunction with long-time partner Clean the World, a global leader in water, sanitation and hygiene (WASH). A unique water stewardship program, the **Drop by Drop Project** invests real money savings from Sands' water stewardship efforts into innovative programs that support local water organizations and champions.

Through Drop by Drop, the company doubles down on water efforts to positively impact communities. Our day-to-day water conservation projects result in more sustainable properties, while monetary savings are invested in regional water projects.

The Drop by Drop Project supports organizations with programs and initiatives that focus on four key areas: reinvigorating ecosystems, exploring technologies, increasing regional resiliency and engaging communities.



### Plastic Reduction

In the past year, **Sands ECO360** has focused on reducing single-use plastics from our business operations, with initiatives launched at properties around the world. In Macao, Sands China redesigned complimentary plastic water bottles provided in guest rooms, resulting in three million fewer plastic bottles used. Additionally, all owned food and beverage outlets replaced plastic takeaway containers and cutleries, amounting to **6.5 million pieces, with a plant-based alternative**. Solutions also have been implemented in back-of-house areas, with Team Member dining rooms at The Venetian Resort Las Vegas going nearly plastic-free after the elimination or replacement of plastic straws and stirrers, to-go containers and cutlery.

Awareness is also part of the strategy with events and activities aimed at both Team Members and guests. Sands China Team Members participated in **Plastic-free July**, a global movement asking people to pledge commitment to use alternatives to single-use disposable plastics. The Venetian Resort Las Vegas hosted Team Member screenings of the documentary film, *A Plastic Ocean*, with post-film discussions to engage Team Members. Marina Bay Sands featured a unique educational installation called *Skyscraper, the Bruges Whale*, which is a four-story breaching whale sculpture made from five tons of plastic waste collected from the beaches of Hawaii.



## Renewable Energy

Sustainable energy use is a high priority at all properties around the world. In 2019, The Venetian Resort Las Vegas, in partnership with NV Energy, began procuring enough renewable energy certificates to ensure **100 percent of its electricity is powered by renewable energy**. In Singapore, solar panels installed in 2017 are generating **187 megawatt hours** of energy a year and reduce carbon emissions by 70 tons annually. In addition, a successful 2019 pilot program to install the region's largest solar thermal hybrid energy plant has led to a forward-looking plan to **eliminate gas boilers** and improve overall energy sustainability at our Macao properties.



## Responsibly Sourced Food

In 2019, the company continued its efforts to responsibly source food, primarily focusing on seafood. Marina Bay Sands currently attains **more than 40 percent of its seafood from responsible and sustainable sources**, well on track to achieve its goal of responsibly sourcing **50 percent** of its seafood by 2020. To increase the supply of responsible seafood in Asia, Marina Bay Sands and the World Wide Fund for Nature in Singapore are also working together to help grow the number of responsible seafood producers and support existing suppliers in developing more sustainable operations.

In conjunction with World Ocean Day on June 8, The Venetian Resort Las Vegas announced a **partnership with FishWise**, an organization that supports the health and recovery of ocean ecosystems, to further our goals of using more sustainable seafood products both for guests in our restaurants and in our Team Member dining rooms. Working with FishWise, we are creating a roadmap for increasing sustainable seafood procurement.



## NEW LEED CERTIFICATIONS

From ideation to construction and ongoing maintenance, our focus on green buildings and the conservation of natural resources continues to be recognized by LEED, one of the world's leading sustainability rating systems for green buildings. LEED spaces are designed, constructed, maintained and operated at the highest environmental standards. In 2019, **two Sands properties were officially LEED-certified**, joining The Palazzo Tower, Sands Expo and The Venetian Congress Center at The Venetian Resort Las Vegas and ArtScience Museum at Marina Bay Sands in Singapore.

In 2019, the Sands Expo and Convention Centre at Marina Bay Sands became the first Asia-Pacific MICE venue to achieve **LEED Platinum** status for building operations and maintenance. In addition, The Parisian Macao became the first Integrated Resort in Macao to achieve **LEED Silver** status for building design and construction. Featuring efficient, low-flow water fixtures that save more than 13 million gallons of water annually – enough to fill nearly 20 Olympic-sized swimming pools – The Parisian Macao was designed with state-of-the-art sustainable technology that also includes **100-percent LED lighting**.

# 2019



**Sands Expo & Convention Centre** — Marina Bay Sands  
LEED Platinum status for building operations and maintenance.



**The Parisian Macao** — Sands China Ltd.  
LEED Silver status for building design and construction.

## PREVIOUS LEED CERTIFICATIONS

2018

LEED Gold® for Building Operations  
and Maintenance

ArtScience Museum at Marina Bay Sands

2016

LEED Gold® for Building Operations  
and Maintenance

Sands Expo and Congress Center at  
The Venetian Resort Las Vegas

## GOING GREEN WITH CLIENTS

Working with meeting and convention organizers and guests hosting events on our properties, Sands successfully extends our expertise in environmentally responsible operations to the meetings and events hosted on our properties. Our most successful partnerships in 2019 included:

### Asia Reformulation Conference 2019

Hosted at Marina Bay Sands, the conference brought together food and beverage industry professionals to discuss strategies for providing healthy, nutritious and sustainable food alternatives to consumers. Our green meetings team and conference organizers worked together to reduce waste generated throughout the conference by ensuring food service stations did not provide single-use items, such as stirrers and condiment packets; targeting precise catering numbers to reduce over preparation of food; reducing paper use; and recycling attendee name badges, which were returned after the conference for future use. Working with **Real Impact**, an environmental assessment organization, the event was certified as achieving a **96.5 percent waste diversion rate**, with more than 400 pounds of waste diverted from landfill and incineration.

### Zero Waste IMEX Conference

IMEX America, an annual incentive travel, meetings and events conference, hosted a zero-waste event at The Venetian Resort Las Vegas. One of the company's most eco-conscious clients, IMEX worked with the meeting services team to develop an execution plan for its sustainability goals months in advance. One of the elements that enabled IMEX to achieve its zero-waste goal was the property's efforts to sort all of the convention's waste to ensure optimal recycling and responsible disposal.

2015

LEED Gold® for Building Operations and Maintenance  
Sands Expo and Congress Center at  
The Venetian Resort Las Vegas

2010

LEED Gold® Certification for Existing Buildings  
The Venetian Resort Las Vegas and  
Sands Expo and Convention Center

2008

LEED Silver® for New Construction  
The Palazzo at The Venetian Resort



*Sands*

LAS VEGAS SANDS

**Corporate Headquarters**  
3355 Las Vegas Boulevard South  
Las Vegas, Nevada 89109, USA  
[sands.com](http://sands.com)