



ENVIRONMENTAL,  
SOCIAL AND  
GOVERNANCE  
REPORT

2020





# SANDS IN 2020

Only U.S.-based hospitality and gaming company to be named to the **Dow Jones Sustainability World Index (DJSI World)** and **DJSI North America 2020**

One of only 17 companies in North America to be on the CDP A List for both **Climate Change** and **Water Security**

Named to *Forbes'* annual list of **America's Best Employers by State**

Listed as one of **Fortune's World's Most Admired Companies**, ranking highest overall and in social responsibility scoring among destination resort operators

Secured **renewable energy credits for 100% of electricity** used by The Venetian Resort Las Vegas

The Londoner Macao Residence

## CONTENTS

**3** Message From Our Chairman

**4** Who We Are

**5** Our Global Impact

**6** Our Strategy

**8** Stakeholder Engagement and ESG Materiality

**9** Mapping to the United Nations Sustainable Development Goals

**10** Our Performance

**12** Environment

**20** Social

**36** Governance

**42** Five-Year Review

**44** Property Spotlights

**50** Appendix

# MESSAGE FROM OUR CHAIRMAN

I am pleased to present our 2020 Environmental, Social and Governance (ESG) Report. The COVID-19 pandemic meaningfully impacted our business in 2020, but Sands' commitment to our ESG program has continued throughout our business. We enjoyed many ESG successes and achievements during the year and will continue to pursue our ESG objectives in the year ahead.

Our primary focus throughout the pandemic has been on the safety and wellbeing of our Team Members and guests and providing support to those most impacted in our host communities of Macao, Singapore and Las Vegas. We maintained our commitments to Team Members by avoiding mass workforce reductions and protecting jobs and healthcare benefits.

Early in 2021, the company suffered a great loss with the passing of our founder, Sheldon G. Adelson. A visionary entrepreneur and humanitarian, Mr. Adelson was very successful in building thriving, sustainable businesses. The value he placed on business performance has always been interwoven with a commitment to doing right by people and preserving the environment. We will honor Mr. Adelson's legacy with a continued strong commitment to these values. To reinforce that pledge, in March of 2021, the company's Board of Directors implemented new employment agreements for our senior leadership team that include ESG targets as a component of performance-based compensation.

Our impact in 2020 is highlighted by our inclusion on the Dow Jones Sustainability World Index (DJSI World) list. We are the only U.S.-based hospitality and gaming company included on DJSI World. We are also included on the DJSI North America list. In addition, we were named one of *Fortune's* World's Most Admired Companies, ranking highest among the destination resort developers on the list.

In 2020, we also concluded our five-year ESG reporting cycle. Our performance during the period is characterized by two key themes: continued environmental leadership and further crystallization of social initiatives for a more robust build-out of our corporate responsibility pillars: People, Communities and Planet.

Environmental stewardship is addressed by our award-winning Sands ECO360 global sustainability program, which leads our Planet pillar. In 2020, the pandemic impacted our performance in numerous ways. Reduced operations resulted in significant energy and water consumption decreases, enabling us to exceed our five-year emissions and water targets easily; however, we saw a significant drop in waste diversion due to disruptions in operations, a volatile recycling market and the increased use of disposables. The firm direction established by the Sands ECO360 strategy enabled best-case results in these unexpected conditions.

Our social initiatives are accomplished through the People and Communities pillars of our corporate responsibility platform, and we focused heavily on pandemic-related support for the people who work at, visit and partner with Sands properties, as well as our communities.

In addition to maintaining employment, we supported Team Members, along with suppliers and guests, by accelerating our diversity, equity and inclusion (DEI) programs. We continued our focus on supplier diversity and support of local small businesses and were stringent in our COVID-19 protocols to protect our Team Members and guests visiting our properties.

Under the Communities pillar, our Sands Cares community engagement program supported pandemic relief efforts and other important causes. Around the world, we provided financial pandemic aid and leveraged our resources to ensure personal protective equipment, supplies, test kits and other necessities reached relief workers.

Underlying our People, Communities and Planet pillars is a governance structure that ensures accountability in our ESG processes and adherence to the ethical standards integral to our company. In 2020, we increased transparency in ESG reporting by publishing our inaugural ESG Report, formalizing social metrics and incorporating the Sustainability Accounting Standards Board (SASB) framework into our process.

As we look toward a turning point in the pandemic during 2021, we are also embarking on a new path for our company, marked by the transition in executive leadership and pending sale of our Las Vegas properties. We view this new chapter as an opportunity to accelerate Mr. Adelson's vision of shaping the success of



"A visionary entrepreneur and humanitarian, Sheldon Adelson was driven by building thriving, sustainable businesses. The value he placed on business performance has always been interwoven with a commitment to doing right by people and preserving the environment. We will honor Mr. Adelson's legacy with a continued strong commitment to those values."

our global markets and investing in the health of our People, Communities and Planet.

In 2021, we are also heavily focused on continuing initiatives that remove systemic barriers to advancement and opportunity for under-represented groups.

These values represent our founder's legacy and our company's future. My pledge as the new leader of Sands is to carry our ESG commitment forward and aim to exceed the expectations of our stakeholders.

**ROBERT GOLDSTEIN**

Chairman and Chief Executive Officer  
Las Vegas Sands

# WHO WE ARE

As the world's leading destination resort developer and operator, Las Vegas Sands generates valuable business and leisure tourism in regions across the globe. For more than 30 years, we have challenged conventional thinking in the hospitality industry and contributed to the business and leisure tourism appeal of our host markets with innovative, groundbreaking developments.

Our iconic and pioneering properties in Asia and North America have helped transform the regions in which we do business into important global tourism and meeting destinations. Featuring luxury accommodations, entertainment, attractions, retail shopping, celebrity chef dining and state-of-the-art meeting and convention facilities, our resorts provide richly diverse and compelling offerings to contribute to the business and leisure tourism appeal of our host markets.

These resorts attract millions of visitors annually, delivering tourism revenue, jobs and opportunities for small local businesses in our host communities.

As part of our sustainable business approach, we strive to be a model corporate citizen, committed to our People, Communities and Planet, the three pillars of our corporate responsibility framework. We are propelled forward in our mission by a vision for excellence and a set of core principles and values that guide our Team Members around the world.



**\$3.61 BILLION**  
consolidated  
net revenue



**\$2.7 BILLION**  
total global  
procurement spend



**11.1 MILLION KWH**  
of electricity  
saved



# OUR GLOBAL IMPACT

Our transformative investments in regions around the globe have brought a variety of benefits to our host communities. Our cumulative global development investment in our regions was more than \$23 billion, with an annual procurement spend of \$2.7 billion. We deliver significant GDP impact in our regions and contribute to the creation of hundreds of thousands of jobs annually.

Our economic contributions are significant in the regions where we operate, and we strive to make an even bigger impact through the way in which we conduct ourselves as an employer, hospitality leader, and community and business partner. We are dedicated to providing our Team Members with a thriving culture of integrity, inclusiveness and growth; our guests with the finest in service and amenities; our suppliers and local business partners with opportunity; and our communities with steadfast partnership in creating a vibrant social and environmental foundation.

Sands is not just a developer and operator of hospitality properties. We are a developer of positive impact in the communities where we operate.

## OUR PURPOSE

Create positive impact through valuable business and leisure tourism, contributing economic benefits to our host communities and making our regions better places to live, work and visit

## OUR MISSION

Develop and operate iconic destination resorts that drive business and leisure tourism through sustainable business practices

## OUR VALUES

Dedication to impeccable guest service

Excellence in business performance

Innovation by challenging conventional thinking in the hospitality industry

Fairness, honesty and a strong code of ethics

Sustainability for People, Communities and Planet



**26,257**  
volunteer hours  
contributed



**203**  
nongovernmental organizations  
supported with cash and  
in-kind donations



**100,000+**  
people attended the three-day  
Sands Shopping Carnival hosted  
to support small businesses  
in Macao

# OUR STRATEGY

Sands is dedicated to being a good corporate citizen, committed to our People, our Communities and our Planet.

Our corporate responsibility platform is the manifestation of our ESG commitment, representing Sands' unique approach to delivering a full array of offerings that address the issues most material to our business, communities and key stakeholders.

## ENVIRONMENT

We protect our **Planet** by minimizing our environmental impact.

## SOCIAL

We promote the wellbeing of our **People** by striving to be the employer and partner of choice in the regions where we operate.

We better our **Communities** with unwavering dedication to helping keep our regions strong.

## GOVERNANCE

We commit to the highest standards of professional conduct and corporate governance.





## LOCAL BUSINESS DEVELOPMENT



### CAPACITY BUILDING

Invest in and promote diverse and local businesses, SMEs and nonprofits

### LOCAL CULTURE AND ECOLOGY

Preserve local assets and help attract sustainable tourism

### SHELTER, FOOD AND SERVICES

Address social issues and underserved populations

## CULTURAL AND NATURAL HERITAGE



### EDUCATION AND EMPLOYMENT

Support strong and diverse local workforces and businesses

## GREEN BUILDINGS



### ENERGY

Promote energy efficiency and renewable energy solutions

### WATER

Implement conservation and reclaimed water usage

### WASTE

Reduce, recycle, divert and donate unused products and materials

### PROCUREMENT

Promote sustainable product purchases and disposable alternatives

### FOOD

Offer sustainable food and ensure efficient restaurant design

### TRANSPORTATION

Explore and utilize advanced technologies and route optimization

## ENVIRONMENTALLY RESPONSIBLE OPERATIONS



## GREEN MEETINGS AND EVENTS



## COMMUNITIES

Keep regions strong

**Sands**

## GOVERNANCE

Commit to the highest standards of professional and business conduct

## PLANET

Minimize our environmental impact



# STAKEHOLDER ENGAGEMENT

Understanding stakeholder expectations and capturing feedback for our corporate responsibility initiatives are important elements in developing our ESG strategy. Through the formalization of our stakeholder engagement program, we have cultivated an in-depth assessment of the issues that are most prevalent and prominent among both our internal and external stakeholders. This process informs our strategy as we enhance our ESG initiatives for the future.

Each year, we alternate focus between internal and external stakeholder engagement, though our two-way dialogue with most stakeholders remains ongoing and perpetual. In 2020, we focused on learning about the viewpoints and opinions of our external stakeholders in three phases: desktop research, surveys and in-depth interviews with representatives of our stakeholder community, and a review of multiple platforms to identify emerging issues.

In phase one, we analyzed the ESG topics most commonly discussed by peers, industry associations, international frameworks and investor ranking organizations. This yielded three levels of priority: topics broadly covered by all entities and organizations; established topics for consideration, but not consistently material across the research cohort; and emerging topics with low coverage, yet potential material impact. Phase two of the process was to understand the importance of identified issues among a representative set of stakeholders selected to provide diverse points of view. A third-party research firm conducted surveys and interviews to ensure confidentiality. In the third and final stage, we completed an in-depth multi-platform assessment to identify any emerging issues not previously reflected in initial research, surveys and interviews.

Beyond the formal stakeholder engagement process, we listen attentively and rely deeply on our ongoing dialogue with Team Members, guests, suppliers, investors, community partners and civic leaders to address important ESG issues in real-time and drive ongoing performance enhancements.

# ESG MATERIALITY

Over the course of the 2016–2020 reporting cycle, Sands greatly refined the process for incorporating the most pressing issues for our business and industry into our corporate responsibility framework. We fully defined and integrated our highest-priority environmental issues and set goals for our performance in the areas of energy, water and waste. We also conducted an initial materiality assessment for the social issues relevant to our global communities. That process identified issues in the areas of shelter, food and services; disaster relief and preparedness; education and employment; capacity building; and cultural and natural heritage, all of which have now been integrated into our corporate responsibility platform.

To begin the 2021–2025 reporting cycle, we are undertaking a new materiality assessment to reevaluate both our Sands ECO360 global sustainability and Sands Cares community engagement programs. We will start our process by assessing the key topics identified through stakeholder engagement against a set of criteria, including social and environmental impact, our overall social and environmental strategy, stakeholder relevance, risk, innovation, partnership opportunities, reporting and transparency, and awareness and education. This extensive analysis will yield the set of highest priorities to be addressed by Sands' corporate responsibility program.

Our materiality assessment is a dynamic process, responding to changes in stakeholder sentiments as well as developments in the ecological, social and business environment. As we address the highest-priority issues identified for the 2021–2025 reporting cycle, many of which are consistent with prior years, we will also continually review our programs to ensure we remain on the forefront of stakeholder expectations and emerging needs.



# MAPPING TO THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

The culmination of the 2016–2020 reporting cycle marks the second five-year cycle we have completed since the formal inception of our ESG initiatives.

Throughout our reporting history, we have continued to make progress against our goals, which have also been established in accordance

with global standards in the ESG arena. During the 2016–2020 reporting cycle, we solidified three goals aligned with the United Nations Sustainable Development Goals (U.N. SDGs) in the areas where we could have greatest impact: energy, water and waste. We also had our emissions targets approved by the Science Based Targets initiative (SBTi) to ensure alignment with the most recent science around climate change.

From 2016–2019, we made steady progress against our goals in these three areas; however, the change in the operating environment related to the COVID-19 pandemic in 2020 led to results not representative of our historical performance, as shown below. Our 2020 results are presented with our 2019 results to provide a more informative representation of our trends.

## U.N. SDGs ALIGNMENT

### ENERGY

Double the rate of improvement in energy efficiency

Substantially increase the share of renewable energy in the global energy mix



#### 2020 TARGET<sup>1</sup>:

6.0% decrease in Scope 1 and 2 emissions from resort operations in addition to offsetting newly opened resorts

#### 2020 PERFORMANCE<sup>1</sup>:

38.4% decrease in emissions

The operational downturn associated with the global pandemic, including partial closing of our resorts, impacted this result.

#### 2019 PERFORMANCE:

12.4% decrease in emissions

### WATER

Substantially increase water-use efficiency



#### 2020 TARGET<sup>1</sup>:

3% decrease in water use per square foot

#### 2020 PERFORMANCE<sup>1</sup>:

38.7% decrease in water use

The operational downturn associated with the global pandemic, including partial closing of our resorts, impacted this result.

#### 2019 PERFORMANCE:

3.2% decrease in water use

### WASTE

Substantially reduce waste generation through prevention



#### 2020 TARGET<sup>1</sup>:

5% increase in waste diversion

#### 2020 PERFORMANCE<sup>1</sup>:

14.8% decrease in diversion rate

The operational downturn associated with the global pandemic, including partial closing of our resorts, impacted this result. Achieving our target presented challenges even prior to 2020 due to notable disruption in global recycling markets and the loss of recycling solutions.

#### 2019 PERFORMANCE:

4.1% decrease in diversion rate

#### NOTE

<sup>1</sup> 2020 targets and performance are against a 2015 baseline.

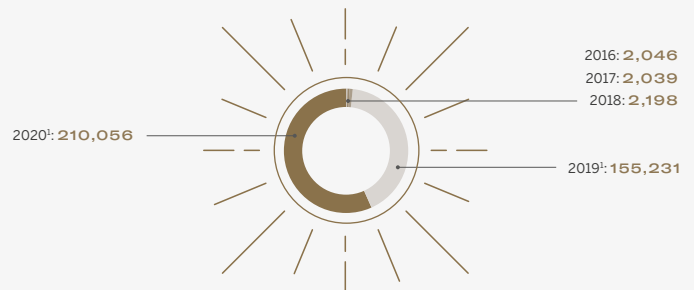
# OUR PERFORMANCE

Measuring and reporting our ESG performance is a top priority as we strive for even greater transparency with our stakeholders. Modeling our environmental framework to broaden our social and governance disclosures is now underway.

## ENVIRONMENT

### INCREASING RENEWABLE ENERGY CONSUMPTION

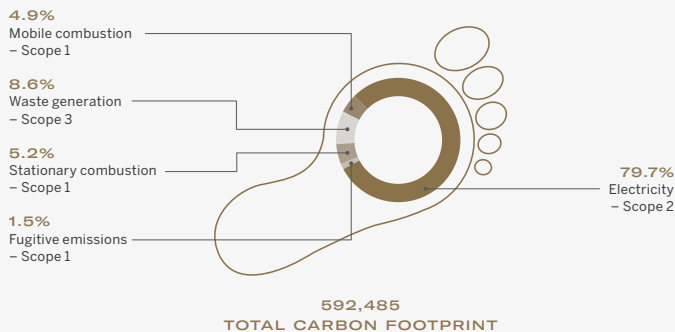
#### RENEWABLE ENERGY (MWH)



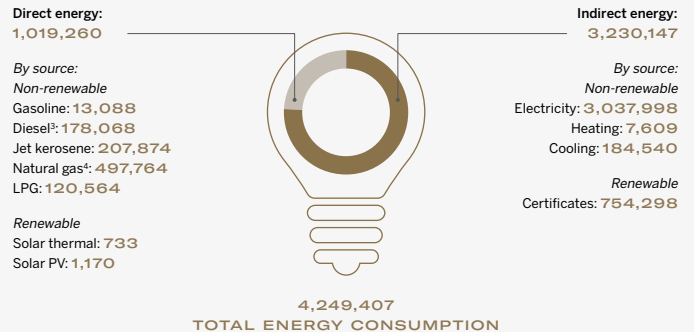
Sands has steadily increased use of renewable electricity through on-site solar PV systems and renewable energy certificates. In 2020, 208,572 MWh of electricity was from renewable sources.

### ENERGY AND EMISSIONS

#### CARBON FOOTPRINT (MT CO<sub>2</sub>e)<sup>2</sup>

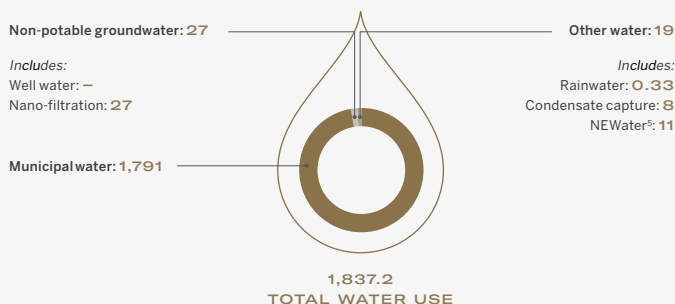


#### ENERGY CONSUMPTION (GJ)



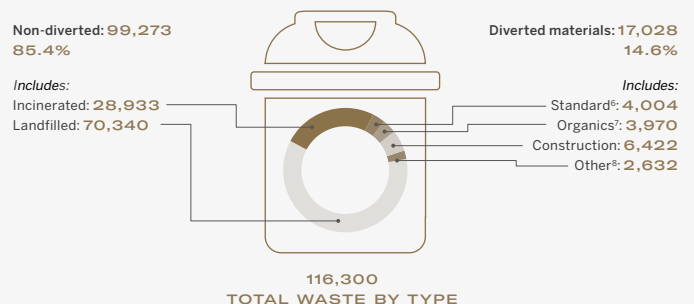
### WATER

#### TOTAL WATER USE (MILLION GALLONS)



### WASTE

#### DIVERTED MATERIALS (SHORT TONS)



#### NOTES

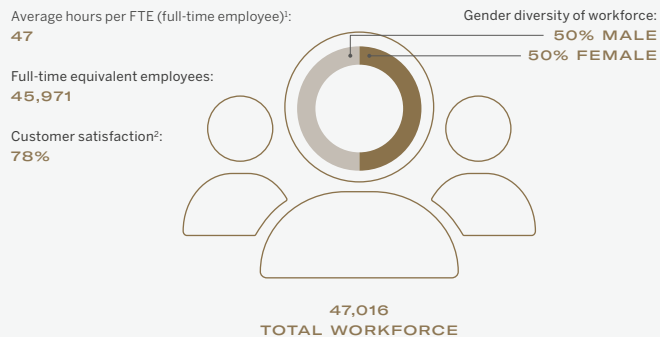
- <sup>1</sup> The increase in 2019 and 2020 was achieved through securing renewable energy credits.  
<sup>2</sup> Emissions calculated from primary data and assured by a third party; excludes Scope 3 emissions calculated using spend-based model.  
<sup>3</sup> Diesel includes mobile diesel, stationary diesel and marine fuel.  
<sup>4</sup> Natural gas includes CNG, town gas and natural gas.

- <sup>5</sup> NEWater is ultra-clean, high-grade recycled water.  
<sup>6</sup> "Standard" includes plastic, aluminum, cardboard, paper, glass and metal.  
<sup>7</sup> "Organic" includes food waste, food donations, horticultural waste and cooking oil.  
<sup>8</sup> "Other" includes recovered assets, batteries, e-waste, donations, light bulbs, soap and shampoo amenities.



## SOCIAL

### PEOPLE



### ETHICAL CONDUCT



### COMMUNITIES



#### NOTES

<sup>1</sup> Average hours of training and development per FTE, including mandatory training.

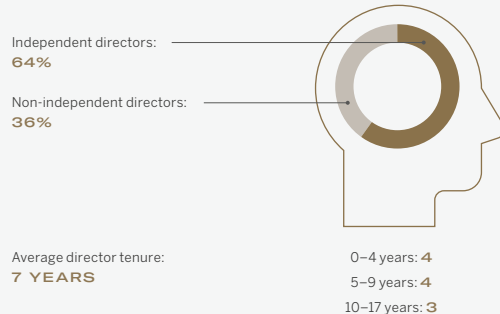
<sup>2</sup> Customer satisfaction represents the percentage of satisfied customers compared to the total number of customers responding to the survey.

<sup>3</sup> Responsible Gaming Ambassadors are Team Members who go through additional intensive training. Ambassadors are available on the gaming floor at all times to assist guests.

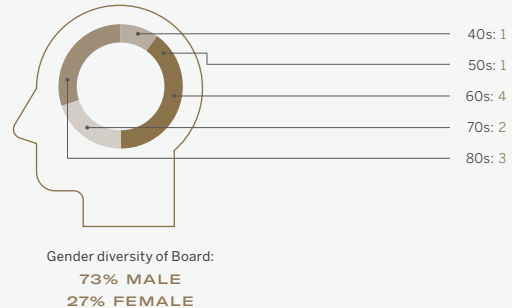
## GOVERNANCE

### BOARD<sup>1</sup>

#### DIRECTOR INDEPENDENCE AND TENURE



#### AGE DISTRIBUTION



#### NOTE

<sup>1</sup> The graphic above represents the current Board demographic data. Due to the passing of our chairman and chief executive officer, Sheldon G. Adelson, on January 11, 2021, the composition of the Board changed. Prior Board demographic data: Independent directors/Non-independent directors: 55%/45%; Gender diversity of Board: 91% Male/9% Female; Average director tenure: 7 years; and Average age: 71 years.

# ENVIRONMENT

Environmental sustainability is a cornerstone of our business and a strategic imperative as we develop our resorts and manage their ongoing operations. To that end, continuous improvement is our ultimate goal. We view our responsibility to the planet to be just as important as our service excellence standards and commitment to people and communities. Our award-winning Sands ECO360 global sustainability program guides our commitment to minimizing environmental impact and promoting sustainability practices in regions around the world, by defining our work in sustainable building development, resort operations, and green meetings and events.

## OUR AREAS OF FOCUS

We developed the Sands ECO360 global sustainability program to be both structured and resolute in its standards of performance, yet flexible and adaptable to incorporate the latest practices and technology advancements that can minimize environmental impact. We invest significantly in driving efficiencies, improvements and

scalable solutions in the areas where we can make strong impact, and we create partnerships with environmental organizations and standards bodies to ensure we remain on the forefront of the latest sustainability developments. Our environmental practices span three core areas of focus:



### GREEN BUILDINGS

With the goal of creating environmentally sound resorts, preserving biodiversity and minimizing construction impact, we develop innovative building designs and employ responsible construction practices in every facet of the resort development process. Many of our resorts have been LEED-certified (Leadership in Energy and Environmental Design), reflecting our stringent approach and our dedication to green building development. These efforts have created a strong foundation for delivering a consistent track record in meeting our targets for natural resource conservation in the operation of our resorts.



### ENVIRONMENTALLY RESPONSIBLE OPERATIONS

Our methodical focus on reducing the impact of our ongoing operations allows us to integrate sustainability into all facets of our business. We strive to continually improve our environmental performance through the incorporation of new practices, the elimination of processes and materials with potentially negative impact, constant pursuit of efficiencies and consumption reduction, and ongoing education of our Team Members, suppliers and guests about ways they can contribute to environmental sustainability.



### GREEN MEETINGS AND EVENTS

Meetings and conventions are integral to our business and an area in which we have led industry innovation. Our 360-degree approach to all aspects of meeting and event planning reflects our objectives to reduce waste, incorporate environmentally sound materials and practices, and create efficiencies in every step of the process. Over the past few years, we have expanded our green meeting programs beyond large conventions, tradeshow and meetings to include events of all types, large or small. With the support of forward-thinking clients, we are striving to make every meeting and event more sustainable.





A great egret wades in a Taipa-Cotai mangrove forest in Macao.  
Photograph by João Monteiro featured in local exhibition supported  
by Las Vegas Sands' Drop by Drop Project

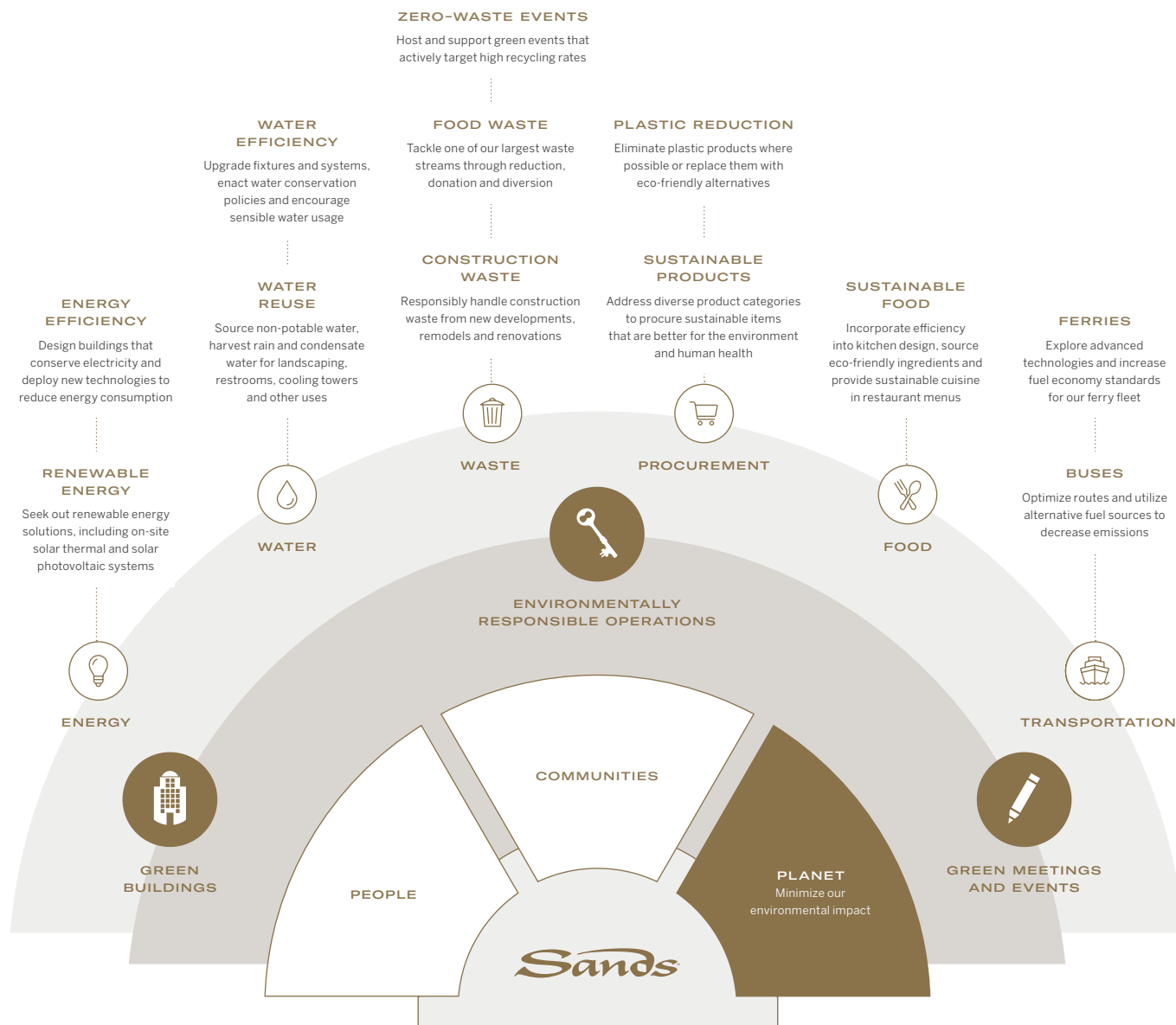


# PLANET

## IMPORTANT ISSUES

A cornerstone of our ESG strategy, and the first formalized pillar of our corporate responsibility platform, is our commitment to protecting the planet and reducing our environmental impact in the regions where we operate.

Sands' dedication to preserving our planet's natural resources is not only a promise – it's an area of consistent leadership in the hospitality industry. The award-winning Sands ECO360 global sustainability program drives our global environmental strategy across six key areas of focus: energy, transportation, water, waste, food and procurement. We constantly evolve our initiatives in each area to address emerging trends, incorporate the latest technologies and environmental practices and foster even greater environmental stewardship.





# ENERGY AND CLIMATE CHANGE

## MANAGEMENT APPROACH

Our focus on energy and climate change has been a foundation of the Sands ECO360 global sustainability program since its inception. To align our work in this area, we mapped our strategy to U.N. SDG 7, focusing on improving energy efficiency and increasing our share of renewable energy consumption. Our science-based targets keep us on track to drive carbon reductions globally, in line with the Paris Agreement. Reporting of our energy and climate change initiatives is guided by the Task Force on Climate-related Disclosures (TCFD) framework.

## GOVERNANCE

Our president and chief operating officer, who is also a member of the Board, oversees management of climate-related risks and opportunities. The day-to-day implementation of the strategy lies with our chief sustainability officer and our dedicated sustainability teams. To review our full ESG governance approach, please visit the [Governance](#) section of this report.

## STRATEGY

Through the stakeholder engagement and materiality assessment process, we learned that energy consumption and climate change continue to be important topics to our program and business. When we refreshed our sustainability strategy and established new environmental targets for 2016–2020, we prioritized energy as one of the six key themes. Our greenhouse gas (GHG) emissions reduction goals are aligned with the Science Based Targets initiative (SBTi), and our strategy is guided by U.N. SDG 7, Affordable and Clean Energy. Target 7.3 guides our energy efficiency goals, while target 7.10 guides our renewable energy initiatives.

## RISK MANAGEMENT: IDENTIFICATION AND MITIGATION

The Sands ECO360 team leverages a climate-related risk identification process to understand and manage both risks and opportunities. In the area of physical risk, we evaluate changes such as the impact of temperature fluctuation

on electricity use and the viability of building infrastructure upgrades to make our properties more resilient against evolving weather trends. We also study transition risks, such as emerging climate-related and carbon tax regulations.

Based on insights and opportunities uncovered through this process, we assign each of our properties with energy-reduction targets and require energy efficiency, optimization and conservation projects to mitigate weather-related energy increases and utility cost impacts. The ECOTracker program aligns our energy efficiency, renewable energy and innovative technology initiatives with our GHG targets to ensure we stay on track to meet our goals.

Additional information about the ESG risk identification and mitigation process can be found in the [Governance](#) section of this report.

## 2020 TARGETS AND PERFORMANCE

In the final year of the 2016–2020 reporting cycle, we remained focused on our science-based targets of reducing GHG emissions for both resort and ferry operations by six percent from a 2015 baseline. In 2019, we met and exceeded these goals one year ahead of schedule with a 12.4 percent and 11.4 percent reduction for resort and ferry operations, respectively. In 2020, COVID-19-related impacts resulted in emissions reductions that outpaced our efficiency and renewable energy initiatives. We realized an emissions reduction of 38.4 percent and 92.0 percent for resort and ferry operations respectively. Our renewable energy initiatives helped drive a large portion of those reductions. All of our properties increased their purchase of renewable energy credits (RECs) to provide more emission-free electricity to our guests and clients.

## RENEWABLE ENERGY PROGRESS

Since 2016, we have explored a multi-pronged renewable energy strategy, including on-site generation, RECs and other carbon offsets. As part of this strategy, we have made meaningful progress in many areas:

- In Las Vegas, we installed solar panels on the resort's parking garage and obtained RECs for 100 percent of the entire resort's electricity use
- At Marina Bay Sands, we installed solar panels on the roof of the SkyPark and obtained RECs and other carbon offsets
- Sands China has installed a hybrid solar photovoltaic thermal system to convert sunlight into electricity and obtained international renewable energy credits (iRECs) to reduce GHG emissions

Building on efforts to expand our use of renewable power solutions remains a key Sands ECO360 strategy as we plan and develop our future sustainability roadmap.



# WATER

Water is one of the most vital resources on the planet – essential to supporting life for diverse plant and animal species, maintaining healthy ecosystems and supporting communities around the world. Freshwater makes up just three percent of Earth's water supply, making it a resource worth protecting. Our oceans, which make up the majority of total water, are greatly impacted by marine pollution and other anthropogenic issues. Water conservation and water stewardship remain key areas of focus in the Sands ECO360 strategy, aligned with SDG 6: Clean Water and Sanitation.

Sands has taken a concerted approach to addressing water issues in our regions around the world with development of a unique initiative that repurposes the company's savings from water conservation projects into proactive community water initiatives. In conjunction with our long-time partner Clean the World, we launched The Drop by Drop Project in 2019. This Sands ECO360 initiative reinvests our water savings in innovative water stewardship projects in Macao, Singapore and Las Vegas.

The Drop by Drop Project's principal priorities include efforts to:

- Reinvigorate ecosystems by safeguarding and restoring aquatic ecosystems
- Leverage technologies to create innovation and water efficiency solutions
- Increase resiliency by strengthening community responses to floods, droughts and water risks
- Engage communities on the vital importance of water

In 2020, we continued to invest in water-based projects in each of our regions.

## SEVEN CLEAN SEAS, SINGAPORE

A social enterprise committed to reducing plastic pollution, Seven Clean Seas is using its Drop by Drop investment to design and develop a floating river plastic collection system that prevents plastic ocean pollution at the source. In 2020, the organization completed the system's design, which was unveiled virtually to more than 7,000 Marina Bay Sands Team Members via the property's innovative hybrid broadcast studio.

## UNIVERSITY OF SAINT JOSEPH, MACAO

The Institute of Science and Environment at the University of Saint Joseph conducts environmental research and promotes science education in Macao. Its Drop by Drop initiative involves studying the ecosystem service benefits that wetlands and mangrove forests provide to the Macau Peninsula. In 2020, the institute conducted field and lab experiments to measure how well these systems remove water pollutants and improve water quality. The researchers also shared their work and engaged the local community via the exhibition "Macao's Mangroves: A Coastal Treasure" and a public lecture "Nature-Based Solutions for Water Quality in Macao." To promote the Drop by Drop engagement internally, Sands China and the institute also hosted field trips for Team Members.

## GET OUTDOORS NEVADA

A nonprofit organization dedicated to connecting people of all ages and backgrounds to Nevada's diverse outdoors, Get Outdoors Nevada is focusing its Drop by Drop initiative on providing a series of teacher training and professional development opportunities on water resources. The initiative will equip Nevada teachers with the knowledge and resources to educate students about the state's wetlands, watersheds and water resources. Due to the pandemic, teacher training was postponed in 2020 and conducted in the first half of 2021.



## THE DROP BY DROP PROJECT IMPACT IN MACAO

### Accomplishments by the Institute of Science and Environment, University of Saint Joseph

- 12 field campaigns to analyze water quality in areas with and without mangroves
- 1,180 community participants in the "Nature-Based Solutions for Water Quality in Macao" awareness campaign
- 30 educational school, university and community field trips to see the mangroves
- 4 open lectures for the scientific community and general public
- 1 exhibition for the scientific community and general public
- 180 mangrove seedlings grown in culture for water pollution uptake experiments

Data source: University of Saint Joseph, Macao.



# WASTE

As part of our comprehensive waste management approach, we have focused on addressing food waste as it represents the single-largest waste stream in the company's operations.

Our food waste strategy contains multiple components:

#### Infrastructure:

We have invested in various waste minimization technologies such as food digesters.

#### Processes:

We set up procedures for the separation of food waste upstream and downstream, including utilizing scales with optical recognition capabilities for analyzing leftover food to inform menu planning and preparation decisions. We also established processes for rescuing untouched food for donation.

#### Training and engagement:

In addition to working closely with our food and beverage teams to improve our practices, we also collaborate with local food banks and charities to improve food rescue processes, as well as meet with our clients to minimize waste.

#### Measurement:

We rely on internal audits to understand volumes, sources and types of food waste in our operations.

In 2020, Sands continued its efforts to reduce food waste with several key initiatives. Top priorities included addressing food overproduction and pandemic-generated waste.

## FOOD WASTE REDUCTION

Sands China installed Winnow Vision technology, which leverages optical recognition and analytics to reduce food waste, in The Venetian Macao and The Parisian Macao Team Member restaurant kitchens, enabling the properties to conduct a six-month assessment of food waste resulting from overproduction. The pilot revealed eight food items accounted for 81 percent of total production waste, enabling implementation of reduction strategies specific to these products. During the six-month pilot, the restaurants generated a 44- and 63-percent reduction in overproduction of waste by weight at The Venetian Macao and The Parisian Macao, respectively. The Sands China pilot follows Marina Bay Sands' successful implementation of Winnow at its RISE restaurant and Team Member dining room in 2019, and The Venetian Resort Las Vegas is in the early stages of evaluating implementation of the technology in its Team Member dining room.

#### The Venetian Macao food waste pilot project insight

- 8 food items represent 81% of total production waste
- Implementing specific product reduction strategies resulted in 44% reduction in overproduction



## PANDEMIC-RELATED WASTE REDUCTION

The Venetian Resort Las Vegas partnered with TerraCycle® to develop the first resort-based personal protective equipment (PPE) recycling program. Through the program, The Venetian Resort diverted more than 6,100 pounds of PPE, which was separated, shredded and densified into a crumb-like raw material that will be repurposed to make products such as composite lumber for shipping pallets, railroad ties and composite decking.

#### Las Vegas PPE waste diversion pilot project insight

- 2.7+ metric tons of PPE recycled



**15,000+  
MT**

waste recycled in 2020



**28+**

unique commodities  
recycled annually

# PROCUREMENT

Guided by Sands' Sustainable Procurement Policy, we address the economic, environmental and social impacts of all products and materials used in construction, operation, maintenance and renovation of our resorts.

We strive to operate sustainably by sourcing products that benefit our communities and do not have harmful effects on human health and the environment. We establish internal objectives to track various products and materials covered by our policy.



**99%**

of paper hygiene products procured sustainably



**91%**

of lightbulbs procured were LED

Over the last few years, one material commodity gained global attention – single-use plastics. In 2020, we worked diligently on our approach to address this emerging issue.

## PLASTIC

We continued to advance our global single-use plastic and packaging strategy, which focuses on four key priorities: eliminate, reduce, reuse and recycle. The approach began with an assessment of plastics and packaging in our operations to understand the scope of their use in our business. Our strategy is built upon four steps:

- Eliminate unnecessary and problematic products and packaging such as straws
- Explore reusable options such as research around reusable glass water bottles
- Replace single-use plastic and packaging products with sustainable alternatives such as plant-based food takeaway containers
- Increase the recyclability and recycling of plastics and packaging, for example upstream recycling receptacles and downstream sorting and collection of plastics on our recycling docks

Globally, we have targeted 10 single-use disposable products with high usage to reduce our impact, and each of our resorts made significant strides in these areas.

**The Venetian Resort Las Vegas** worked with a third-party environmental firm to study the full life cycle of single-use materials such as polyethylene terephthalate (PET), glass and aluminum to determine the most sustainable alternatives.

**Marina Bay Sands** developed a plastic tracker that individual departments use to gather and identify opportunities to reduce consumption of single-use disposables and their associated carbon footprint.

**Sands China** is exploring a water bottling plant to replace some in-suite single-use plastic bottles with a reusable glass alternative. As an interim solution, Sands China sourced branded water bottles made from recycled polyethylene terephthalate (rPET) with reduced amounts of plastic.

# COVID-19 IMPACT

With the unprecedented impact of the global pandemic on the travel and tourism industry in 2020, our resorts experienced anomalies in terms of environmental impact. While our overall utility consumption decreased due to closures and reduced operational needs, some potential reductions were offset by increased needs for fresh air circulation and filtration. Our facilities and sustainability teams worked hand in hand to address these new demands, as well as to adjust operations to further reduce energy and water consumption during the lockdown periods by powering down non-essential equipment in kitchens, hotel rooms and meeting and convention spaces.

We also implemented waste-reduction strategies to decrease the impact of disposables required for the pandemic.

Both Marina Bay Sands and Sands China sourced reusable face masks as an alternative for Team Members. These masks can be worn more than 50 times, reducing the amount of waste sent to landfill.

Finally, while the pandemic required our teams to be homebound for extended time, we continued to pursue our environmental education and engagement strategies through virtual programming. Marina Bay Sands, The Venetian Resort Las Vegas and Sands China curated film and documentary lists for Team Members to continue learning about a variety of topics such as single-use plastic, water scarcity, climate change, zero waste and sustainable food. More than 4,000 Team Members watched films from home, which also enabled them to share learning opportunities with family and friends.





# FOOD

With more than 300 bars, lounges and restaurants across our resorts globally, Sands has made reducing the environmental impact of food a key area of focus in our Sands ECO360 global sustainability program.



**22%**

of global coffee, tea and other beverages procured sustainably



**31%**

of global seafood procured sustainably



**\$5.4M**

spent on sustainable seafood globally



**3**

regional sustainable seafood partners engaged



## SEAFOOD

Sands is committed to procuring sustainable seafood at its resorts globally. To advance this practice, we analyzed our supply chain with seafood experts and worked closely with our suppliers to identify impacts and opportunities. Each year, we replace more seafood products with sustainable alternatives.

Marina Bay Sands is working with World Wide Fund for Nature (WWF) to improve aquaculture practices and support the responsible seafood industry in the Asia-Pacific region. In 2020, Marina Bay Sands and WWF Vietnam partnered on a groundbreaking study to research marble goby fish farming practices, which will lay a foundation for more sustainable farming practices in the future. Resort restaurants, including RISE, LAVO and Adrift, as well as

meeting and convention banquets, now procure barramundi certified by Good Aquaculture Practice (GAP) from a supplier located just 16 kilometers from the resort.

The Venetian Resort Las Vegas continues to partner with FishWise to develop and implement innovative, data-driven, sustainable seafood procurement strategies that focus on ocean health, human rights action and traceability. The resort also works with major suppliers to procure sustainable seafood and push the hospitality industry toward responsible seafood consumption.

Sands China has been working with its suppliers to identify products certified by the Marine Stewardship Council and the Aquaculture Stewardship Council. In 2020, the resort identified 46 products that meet our sustainability criteria.

# TRANSPORTATION

Addressing the environmental impact of our properties' transportation solutions remains a key priority for Sands, even though our pace of progress was negatively impacted by the pandemic in 2020.

**Marina Bay Sands** continues to expand electric vehicle charging points at the resort. In 2020, we added six new destination charger ports for our guests and visitors to use.

**Sands China** replaced all of its remaining diesel buses with compressed natural gas (CNG) and electric buses as part of the resort's vehicle replacement plan. The entire Sands China fleet is now powered by CNG, which will help reduce GHG emissions and improve regional air quality.

**In Las Vegas**, we offset 100 percent of electricity use at the company's airplane hangar with renewable energy certificates.



**25**

new CNG buses and five electric buses were added to our fleet. We also eliminated all Euro IV vehicles

# SOCIAL

As the world's leading destination resort company, we are known across the globe for our pioneering and iconic properties – but among the people we touch and the communities we serve, Sands stands for much more. We are a valuable collaborator in helping our Team Members, partners and communities reach for their fullest potential, and we are a dedicated provider of best-in-class experiences to the guests who patronize our resorts.

## AREAS OF FOCUS

Our commitment to being a responsible corporate citizen is interwoven with a strong culture of advancement, inclusion, excellence and giving back. Our social initiatives are addressed

by two pillars of our corporate responsibility platform and represent a body of work and way of conducting business that values humanity at its core and strives for strong ethics and integrity in its execution.



### PEOPLE

We understand that human capital not only builds great businesses – the people in our ecosystem also represent a responsibility that our company holds in highest regard. As a result, we have a strong desire to empower and inspire all people who choose to work with and patronize Sands and its properties. The value we place on our people – our Team Members, guests, suppliers and business partners – is at the heart of the exceptional company we have become and the leader we continuously strive to be.



### COMMUNITIES

Our communities are our homes, and we are fortunate to operate in some of the world's top tourism destinations, all of which have realized greater potential because of our investments and contributions. As a leading business in each of our regions, Sands strives to make our communities desirable places to live, work and visit. We are a partner in building thriving communities that can address their challenges and capitalize on opportunities, just as we do within our own company. Our success goes hand in hand with our communities' success.





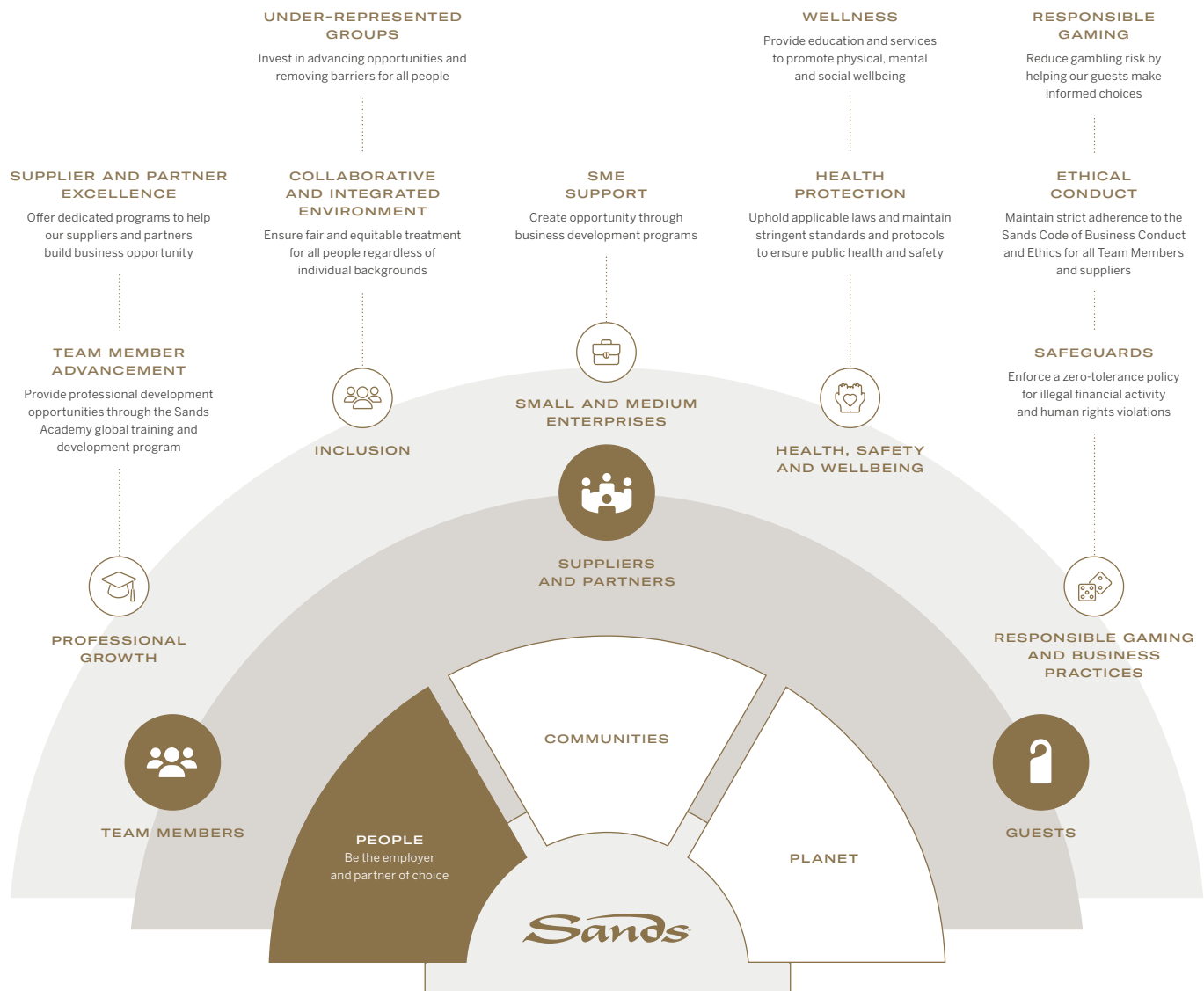
Marina Bay Sands Interior

# PEOPLE

## IMPORTANT ISSUES

We strive to be the employer and partner of choice, leading the hospitality and tourism industry in the regions we serve.

To achieve that goal, we are focused on ensuring a thriving Team Member culture based on respect, integrity and opportunities for growth at each of our properties; advancing the success of our extensive supplier network, including dedicated support for small businesses in our local communities; and maintaining a trusted relationship built on service, excellence and inclusiveness with the guests who visit our properties.





## EMPLOYER AND PARTNER OF CHOICE

Our people are the inspiration behind our company's success. Our purpose of driving valuable tourism in the regions we serve is built on the foundation of providing meaningful opportunities and excellence in collaboration with the people who work for us, the partners who support us and the guests who patronize our properties. We prioritize our People initiatives to support the groups who make Sands the world leader in our industry.

### Team Members

Our Team Members are critical to the success of our company. That's why we are dedicated to delivering an outstanding work environment, opportunity for success and advancement, and a culture built on the values of fairness, honesty, collaboration and inclusiveness.

### Suppliers and Partners

Our suppliers and partners are essential to our company. We know that the excellence we deliver comes through the support of many partnerships, especially those of local businesses in our host regions. We work closely with our suppliers and partners to create mutual opportunity and relationships built on service and integrity.

### Guests

We earn the trust and loyalty of our guests through innovative offerings, amazing experiences, service excellence and the performance expected of a world travel and tourism leader in the areas of citizenship and sustainability.



## KEY ISSUES

We have identified a set of priority issues that are most important to our Team Members, suppliers and partners, and guests. Through periodic, formalized input combined with real-time feedback, we identified high-impact areas of focus to best serve these stakeholders. However, we continue to evolve our People initiatives in dynamic ways to enable us to focus on their changing needs and new opportunities. The guiding principles interwoven into all of our programs are maintaining high ethical standards, creating opportunities for personal and business fulfillment and focusing attention on overall health and wellbeing.

Our formalized programs to address key issues under our People pillar include:

### Sands Academy

Our global training and development program provides Team Members with a variety of learning resources to help them fulfill their career objectives, grow professionally and achieve new heights through courses, learning tools, coaching opportunities and one-on-one consulting.

### The Sands China F.I.T. Program

Helping SMEs succeed is integral to our business strategy and the positive impact we deliver in our home regions. Through the Sands China F. I. T. (Financial Support, Invitational Matching, and Training and Development) Program, we provide SMEs with financial support, invitational matching to connect supplier products and services with various areas of our business and training, and development opportunities to advance their business skills.

### Diversity, Equity and Inclusion

Our diversity, equity and inclusion (DEI) initiatives ensure a culture of inclusion and celebrate the benefits that diversity brings to our organizations. Through well-established policies, procedures, hiring and procurement practices, and support systems, we promote inclusion and work to remove societal barriers that prevent advancement and opportunity.

### Sands Project Protect

Sands Project Protect safeguards our guests and Team Members against social issues by establishing lasting solutions to promote responsible gaming practices, prevent financial crimes and provide counter-trafficking measures. Our goal is to lead the industry in executing policies and procedures that not only meet but also exceed government regulations in these areas.

# PROFESSIONAL GROWTH

Empowering our Team Members and suppliers to reach their potential is a value held at the highest levels of the company and a commitment we make to the regions where we operate. Sands offers a wide range of professional development opportunities for both Team Members and suppliers, from ongoing programs to innovative professional development events.

## DRIVING ADVANCEMENT AND OPPORTUNITY

### Sands Academy

In our quest to be the employer of choice in each of our regions, we provide extensive learning and development solutions through our Sands Academy training and development program, which inspires a culture of continuous learning for Team Members, while equipping our departments to successfully reach their business goals. Beyond core course curricula, our Sands Academy team provides consulting services to all levels of the business with the goal of empowering Team Member success throughout their careers at Sands, while driving company performance and results.

### Macao Team Member, Supplier and Partner Academies

An extension of the global Sands Academy program, Sands China Academy provides Team Member training and development, and also extends development opportunities to suppliers and partners through its Sands China Retail Academy and Sands China Procurement Academy.

Sands China Academy's offerings for Team Members include horizontal and vertical talent management to help Team Members take advantage of opportunities within the company, develop new skills and expand into different fields. In 2020, Sands China announced a new management training program, which nurtures future destination resort leaders to develop strategic thinking skills and address changing realities in the market.

### Diversity Mentoring in the U.S.

In 2020, we accelerated our DEI initiatives in the United States by studying our offerings and determining where we would add greater value. As part of our listening initiatives, we identified a desire for more focused mentoring for Team Members in diverse groups, and Sands Academy responded with the introduction of the Visionaries mentorship program at The Venetian Resort Las Vegas. The program offers development opportunities and works to eliminate potential barriers for Team Members from a variety of backgrounds.

### Singapore Training Partnerships

Further extending the impact of Sands Academy, Marina Bay Sands provides programming in conjunction with community and government organizations. Through Sands Academy, Team Members in the food and beverage, hotel and accommodation services, gaming, supply chain and tourism departments can gain Workforce Skills Qualification certification from the Singapore government. In addition, Sands Academy partners with a local workforce training company to offer a leadership empowerment program to management-level staff, and the success of the program has led to the introduction of the new Leadership Insights program for supervisory staff.



# SMALL AND ENTERPRISES

We are focused on engagement strategies to promote strong relationships with local SMEs in each of the regions where we operate, and Sands China has implemented a range of professional training and business development opportunities to help SMEs be successful in working with our company.

### SANDS CHINA F.I.T. PROGRAM

Sands China's core SME initiative is the F.I.T. program, which focuses on financial assistance, invitational matching, and training and development to help advance procurement opportunities for both existing and new suppliers.

One of the program's key offerings is the Sands China Young Entrepreneur Advance Payment Programme, which provides a 30-percent advance payment on purchase orders to Macao SMEs with

#### SANDS CHINA ACADEMY IMPACT

Business Analyst and Manager Development Programme (Since 2016)

30 PROGRAMS

1,600 TEAM MEMBERS

Train-the-Trainer Development Series

410 CERTIFIED TRAINERS





Sands China Procurement Academy graduation celebration

## MEDIUM S

limited financial capacity. In addition, the company helps SMEs with financial options by working with local banks to provide special SME financing.

The F.I.T. program also offers a range of tradeshow, events and other platforms for SMEs to match their products and services with various property and business needs to gain procurement opportunities.

The third area of the F.I.T. program covers specialized training offerings in conjunction with the Sands China Procurement Academy to help SMEs learn more about working with large-scale international customers such as Sands China.

To recognize the outstanding service of SMEs, Sands China has held the Supplier Excellence Awards annually since 2013. Along with the Sands China Procurement Academy's graduation celebration, the Supplier Excellence Awards have become a key platform for encouraging the success of SMEs and creating a strong partnership between Sands China and valued local partners.

# DIVERSITY, EQUITY AND INCLUSION

Throughout the world, Sands is committed to ensuring an inclusive, integrated and collaborative 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 is propelled to success by the strength of the whole and inspires our positive impact around the world.

In the United States, we engaged with Team Members and community partners to understand their viewpoints and refreshed our work plan to chart a path reflective of their opinions, needs and expectations. We know this road is one to be traveled for the long term, and we are committed to continuous improvement and progress.

## GOVERNANCE

The executive management team supported by the Board is responsible for ensuring our company maintains appropriate DEI and non-discrimination policies and initiatives. Sands' chairman and CEO sets the vision for DEI initiatives and holds the company accountable on performance. Responsibility for planning and executing DEI initiatives resides with our DEI Council, and an executive committee of senior leadership representatives who guide the council's efforts on company strategy, goal setting and performance.

## RISKS AND OPPORTUNITIES

Based on our stakeholder engagement and materiality process, we are currently assessing risks and opportunities related to DEI. Focus areas include determining how we can increase Team Member engagement and satisfaction and how we can attract diverse hires. In addition, integrating local culture and requirements will help shape our programs globally.

## STRATEGY AND MANAGEMENT APPROACH

The DEI Council has five critical focus areas led by subcommittees with senior subject matter experts.

- Corporate governance
- Human resources and talent management

- Supplier diversity and inclusion
- Community outreach
- Benchmarking and communication

## PERFORMANCE, METRICS AND TARGETS

In 2020, we began the process of enhancing, accelerating and revising our DEI initiatives to better address U.S. developments and determine if we needed to address updates in our global regions. Because we established a new roadmap in 2020, we did not pursue quantitative targets. However, we achieved a number of important objectives that will have significant future impact.

## 2020 ACCOMPLISHMENTS

- Introduced a new DEI Charter and updated diversity statements in Board guidelines
- Hosted executive leadership DEI training
- Conducted Team Member surveys and focus groups
- Launched the Visionaries mentorship program through Sands Academy
- Analyzed procurement spend and set new targets
- Provided \$400,000 in new Sands Cares funding for nonprofits serving diverse groups
- Participated in the Human Rights Campaign Foundation's Corporate Equality Index for the first time
- Improved transparency in DEI reporting through our ESG report

# HEALTH, SAFETY AND WELLBEING

Never was the health, safety and wellbeing of our Team Members, guests, suppliers and partners more important than when the COVID-19 pandemic emerged in 2020. We met the challenge with detailed and innovative solutions to safeguard people working at and visiting our resorts, while also accelerating our focus on wellness issues to help mitigate the pandemic's impact.

Most importantly, our company put Team Members first. Though the pandemic forced periodic closures and impacted our business, we prioritized the financial wellbeing of our Team Members by forgoing furloughs and layoffs to maintain steady paychecks and health benefits when it mattered most.

## COVID-19 RESPONSE

As the pandemic developed in early 2020, we quickly mobilized to address health and safety. Throughout the year, we incorporated hand sanitizer stations and face mask protocols, instituted intensive cleaning and disinfecting regimes, conducted testing and contact tracing, and implemented social distancing measures in all public spaces. We also made physical enhancements to our properties, such as installing thermal screening points at entrances and changing our HVAC systems to help prevent virus and pathogen recirculation. A third-party assurance organization, Bureau Veritas, audited our safety and hygiene protocols to certify our properties with its SafeGuard™ Hygiene Excellence and Safety Label.

## HEALTH PROTECTION

In 2020, our properties achieved milestones and instituted several initiatives to protect the health and safety of our Team Members, partners and guests.

In Macao, The Venetian Macao's food and beverage department became the first destination resort to receive ISO 22000:2018 certification for its food safety management system, representing the sixth ISO certification received by Sands China to date. The company has also pioneered the introduction of Occupational Safety and Health (OSH) wardens – Team Members with specialized training who work with departments to formulate precautionary measures and supervise practices to ensure objectives are met.



## SHARK TANK IN A BUBBLE

When ABC Television's hit show *Shark Tank* faced the closure of its California studio due to COVID-19, the show's producers went in search of a solution to keep production going. The Venetian Resort Las Vegas answered the call for a safe space by creating a one-million-square-foot bubble with strict protocols to keep the cast and crew safe. Efforts included isolating guest suites with a dedicated elevator bank, clearing a back-of-house route to the filming area and implementing The Venetian Resort's proven COVID-19 testing protocol, which included weekly testing of 250 cast and crew members.

## COVID-19 ACTION

Bureau Veritas certification in all regions

New positions created to advance health and safety

Virus-spread mitigation:

- Face mask requirements
- Social distancing protocols
- Hand sanitizer stations
- Cleaning and disinfecting protocols
- HVAC updates

Staff management procedures:

- Ongoing COVID-19 testing
- Mandatory COVID-19 procedures training
- Staggered shifts and breaks
- Pre-shift briefings by radio
- Virtual meeting solutions

Guest management procedures:

- Thermal scanners
- Surveillance equipment for capacity limits
- Face masks and social distancing protocols

Sands China extends its health and safety efforts to suppliers through initiatives including food safety and hygiene awareness training and workshops to promote M-Mark certification, a joint program of the Macau Productivity and Technology Transfer Center and the Industrial Association of Macau to enhance local food and beverage product quality.

## WELLNESS

Sands' regions around the world have established a variety of wellness initiatives to promote the mental, physical and social wellbeing of Team Members. We also look for ways to share our initiatives with our suppliers and provide an array of wellness offerings to our guests, from the types of cuisine offered to amenities focused on fitness, relaxation and rejuvenation.

In our quest to promote the health and wellbeing of our Team Members, each region has developed a set of initiatives to address its specific needs. In Las Vegas, the property's VISTA (Venetian Information Support Treatment and Answers) program provides access to resources and wellness education, focusing especially on mental health issues. Sands China has been active in maintaining family connections as a means of promoting Team Member wellbeing and work-life balance, with activities such as a parent-child coloring contest held during pandemic school closures as well as the annual Sands China Amazing Summer campaign, featuring family workshops and activities.



# RESPONSIBLE GAMING AND BUSINESS PRACTICES

Our leadership in meeting and exceeding the standards set for our industry in responsible gaming and business practices is a testament to the care and concern we have for our people and the high ethical standards that form a fundamental operating principal for our company. We also maintain a strict code of conduct to protect human rights, which includes our publicly available human rights policy. Our code of conduct and human rights policies apply to all Team Members, suppliers and partners who work with Sands.

## RESPONSIBLE GAMING AND ILLEGAL ACTIVITY SAFEGUARDS

Sands Project Protect leads our efforts in promoting responsible gaming practices, preventing illegal financial activity and protecting against human trafficking. Through detailed training, procedures, checks and balances, and awareness activities, we ensure we are on the forefront of the latest practices to mitigate potential threats in these areas.

### COVID-19 Impact

As with other areas of our business, the COVID-19 pandemic created additional stresses in our gaming business, and we responded with adjustments to our responsible gaming initiatives. When our guests returned to resorts after shutdowns, we monitored for and addressed potential increases in gambling behavior driven by pandemic-related financial stress or personal trauma. We knew we could potentially encounter a more vulnerable

## CODE OF CONDUCT: GUIDING PRINCIPLES



**WE RESPECT  
INDIVIDUALS**



**WE PROTECT OUR  
COMPANY AND  
OUR INVESTORS**



**WE DO BUSINESS  
ETHICALLY  
AND LEGALLY**



**WE ENHANCE  
OUR COMMUNITIES**

## CODE OF BUSINESS CONDUCT AND ETHICS

We believe in doing business the right way – whether that's delivering unmatched guest service, being a collaborative partner or taking care of our Team Members. Reinforcing our commitment to doing what's right, our company's strict Code of Business Conduct and Ethics ensures we act with integrity and meet our legal and ethical duties.

### Supplier Code of Business Conduct and Ethics

Supporting our company's overall Code of Business Conduct and Ethics, our Sands Supplier Code of Business Conduct and Ethics ensures our suppliers comply with applicable laws, codes and regulations for their business jurisdictions and meet our standards in the areas of protecting human and labor rights; maintaining stringent health and safety practices; and being responsible with respect to the environment. As outlined in the [Governance](#) section of this report, we have elaborate monitoring and evaluation methods in place to ensure Sands' suppliers comply with our standards of business conduct and ethics.

population and responded with additional prevention and monitoring measures.

Efforts included additional and pandemic-specific Team Member awareness and training activities, new self-limit forms for guests and an update of our standard operating procedures related to responsible gaming. We also incorporated COVID-19 awareness and its intersection with responsible play into our programming for the American Gaming Association's Responsible Gaming Education Week and our Responsible Gaming Ambassador training at properties around the world.

## CYBERSECURITY AND DATA PRIVACY

Through our materiality and stakeholder engagement processes, we know that maintaining data privacy and protecting against cybercrime is a critical facet of ensuring the wellbeing of our Team Members, partners and guests. As such, we remain steadfastly dedicated to all areas of cybersecurity and have elaborate measures in place to provide protection.

We maintain strict administrative, technical and physical safeguards to protect personal information against accidental, unlawful or unauthorized disclosure or use. Our Team Members undergo annual cybersecurity training on a variety of topics, including phishing and reporting.



**91  
TEAM MEMBER  
GRADUATES**

Las Vegas Responsible Gaming  
Ambassador Program



**97.9%  
TEAM  
MEMBERS**

who participated in  
mandatory or non-  
mandatory training

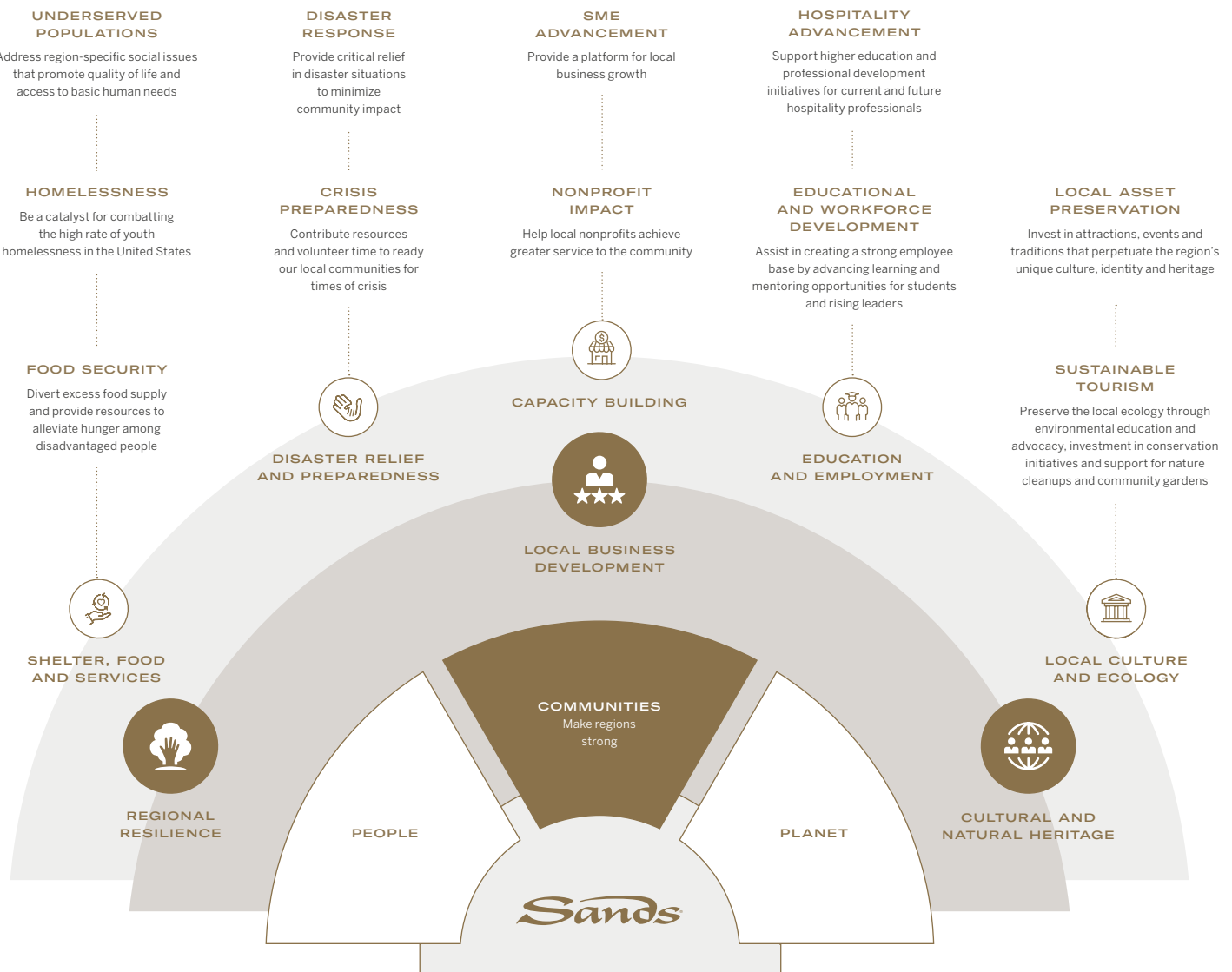
# COMMUNITIES

## IMPORTANT ISSUES

As an extension of our company's purpose to create positive impact through the generation of valuable business and leisure tourism and make our regions better places to live, work and visit, we are a committed partner in addressing

our local communities' greatest opportunities and most pressing challenges. Beyond being a major economic contributor that spurs tourism, jobs and tax revenue to fund social programs, we invest in initiatives that promote regional

resilience, advance the local hospitality industry and preserve the area's unique cultural and natural heritage. Our community engagement and charitable giving program, Sands Cares, drives our global efforts in these arenas.



## MAKING REGIONS STRONG

Sands Cares is the company's strategic community engagement and corporate giving program, which aims to improve quality of life and our regions' ability to respond to challenges. Through Sands Cares, we work to make our communities better places to live, work and visit.

More than just philanthropy, Sands Cares manifests our dedication to working hand in hand with our communities to inspire positive impact. Our Sands Cares program integrates financial giving, Team Member volunteerism, in-kind support and community problem-solving to address the most pressing issues in areas that align with our purpose, exemplify an authentic extension of our company and address our stakeholders' input and needs.

Sands Cares focuses on three core areas:

### Regional Resilience

We work closely with our communities to create a thriving local environment by helping solve social problems and prepare for disaster situations.

### Local Business Development

We assist our communities in creating a flourishing regional hospitality industry by supporting education, professional development and local business initiatives that can empower a strong and diverse workforce and build employment opportunities.

### Cultural and Natural Heritage

We invest in preserving, enhancing and promoting our local regions' landmarks, attractions, and cultural and ecological assets to perpetuate their unique foundation and bring valuable tourism to the area.



42

organizations receiving multi-faceted support through at least two of the three engagements methods: cash donations, in-kind donations and volunteering



Marina Bay Sands Team Member Beach Cleanup

## KEY ISSUES

In support of these core focus areas, we have defined a set of issues in which our company can best leverage its resources and make meaningful contributions through Sands Cares. Though we considered a variety of priority issues, our strategic approach involves focusing on fewer areas with more in-depth and high-touch involvement to create stronger impact.

Many of the issues we address through Sands Cares have well-defined programs and engagements. For some areas, however, we are methodically exploring the most beneficial ways to support our communities.

One of the guiding principles we use in our community engagement work is to promote diversity and create inclusiveness. We actively look for causes and partners that support under-represented groups and help remove barriers to opportunities and advancement.



# SHELTER, FOOD AND SERVICES

We work with our local communities to address access to basic human needs, such as housing and food, and provide vital support services to underserved populations. While our focus in the area of shelter, food and services is global, each region has identified specific priorities in their local communities.

30

new beds secured for homeless youth as part of a NPHY hybrid housing program supported by Sands Cares Accelerator

## HOMELESSNESS

Our corporate headquarters are in Las Vegas, Nevada, where homelessness is one of the region’s most severe issues, with the rate of both overall homelessness and youth homelessness among the highest in the United States. Sands has become one of the region’s most prominent corporate advocates for addressing initiatives in this area, with homelessness identified as our flagship cause in Nevada since Sands Cares launched in 2014.

In particular, we have placed strong emphasis on addressing youth homelessness, working with our signature partner, Nevada Partnership for Homeless Youth (NPHY). Together, Sands and NPHY founded the Movement to End Youth Homelessness, which introduced the region’s first comprehensive plan to address the issue, the Southern Nevada Plan to End Youth Homelessness. Through the partnership, Sands and NPHY have hosted the annual Southern Nevada Youth Homelessness Summit since 2017 to rally the community around the Movement. In 2020, Sands and NPHY shifted to a virtual summit due to the pandemic and addressed the pressing issues of the year: the Movement’s response to COVID-19 and the impact of systemic racism on youth homelessness.

Like our work on the Movement with NPHY, Sands looks for opportunities in which corporate support can fill gaps in service and initiate solutions. That’s why in 2017, Sands Cares and the company’s long-time partner Clean the World established the first mobile shower unit to serve the homeless population in Las Vegas.



The Sands Cares Fresh Start Mobile Showers Powered by Clean the World has provided more than 23,000 showers and distributed more than 28,000 hygiene kits since its inception. In addition, the mobile shower program is integrated with local service providers who deliver wrap-around support such as housing, employment, food, and legal and medical resources, including COVID-19 testing.

### SANDS CARES FRESH START MOBILE SHOWERS

	SHOWERS PROVIDED	HYGIENE KITS PROVIDED
2017	3,495	5,000
2018	7,522	11,000
2019	6,915	7,620
2020	5,203	5,083
TOTAL	23,135	28,703

## FOOD SECURITY

Sands has made food security a priority issue with a dual purpose of improving sustainability in our daily operations and supporting vulnerable members of our communities. A key element of our food security strategy is to channel surplus food from our properties' meetings and convention business into local food relief organizations. Though COVID-19 greatly impacted our business in 2020, we remained creative in our approach to helping our local partners meet their needs. When the pandemic forced the closure of our properties or impacted our local partners' ability to serve their clients, we responded.

The Venetian Resort Las Vegas donated 60 pallets of food to Three Square food bank, filling more than two semi-trucks and providing the equivalent of 56,723 meals. The resort also provided 17,000 boxed lunches to Catholic Charities of Southern Nevada to feed people experiencing homelessness and 55,000 bottles of water to 12 area nonprofits for use during their summer service efforts.

Marina Bay Sands addressed a critical dip in Singapore food donations due to the impact of social distancing on local service providers by mobilizing 160 volunteers from 25 departments to pack 2,000 food bundles, which were distributed to nonprofit organizations serving low-income families, children, seniors and ex-offenders. In addition, the resort addressed its mandated closure by donating 15,000kg of perishables to beneficiaries, including nursing homes and low-income families serviced by The Food Bank Singapore.

Sands China again provided financial support for distribution of more than 360 food hampers containing staple items such as rice, noodles, biscuits, canned food, cooking oil, toothpaste and shower gel to disadvantaged families in Macao. The company has been a major sponsor of the program since 2013.



**154,648**

meals donated by  
The Venetian Resort Las Vegas



Sands Cares Ambassadors  
packing typhoon emergency  
kits at Macau Red Cross

## SERVING DISADVANTAGED POPULATIONS

A hallmark of our community engagement strategy around the world is to help our communities provide social support services that empower people to overcome inherent barriers and address situations of impact. Some of the groups supported globally include the elderly, veterans, developmentally disabled people and children from underprivileged households or with special needs. Despite the challenges presented by COVID-19 in 2020, we continued to care for people in need with creative approaches to our engagements.

Both Marina Bay Sands and Sands China focus on support for elderly populations. In Macao, 120 Sands Cares Ambassadors conducted an annual spring cleaning volunteer service for elderly residents at Seac Pai Van public housing in Coloane to usher in the Year of the Rat as part of Sands China's annual Chinese New Year spring cleaning tradition. In addition to cleaning duties, ambassadors visited residents, provided haircuts and passed out Chinese New Year gift packs containing useful staples such as oil, grains and noodles. At Marina Bay Sands, the resort celebrated the end of the pandemic shutdown with a volunteer initiative to clean the houses of three beneficiary families of AWWA, a social service agency that assists vulnerable seniors.

The Venetian Resort Las Vegas again sponsored and participated in its signature event, the annual 98.5 KLUC Toy Drive with HELP of Southern Nevada, which benefits more than 79 local organizations that support underprivileged children. In addition to Sands being the event's presenting sponsor, Team Members collected donations that filled a 32-foot truck full of toys and raised individual funds totaling more than \$12,000. The property also helped build a Habitat for Humanity home for a local veteran and provided more than 6,000 rolls of toilet paper and paper towels to charities at the height of the pandemic's shortages.

# DISASTER RELIEF AND COMMUNITY PREPAREDNESS

A key part of building resilience is ensuring our regions are equipped to respond to crises and have the resources they need should a crisis occur. In 2020, our regions, our industry and our business faced pandemic-related challenges not experienced in many generations, and Sands stepped up to help.

## COVID-19 RELIEF AROUND THE WORLD

### United States

Sands donated more than two million pieces of PPE to help frontline workers in Las Vegas, as well as New York when it became the epicenter of the COVID-19 pandemic. In addition, the company expanded its hygiene kit program with Clean the World to support Direct Care to Kids in providing 12,000 emergency hygiene kits to families in need. Special funding and in-kind support programs were also developed with our core nonprofit partners to address pandemic-related needs for their populations.

### Macao

In Macao, Sands China pledged MOP25 million to help contain the virus's spread and assist with relief efforts in mainland China and Macao. In-kind support included mask, water bottle, hand sanitizer and hygiene kit donations; and donation and delivery of medical gloves and shower caps to the elderly. Sands Cares Ambassadors helped clean and sanitize special education schools. In addition, the Sheraton Grand Macao Hotel became a designated venue for COVID-19 quarantine and medical observation protocols.

### Singapore

Marina Bay Sands provided extensive support to the Singaporean community, including delivering food bundles to the elderly and vulnerable families and conducting Team Member food drives for local food relief organizations. The resort also extended appreciation to relief workers by providing discounts at the resort and making cards of encouragement and care packs. Ahead of the property's one-month closure, Marina Bay Sands donated 15 tons of perishables to The Food Bank Singapore and, during Ramadan, Team Members helped distribute food to financially vulnerable Muslim Singaporeans.

#### Global pandemic relief

**\$3.1M** in financial aid

**167,289 LBS** of food donated

**3.1M+** pieces of PPE donated



### COMMUNITY PREPAREDNESS

Beyond being an integral resource for crisis response, Sands is a partner in helping communities build the infrastructure needed to be ready for challenges when they arise.

#### Global Hygiene Kit Build

Since 2014, Sands has provided more than 832,000 hygiene kits to people in need through our signature Sands Cares Global Hygiene Kit Build with Clean the World. Though 2020 presented obstacles, we found ways to meet our commitment to Clean the World. Las Vegas Team Members held a virtual build with at-home kit assembly, while Marina Bay Sands held a stay-home build followed by a 24-hour socially distanced "packathon" on property, which included a blood drive for Singapore Red Cross. With safety precautions in place, approximately 200 Sands Cares Ambassadors, Team Members and local volunteers built 40,000 Clean the World hygiene kits in Macao for distribution to families in need in the Philippines.

#### Asia Response Hub

In Asia, Sands has established a three-year partnership with Americares to create a regional emergency response hub based in the Philippines, enabling quick and effective response to disasters throughout the greater Asia region. In 2020, our partnership enabled Americares to recruit 43 new emergency response roster members, conduct eight robust emergency responses in the region, and procure and pre-position materials for emergency teams and disaster survivors.

#### Americares Asia Response Hub Supplies Pre-Positioned for Rapid Mobilization

**1,400** family hygiene kits

**400** cleaning kits

**1,000** 20-liter fuel containers

**2,000** aqua tablets

**4,000** PPE kits



# CAPACITY BUILDING

One of our strategic focus areas is helping local businesses and nonprofit partners strengthen their capabilities to advance their organizations. We do this by providing platforms for growth and lending the resources and expertise of a Fortune 500 company dedicated to delivering true impact in our regions.

## NONPROFIT IMPACT

A flagship global Sands Cares program, the Sands Cares Accelerator, is dedicated to capacity building by design. Inspired by the entrepreneurial and philanthropic spirit of our founder, Sheldon G. Adelson, this unique program helps advance nonprofit organizations with a proven track record of accomplishment toward the next stage of their evolution. Through the three-year engagement, nonprofit members will work to achieve a new level of strategic impact with financial investment, mentorship and in-kind support from Sands.

### U.S. MEMBERS

In 2021, U.S. Accelerator member NPHY will complete its membership, while Green Our Planet entered its second year and continues to focus on the goal of building strategic marketing capability. Green Our Planet helps schools establish comprehensive outdoor school garden and hydroponics STEM programs. When the global pandemic severely limited in-school instruction, the nonprofit utilized its growing marketing capability to transform program offerings into a virtual academy. Green Our Planet credits Sands as being instrumental in assisting in the virtual academy's development, with Team Members providing financial, business and marketing counsel.

### ASIA EXPANSION

In 2020, Sands expanded the Sands Cares Accelerator to Singapore and welcomed inaugural member Art Outreach Singapore, a nonprofit organization that promotes art appreciation through educational programs for the community. Aligned with Sands' core focus of preserving and promoting the cultural assets of our regions, Art Outreach began its Sands Cares Accelerator membership work in 2021.



Sands Shopping Carnival

## SME AND LOCAL BUSINESS ADVANCEMENT

Sands is committed to driving business and employment opportunities that sustain our local communities, which is one of our primary community engagement strategies in Macao. In 2020, we created a unique event to help Macao small businesses mitigate the impact of the pandemic, which caused some to lose as much as 90 percent of their normal business. The first Sands Shopping Carnival was held over a three-day weekend period and enabled hundreds of local businesses to showcase their products and services and gain exposure to new customers.

Sands China also is focused on creating business opportunities throughout China and has procured a variety of products from mainland China to build economic health in impoverished areas. The company purchases a number of items from Guizhou's Congjiang county as part of the Macao Trade and Investment Promotion Institute's procurement initiative in the region, and we were the first Macao resort operator to do so in 2018. The company also donated 560 solar streetlights and has sponsored two visits to Congjiang county for Team Members to deliver gift packs, school bags and stationery packs to students and families.

### FIRST SANDS CARES ACCELERATOR GRADUATE

In 2020, Sands celebrated the graduation of its inaugural member, the Marty Hennessy Inspiring Children Foundation, an organization that takes at-risk youth off the streets and into greatness.

"When we joined the Sands Cares Accelerator, we were a high-quality program with an inability to scale. Although we'll always be grassroots, we are a much more sophisticated and capable organization now. Through the help of Sands, we are able to impact more people than ever before."

**Trent Alenik**

Executive Director, Marty Hennessy Inspiring Children Foundation

# EDUCATION AND EMPLOYMENT

Sands is committed to empowering a thriving business sector and burgeoning hospitality and tourism industry in our regions around the world. We focus on educational initiatives at all levels to help build a high-caliber workforce, create employment opportunity for local citizens and develop top professionals for the local hospitality industry.

## HOSPITALITY ADVANCEMENT

As the world's leading destination resort company, Sands has made building the future of the hospitality industry a top priority for corporate citizenship efforts in local communities. In Las Vegas, the Sands Center for Professional Development at the University of Nevada, Las Vegas's Harrah College of Hospitality provides hospitality professionals with opportunities to engage and experience programs on the forefront of innovation and career development through classroom programs and tours, workshops, speaker series events and online courses.

In Singapore, Marina Bay Sands annually provides grants for students pursuing hospitality management degrees at the Singapore Institute of Technology. In 2020, the property also hosted a Career Kickstarter workshop for 13 youth from Heartware Network. Students were treated to an intimate property tour, followed by a round-robin discussion with Team Members from various departments to gain real-world insights about hospitality work.

In Macao, Sands China provides a broad range of support through funding of hospitality programs at the University of Macau, Macau University of Science & Technology, Macao Polytechnic University, the Institute for Tourism Studies, University of Saint Joseph, Macau Institute of Management and City University of Macau. Sands China also provides several professional development events to advance local hospitality professionals. In 2020, the company hosted the Black Pearl Chef Club Event at the Adelson Advanced Education Centre as well as talent development programs with celebrity chef Lan Minglu for Macau University of Science and Technology to inspire interest in culinary careers and promote the region's traditional food culture. Sands China also kicked off the new Level Up Programme, which provides three-month internships, along with training courses, for hospitality students in conjunction with the Macau Labour Affairs Bureau.

## EDUCATIONAL AND WORKFORCE DEVELOPMENT

A strong education system creates a flourishing workforce of the future. Around the globe, we have supported a range of initiatives to advance educational opportunities and remove barriers for under-represented and at-risk groups.



### Global Knowledge Sharing

At the corporate level, Sands Cares has created a unique partnership with Nevada Succeeds, an educational nonprofit that works to overcome systemic barriers in education. The program brings a global lens to Nevada education by connecting Nevada and Singapore educators to experience elements of Singapore's high-performance education system. An inaugural cohort of Nevada educators is working virtually with Singapore educators to learn about new ideas and best practices.

### Diversity Mentorships

In 2020, Sands kicked off several partnerships with local community organizations that focus on education and mentoring for diverse populations. Sands is supporting the nonprofit organization 100 Black Men of Las Vegas with funding for its youth development programs and exploring opportunities for Sands to provide student internship and Team Member mentoring for youth. Sands has also invested in youth mentoring programs provided by Mastering Mindsets of Las Vegas.

### Supporting Vulnerable Students

Sands has been a strong partner to Communities In Schools (CIS), which helps empower students to stay in school and lower dropout rates. In 2020, we stepped up with program funding to help the organization pivot its focus to distance learning during the pandemic and supported CIS on the Direct Care to Kids Program, which provided academic materials and more than 12,000 hygiene kits funded and assembled by Sands Cares. The Venetian Resort Las Vegas also held its annual Fill the Bus School Supplies Drive for CIS, raising funds via online donations and collecting supplies.

### School Entrenchment

The Venetian Resort Las Vegas participates in the local Adopt-A-School Program by supporting Helen Herr Elementary School, which is located in a low-income, at-risk neighborhood. In 2020, the resort continued funding for the school's Kids to Kids program through Spread the Word Nevada, providing at-risk children with books to build home libraries.



# LOCAL CULTURE AND ECOLOGY

The rich cultural heritage and unique identity of our home countries are key assets in building a thriving tourism industry. Sands is a partner in preserving and promoting our local regions' treasures and celebrating them on a global stage.

## MACAO

One of the pillar activities of the Sands Cares Ambassador Programme is to bring less fortunate groups to premier attractions at Sands China's destination resorts to celebrate and inspire community pride in Macao's cultural and artistic attractions. Ambassadors have hosted several groups at The Venetian Macao's Cotai Expo to experience the immersive art space of teamLab SuperNature Macao. In 2020, approximately 50 ambassadors underwent an extensive training session before accompanying 160 special needs children to enjoy artwork and share an unforgettable time together at teamLab. Sands Cares Ambassadors have also hosted underprivileged children at the immersive art space.



teamLab SuperNature Macao

## SINGAPORE

As a leader in the Marina Bay business community and with one of the region's – and world's – most treasured landmarks, Marina Bay Sands supports a number of Singapore's initiatives to celebrate local culture and promote community spirit. We are an avid supporter of the local art community, and efforts included a special light projection of local student artwork displayed on the facade of the ArtScience Museum for the countdown to 2021. In addition, the resort continued its support of Singaporean visual artists through partnership with Art Outreach, which provides impactful career-building opportunities as part of the IMPART Awards. Marina Bay Sands also lit the property every evening in April 2020 to rally Singaporeans in overcoming the challenges posed by the COVID-19 pandemic.

## LAS VEGAS

The Venetian Resort Las Vegas rallied around the Las Vegas entertainment community with funding to continue Mondays Dark events and, thus, support out-of-work entertainers during the pandemic-forced shutdown. Las Vegas's premiere variety show to support local causes, Mondays Dark gathers musical acts and stars from the Las Vegas Strip for 90 minutes of entertainment, with proceeds benefiting local nonprofit organizations while providing opportunities for local entertainers. The resort is also a supporter of the Las Vegas Natural History Museum's interactive underwater exhibit, which highlights the region's waterways and educates about water conservation initiatives.



Marina Bay Sands, ArtScience Museum



50

Sands Care Ambassadors accompanied 160 special needs children to teamLab



350

attendees hosted by Marina Bay Sands at the IMPART Awards to support professional development of emerging visual artists



5

student artworks projected onto Marina Bay Sands ArtScience Museum facade



# GOVERNANCE

Hand in hand with our corporate responsibility commitment is a company culture deeply rooted in transparency to our stakeholders and accountability for our actions. Guided by a strong system of governance, we ensure both a responsible approach to managing our business and that our environmental and social initiatives are interwoven into our business practices. Our governance initiatives provide the foundation for how we manage our commitment to the planet, our local communities and the people that visit, support and work at our resorts.

## OUR APPROACH TO GOVERNANCE PRACTICES

Responsibility for corporate governance begins at the highest levels of our company, with overall responsibility under the purview of our Board of Directors. Our company's directors and executives share a philosophy that a solid governance structure supports our ability to deliver strong business returns and ensures proper company management in the interests of all stakeholders.

Guided by the standards and requirements set by the Board, components of our governance approach include the oversight framework for our ESG initiatives; corporate governance, transparency and risk management practices; and supply chain management.

### ESG OVERSIGHT

Sands has established an extensive framework of processes and programs to ensure we not only meet but also lead in responsible business practices. Our ESG governance protocols span the gamut of issues from ethics and human rights initiatives to environmental performance policies and practices.

Sands' Board members provide vision and direction for our People, Communities and Planet corporate responsibility pillars, as well as oversee our performance in these areas. Working with the Board, the most senior members of our executive team are responsible for implementation of our ESG policies and programs.



### ENVIRONMENT

Our governance practices in the area of environmental sustainability are guided by the Sands ECO360 global sustainability program, which integrates operational standards and procedures across all properties and businesses worldwide. Our president and chief operating officer, who is also a member of the Board, provides overall leadership and responsibility for environmental sustainability, with implementation overseen by the company's chief sustainability officer as the leader of the global sustainability team.



### SOCIAL

Sands' chairman and chief executive officer oversees governance of social programs, which includes our suite of People pillar initiatives in the areas of professional growth; inclusion; health, safety and wellbeing; and responsible gaming and business practices. Social oversight also covers the global management of our community engagement and charitable giving program, Sands Cares, which guides our initiatives to address the health of our communities. Day-to-day execution of these programs is led by the senior vice president of global communications and corporate affairs.



### GOVERNANCE

With overall responsibility for corporate governance under the purview of our Board and executive team, the broad range of checks and balances and practical corporate governance policies and procedures are managed by Sands' compliance and legal departments, under the leadership of our executive vice president and general counsel. Our Board's nominating and governance committees spearhead these initiatives on behalf of the Board and work closely with our general counsel.



The Londoner Macao Residence



# CORPORATE GOVERNANCE, TRANSPARENCY AND RISK MANAGEMENT

Our Board of Directors and management team have a steadfast commitment to effective governance practices, especially in meeting the requirements of varying jurisdictions associated with our global footprint. Sands operates in three countries, is governed by three gaming jurisdictions and is regulated as a financial institution by Financial Crimes Enforcement Network (FinCen), a bureau of the U.S. Department of the Treasury. Sands is listed on the New York Stock Exchange and its majority owned subsidiary, Sands China Ltd., is listed on Hong Kong Stock Exchange.

With high standards for transparency and accountability, we maintain a strong corporate governance system to ensure the health of our business, maintain the confidence of our stakeholders, enable purposeful decision-making and manage risk. Our corporate governance practices have been developed with risk management as a top priority and leverage a system of internal control that reflects the company's overall strategy, operational considerations and corporate culture.



## DIRECTOR EDUCATION

A robust onboarding and training program for directors focusing on specific items impacting our destination resort operations



2

Additional female directors recruited for the Board



100%

Board committee members are independent directors



100%

Directors subject to annual reelection



## CORPORATE GOVERNANCE

Our corporate governance structure is defined and overseen by the Board, with our senior executives spearheading execution and accountability to our Board's defined standards and processes. At the Board level, Sands has established the leadership capability and comprehensive controls to ensure we fulfill our primary directives: delivering strong business returns, driving sustainability and addressing stakeholder interests.

**Board Structure:** Our directors bring a variety of experiences and core competencies that contribute to the strategic execution and management of risk for our company. Our Board includes 11 directors, the majority of whom are independent, and four standing committees, including the audit, compensation, nominating and governance, and compliance committees. These standing committees operate under written charters approved by the Board.



**Board Composition:** In addition to the specific professional experience of our directors, we select members based on a set of criteria designed to elevate our company's capability and provide standards of excellence in business performance. We recruit members who are highly accomplished in their respective fields, possess sound business judgment and demonstrate highly ethical behavior. To determine the Board's overall composition, we search for diverse backgrounds that bring a variety of qualifications, personal and professional experiences, credentials, education and training. In particular, our company values the benefits of diversity on the Board, and our Corporate Governance Guidelines reflect our standards for inclusiveness.

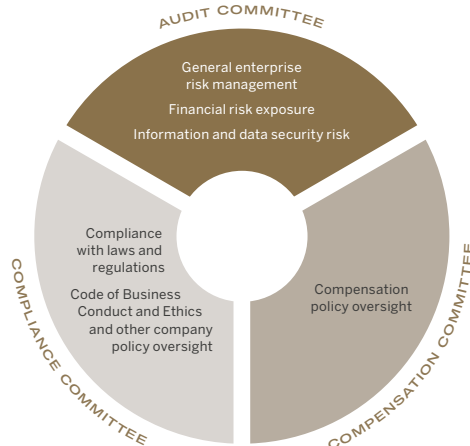
**Governing Protocols:** We have established a comprehensive corporate governance framework for our company's operations, which includes requirements of the Sarbanes-Oxley Act of 2002, the Dodd-Frank Wall Street Reform and Consumer Protection Act, and the applicable rules and regulations of the U.S. Securities and Exchange Commission (SEC) and the New York Stock Exchange (NYSE), reflecting the jurisdictions where we are headquartered and publicly traded. The key components of our governance framework are established in our amended and restated articles of incorporation and by-laws, along with other governing documents including:

- Audit Committee Charter
- Corporate Governance Guidelines
- Compensation Committee Charter
- Code of Business Conduct and Ethics
- Nominating and Governance Committee Charter
- Anti-Corruption Policy
- Compliance Committee Charter
- Reporting and Non-Retaliation Policy

Copies of each of these documents are available on our website at: <https://investor.sands.com>.

## RISK MANAGEMENT

Through a comprehensive system of reporting, controls and mitigation procedures, our Board, directly and through its committees, oversees the company's risk management functions. The Board's committee members meet regularly with executive leaders responsible for risk management in the areas of enterprise, finance, information security, compensation and compliance, to engage in ongoing dialogue, review risk audit findings, establish control systems, evaluate progress reviews and assess emerging trends and developments to inform company action. Our Board committees oversee risk management policies, procedures and activity in the following areas:



Material risks, as defined by these committees, are outlined in the Sands Annual Report, which can be found on our website at <https://investor.sands.com>. In addition, information on data and cybersecurity breaches, corruption and bribery cases, incidences of noncompliance with environmental laws, effective tax rates, and political contributions and spending are referenced in the [Appendix](#) of this ESG report.

### ESG Risks

While major material risks are integrated into the company's enterprise risk management assessment, Sands also undertakes an environmental risk assessment aligned with best practices from the COSO Enterprise Risk Management and Taskforce on Climate-related Financial Disclosure frameworks.

The Sands ECO360 team conducts this risk assessment at a maximum of every three years and often more frequently, depending on emerging developments or changes in our business. Results from the environmental risk assessment are then integrated into the company's materiality assessment to inform direction for Sands ECO360 global sustainability program and goal setting.

The environmental risk assessment process evaluates transition risks, such as policy and legal changes, new technologies, updated market requirements, emerging reputational considerations, and limited upstream and downstream risks for each asset. Acute and chronic physical risks such as extreme weather events and long-term drought are also assessed. Risk data is assessed on five-point scales for likelihood and impact. All risks over a designated threshold are integrated into the company's enterprise risk management process. Other identified risks under the threshold are managed and monitored by the Sands ECO360 team.

In 2018–2020, Sands identified environmental risks in the following areas:

- Potential increase in utility costs or pricing volatility
- Increased severity of extreme weather events and humidity
- Rising temperatures leading to increased need for air conditioning

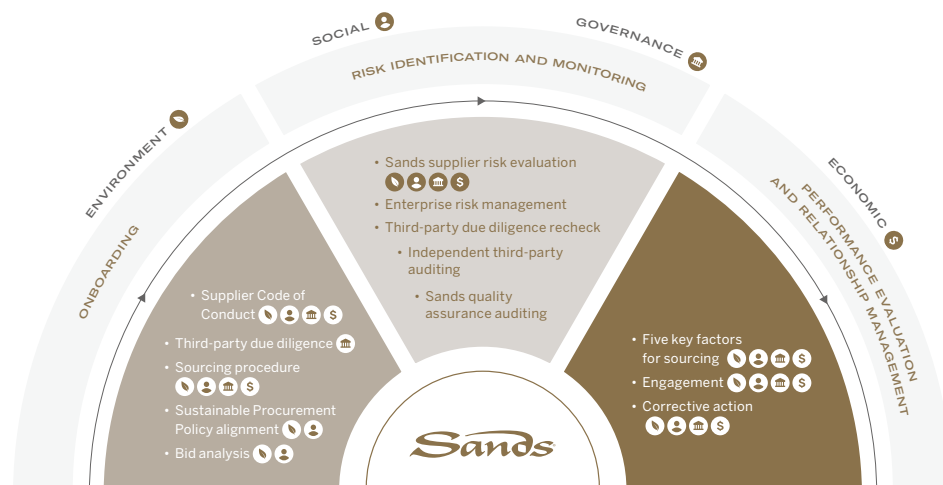
Additionally, we determined that inadequate social or environmental practices could have a negative impact on the company's reputation, which we address with our commitment to and investment in our corporate responsibility platform. Beyond formal risk assessment, Sands also conducts ongoing environmental risk monitoring to maintain a pulse on developments that may impact our company.

To mitigate environmental risk, the company established stringent efficiency goals in line with the Science Based Targets initiative and invested in projects to reduce consumption and, thus, exposure to utility cost variability within our building portfolio. We identified potential opportunities to improve resiliency using alternative energy or water sources, such as a nanofiltration system for groundwater use or a cooling condensate water-recovery system.

# OUR SUPPLY CHAIN MANAGEMENT APPROACH

We recognize that the Sands corporate responsibility commitment would be incomplete without responsible supply chain management as an extension of our dedicated efforts to address issues impacting the environment and local communities.

Our responsible supply chain process includes three phases of supplier engagement: onboarding, risk monitoring, and performance evaluation and relationship management.



## ONBOARDING

Before a supplier is cleared to do business with Sands, we conduct a stringent assessment for suitability via our third-party due diligence (TPDD) process, which categorizes businesses by risk level. All suppliers are reviewed against real-time due-diligence monitoring systems and databases, which assess various risks ranging from bribery and money laundering to human trafficking. High-risk suppliers are subjected to a broader range of due diligence processes and procedures, such as more frequent TPDD rechecks and background investigations.

Supplier contractual agreements are linked to our Supplier Code of Conduct, which is aligned with international best practices to protect human rights, labor rights, worker health and safety, environmental compliance and responsibility, and overall ethics and compliance. We also encourage our suppliers to promote the Sands Supplier Code of Conduct or their own similar code of conduct with their company's vendors.

## RISK IDENTIFICATION AND MONITORING

To ensure suppliers meet our standards, our supplier management team visits select suppliers to review their performance and detect signs of violations. If minor violations are found, we work with suppliers to address and remediate them. For suppliers that operate in regions and product categories that are more prone to Supplier Code of Conduct violations, we enlist recognized third-party audit firms to conduct on-site audits.

In addition, Sands annually performs a risk assessment for suppliers that conducted business with us in the previous year. We also plan to engage risk experts to ensure we build emerging risks into our evaluation framework and thoroughly assess risk in the areas of compliance (overall compliance risk as well as category-specific risk), business disruption (business reliance and financial risk) and social and environmental risk (health, safety, fair pay, labor and/or slave labor risk). Using our supplier data we complete the risk assessment, categorizing each supplier into low, medium and critical risk levels.

From this assessment, we determine a course of action based on where suppliers fall in the risk assessment, with ongoing monitoring for suppliers deemed to be of medium risk and further evaluation of critical risk suppliers in the form of self-assessment surveys, site visits and audits performed by Sands personnel or third-party auditors.

## PERFORMANCE EVALUATION AND RELATIONSHIP MANAGEMENT

To monitor performance, Sands conducts three types of ongoing supplier audits. First, our compliance organization completes TPDD evaluations, which are conducted annually for high-risk suppliers and periodically for medium-risk suppliers. Second, Sands' quality control team conducts audits of qualifications; on-site facilities, factories and project sites; data security; and other relevant areas for selected categories, such as construction, furniture and lighting, gaming, food supply and technology. Finally, we engage independent third-party audit firms to conduct on-site audits for suppliers in selected regions and for selected categories based on criteria including:

- Type of product or service provided
- Region in which suppliers are based
- Current and projected company spend with the supplier
- Feedback from our procurement and supplier quality teams

Suppliers determined to create risk, based on these evaluations, must follow an identified protocol to establish corrective action, and we diligently manage these relationships. For suppliers beginning a new engagement with Sands, our assessments are on a pass or fail basis, regardless of the method of assessment: TPDD, qualification review or on-site factory evaluation. Suppliers who are unable to meet



**100%**

of suppliers screened and aligned with our Supplier Code of Conduct


**97%**

Supplier conformance with the Supplier Code of Conduct in 2020


**91%**

of the Marina Bay Sands procurement spend was with local Singaporean suppliers in 2020


**499**

Sands China Ltd. suppliers were SMEs in 2020

**\$287,729,450**

Sands China Ltd.'s procurement spend with SMEs in Macao in 2020

our criteria do not proceed into a business relationship with Sands.

For existing suppliers, we initiate a corrective action process. Once a corrective need has been identified by Sands or an independent third-party auditor, we share audit findings and require an action plan to address the issue. We review corrective action plans to ensure they appropriately address audit findings and evaluate implementation of the corrective action plan through documentation or a re-audit of the supplier. In rare cases when the supplier is not cooperative to a meaningful corrective action plan or its implementation, we exit the supplier engagement.

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE INTEGRATION

Recognizing the importance of our supply chain on the health of our business and the responsible performance of our company, we fully integrate ESG protocols and standards into our supply chain management approach.

**Governance:** Our compliance assessments and capability evaluations form the basis of how we engage with suppliers on ESG issues. In addition, our responsible sourcing process is governed by corporate policies and procedures, including our Workplace Safety and Health Guidelines, Sustainable Procurement Policy, Sustainable Development Standards, Supplier Code of Conduct, Anti-Human Trafficking Policy and other company policies.

**Social:** We employ region-specific strategies to make sourcing decisions in line with company goals for conducting business with local suppliers, SMEs and diverse businesses.

Furthermore, our comprehensive Supplier Code of Conduct establishes our standards for human rights and labor issues, and strict policies and procedures, such as our Anti-Human Trafficking Policy, govern the sourcing process.

**Environment:** We focus on sustainable procurement in key product categories and set internal targets to purchase sustainable products such as seafood, vegetables, coffee, tea, lighting, paints, adhesives and other categories that meet our business needs. We also leverage our Sustainable Procurement Policy to source products and services that minimize environmental impact, as well as our Sustainable Development Standards to guide the design and building of our resorts in a responsible and sustainable manner.





## FIVE-YEAR REVIEW

During the 2016–2020 reporting cycle, we continued to make significant progress against our environmental targets and charted a more formalized roadmap for our community initiatives. With significant milestones, strong results against our targets and recognition from leading ranking organizations, we continue to provide leadership in our industry for ESG performance.

### 2016



#### CHARTING OUR PATH

Announced five-year targets aligned with the United Nations SDGs:

- Emissions reduction (SDG 7)
- Water conservation (SDG 6)
- Waste management (SDG 12)

Committed to one million Sands ECO360 actions.

Became the first destination resort company to have emission targets approved by the Science Based Targets initiative.



#### ECO-INNOVATION

Opened The Parisian Macao, our most sustainable and energy-efficient property to date:

- Environmental stewardship underscored every facet of development
- 100 percent use of LED light bulbs
- Enhancements to enable the future reclaiming of grey water

Hosted the company's first zero-waste event – and the first in Asia.

### 2017



#### CAPACITY BUILDING

Launched the Sands Cares Accelerator, a unique program that propels nonprofits to greater impact.



#### FOOD FOCUS

Introduced a comprehensive strategy to address our food and beverage environmental footprint:

- Launched the Honest Food program providing healthy, sustainable offerings to guests and Team Members
- Reimagined classic recipes with eco-focused ingredients
- Encouraged well-balanced, plant-based fare



#### MACAO TYPHOON RESPONSE

Sands China and the Adelson Family Foundation donated MOP65 million (\$8.1 million) to assist with relief, recovery and rebuilding efforts in the aftermath of Typhoon Hato. Relief efforts included:

- Cash donations
- Vehicle leasing
- House repairs
- Equipment and necessities purchases



## 2018

**MATERIALITY ASSESSMENT**

Completed our most robust environmental materiality assessment to date and repositioned Sands ECO360 around six key themes:

- Energy
- Water
- Waste
- Transportation
- Food
- Procurement

**CDP RECOGNITION**

Named to the CDP A List for Water Security for the first time, and became the only destination resort company to achieve this distinction.

**GREEN GATHERINGS**

Expanded the Sands ECO360 green meetings program to include gatherings and celebrations such as fashion shows and culinary festivals.

**YOUTH HOMELESSNESS**

Co-led efforts to introduce the Southern Nevada Plan to End Youth Homelessness, the region's first definitive plan to address the high incidence rate of youth homelessness in Greater Las Vegas.

## 2019

**ECO-ACCOMPLISHMENTS**

Achieved our one million eco-actions target a year early.  
Launched a robust plastics strategy aimed at reducing disposable products across all operations.

**RENEWABLE ENERGY**

Secured renewable energy certificates to cover 100 percent of electricity use at The Venetian Resort Las Vegas.

Obtained additional renewable energy credits for Marina Bay Sands to offset convention center emissions.

Installed a solar thermal hybrid energy plant in Macao to eliminate the need for a natural gas boiler.

**THE DROP BY DROP PROJECT**

Rolled out a collaborative water stewardship initiative with Clean the World to invest savings from our water conservation efforts in community water projects.

**ROADMAP ADJUSTMENT**

Gathered internal feedback to update our corporate responsibility platform:

- Prioritized topics most important to our company and stakeholders
- Realigned key initiatives and corporate giving to drive greater impact

## 2020

**2025 EMISSIONS TARGET**

Set a new science-based target, pledging to reduce greenhouse gas (GHG) emissions by 17.5 percent in 2025.

**ESG RECOGNITION**

- Included on the Dow Jones Sustainability World Index (DJSI World) for the first time
- Included on DJSI North America for the fourth time in five years
- Only U.S.-based hospitality and gaming company on both lists

**COVID-19 RESPONSE**

Supported Team Members by maintaining pay and health benefits during the pandemic, while investing in community relief:

- \$3.1 million dollars donated
- 3,142,400 pieces of PPE and related supplies donated
- \$2,497,195 in-kind donations

**DIVERSITY, EQUITY AND INCLUSION**

Accelerated DEI efforts in the United States:

- Conducted town hall sessions, surveys and focus groups to gather Team Member, guest and community partner viewpoints
- Refined our strategy and enhanced programs

**WORLD'S MOST ADMIRABLE**

Named one of *Fortune's* World's Most Admired Companies, marking the company's fourth straight appearance on the annual list of the world's most respected and reputable businesses.

## PROPERTY SPOTLIGHT

## SANDS CHINA

MACAO'S LEADING DESTINATION  
RESORT COMPANY

Sands China Ltd. (Sands China) is the largest operator of destination resorts in the world's largest gaming market, Macao (SAR), China. Sands China has been a major contributor to Macao's expansion as an international travel and tourism destination, and the vision of our founder, Sheldon G. Adelson, created Macao's Cotai Strip – a global center for business and leisure tourism. Along with our five major resorts in Macao, we take pride in being one of the region's most responsible business leaders.

## AWARDS AND CERTIFICATIONS

GREATER BAY AREA BUSINESS  
SUSTAINABILITY INDICES

Ranked 9th (2020)

HONG KONG BUSINESS  
SUSTAINABILITY INDICES

Ranked 10th (2020)

LEADERSHIP IN ENERGY AND  
ENVIRONMENTAL DESIGN® (LEED)

Silver for Building Design and Construction  
The Parisian Macao (2019)

## FTSE4GOOD

(2018, 2019)

## MACAO GREEN HOTEL AWARDS

PLATINUM: The Venetian Macao

GOLD: The Londoner Macao, The Parisian  
Macao, The Plaza Macao and Four Seasons  
Hotel Macao

SILVER: Sands Macao

## ISO 20121

Event Sustainability Management Systems  
The Venetian Macao, The Parisian Macao  
(since 2014)

## PACIFIC ASIA TRAVEL ASSOCIATION

Gold Award, Corporate Environmental  
Programme, Sands ECO360  
(2017)

## ISO 45001:2018

Occupational Health and Safety Management  
System for Facilities Certification  
(2020)

## HROOT AWARDS

Best Social Enterprises in Greater China (2020)  
Best Practice of Learning and Development in  
Greater China (2020)

GUANDONG HUMAN RESOURCES  
EXCELLENCE AWARD

Best Human Resources Team (2020)

## EFFICIENCY PROJECTS

Sands China installed variable frequency drives on 2,500 heating, ventilation and air conditioning (HVAC) units and upgraded to electronically commutated motors in all Sands China vehicles to reduce energy consumption.

## ECO-EATING

Sands China offers plant-based dishes at five restaurants through its Green Cuisine program and is also dedicated to using responsibly sourced seafood and promoting local cuisine.

## TACKLING PLASTICS

Sands China replaced 6.5 million plastic takeaway containers, utensils and cutlery sets with a plant-based alternative; eliminated millions of plastic straws; installed water dispensers wherever possible; and utilized recycled plastic water bottles in all other areas.





## PROPERTY INFORMATION

### LOCATION:

Macao (SAR), China

### YEAR OPENED:

Sands Macao (2004)

The Venetian Macao (2007)

The Plaza Macao (2008), including:

- Four Seasons Hotel Macao (2008)

- The Grand Suites at Four Seasons (2020)

The Londoner Macao<sup>1</sup> (2012), including:

- Conrad Macao (2012)
- Sheraton Grand Macao Hotel (2012)
- The St. Regis Macao (2016)
- The Londoner Macao Hotel (2021)
- The Londoner Court (2021)

**NUMBER OF TEAM MEMBERS:**  
27,547

**NUMBER OF ROOMS AND SUITES:**  
Approximately 12,400

**MEETING SPACE SQUARE FOOTAGE:**  
1.8 million square feet

<sup>1</sup> Formerly Sands Cotai Central.

The Venetian Macao

### TAKING ACTION

Since 2016, Sands Cares Ambassadors have contributed 77,119 volunteer hours and engaged in 148 community events to provide assistance to disadvantaged groups.

### SPRING CLEANING

Sands Cares Ambassadors annually clean and tidy the homes of elderly residents in collaboration with Sands China's funding support for the General Union of Neighbourhood Associations of Macau.

### HEALTH SCREENINGS

Sands China supports the Macau Special Olympics' Healthy Athletes Program, which provides screenings and treatment for people with intellectual disabilities. Sands Cares Ambassadors also assist medical staff in conducting examinations several times a year.

## PROPERTY SPOTLIGHT

## MARINA BAY SANDS

THE WORLD'S MOST ICONIC  
DESTINATION RESORT

The iconic Marina Bay Sands spans three 57-story hotel towers connected by the stunning Sands SkyPark®, which sits atop the hotel towers and features the world's longest rooftop infinity pool at a height of 200 meters. One of the world's most photographed buildings, the destination resort also includes the Sands Expo and Convention Centre, The Shoppes at Marina Bay Sands and the lotus-inspired ArtScience Museum, a landmark structure at Singapore's bayfront promenade.

## AWARDS AND CERTIFICATIONS

EVENTS INDUSTRY COUNCIL  
SUSTAINABLE EVENTS STANDARDS

Gold Level rating (2020)

## LEED

Platinum for Building Operations  
and Maintenance – Sands Expo  
and Convention Centre at  
Marina Bay Sands (2019)

Gold for Building Operations and  
Maintenance – ArtScience Museum  
at Marina Bay Sands (2018)

## 3R AWARD FOR HOTELS

Distinction Award for Waste  
Reduction (2016)

## APEX/AST

Level One (since 2013)

MEETINGS, INCENTIVES, CONVENTIONS  
AND EXHIBITIONS (MICE)

Sustainability Certification,  
Singapore Association of Convention and  
Exhibition Organisers and Suppliers (2016)

## PACIFIC ASIA TRAVEL ASSOCIATION

Grand Award Winner  
for Environment (2016)

## SINGAPORE BCA GREEN MARK

Platinum (since 2015)

## ISO 20121

Event Sustainability Management Systems  
(since 2014)

## PATRON OF THE ARTS AWARD

(2013–2019)

## AMCHAM CARES AWARD

(2020)

## HSMIA ADRIAN AWARDS

Best Practices, Innovation and Community  
(2020)

## REDUCING OUR CARBON FOOTPRINT

Sands Expo and Convention Centre became Singapore's first carbon-neutral MICE venue in 2020, thanks to our investments in renewable energy certificates and carbon offsets.

## RESPONSIBLE SEAFOOD SOURCING

In 2017, Marina Bay Sands announced a partnership with WWF Singapore to guide its responsible procurement efforts. By the end of 2020, 46 percent of all seafood was responsibly sourced.

## HOSPITALITY STUDENT SCHOLARSHIPS

Since 2018, Marina Bay Sands has provided S\$300,000 in individual grants to 60 hospitality management undergraduates from the Singapore Institute of Technology to cover tuition and other educational fees.





## PROPERTY INFORMATION

### LOCATION:

Singapore

### YEAR OPENED:

2010

### NUMBER OF TEAM MEMBERS:

9,798

### NUMBER OF ROOMS AND SUITES:

2,561

### MEETING SPACE SQUARE FOOTAGE:

1.2 million square feet

### RETAIL SQUARE FOOTAGE:

606,362 square feet

### FOOD AND BEVERAGE/LOUNGES:

80+ outlets

### THEATERS:

3,834 seats

Marina Bay Sands

#### TAKING ACTION

Since 2016, 18,872 Marina Bay Sands Team Members have given 48,874 volunteer hours to community causes through their service at 154 community events.

#### ADVANCING ARTISTS

Marina Bay Sands supports the IMPART Awards, an art prize that honors talented and emerging visual artists with cash awards and career-building opportunities, such as visits to renowned art institutions.

#### PLASTIC PROLIFERATION EDUCATION

Made from ocean plastic recovered in Hawaii, the five-ton, 11-meter-high *Skyscraper (The Bruges Whale)* outside the Marina Bay Sands ArtScience Museum reminds visitors of the magnitude of the world's plastic challenge.



## PROPERTY SPOTLIGHT

# THE VENETIAN RESORT LAS VEGAS

## THE COMPANY'S FIRST DESTINATION RESORT

The Venetian Resort Las Vegas was Sands' first destination resort and the company's original model for combining amenities and attractions to address the complementary travel patterns of weekend tourists and weekday business travelers. With the state-of-the-art Sands Expo and Convention Center, The Venetian Resort has helped transform Las Vegas into one of the world's leading meeting and convention destinations. The resort also features The Palazzo and Venezia towers, providing luxurious, classic Las Vegas entertainment and spa-resort experiences to accommodate wide-ranging traveler interests.

## AWARDS AND CERTIFICATIONS

## ANGEL AWARD

Philanthropic Business of the Year (Public)  
(2020)

## TRIPADVISOR

Green Leader Gold Certification  
(2015–2020)

## DEPARTMENT OF ENERGY

Better Buildings Challenge Award (2019)

NEVADA HOTEL  
AND LODGING ASSOCIATION

Sustainability Leading Company Award  
(2016)

PROFESSIONAL GROUNDS  
MANAGEMENT SOCIETY

Green Star Award – Outstanding  
Landscape Design and Construction  
and Sustainable Practices (2016)

## LEED

Gold for Building Operations and  
Maintenance, Sands Expo and  
Convention Center/Congress Center  
at The Venetian Resort Las Vegas  
(2010, 2016)

Silver for New Construction  
The Palazzo (2008)

## APEX/ASTM

Level Two Sands Expo and Congress Center  
at The Venetian Resort Las Vegas  
(2013, 2015, 2017)

## INNOVATIVE PPE RECYCLING PROGRAM

The Venetian Resort was among the first in the nation to develop an innovative PPE recycling program to divert COVID-19 masks and gloves from landfills to make repurposed products.

## EFFICIENCY ACCOMPLISHMENTS

The Venetian Resort completed 70 efficiency projects from 2016 to 2020, reducing utility usage and environmental impact.

## REDUCING FOOD INSECURITY

The Venetian Resort launched one of the first food donation programs in Southern Nevada, providing more than 660,000 meals to local nonprofit organizations.



The Venetian Resort Las Vegas

## PROPERTY INFORMATION

### LOCATION:

Las Vegas, Nevada

### YEAR OPENED:

Sands Expo and Convention Center (1990)

The Venetian Resort Las Vegas (1999)

Venezia Tower at The Venetian Resort (2003)

The Palazzo at The Venetian Resort (2007)

### NUMBER OF TEAM MEMBERS:

9,671

### NUMBER OF ROOMS:

7,092

### MEETING SPACE SQUARE FOOTAGE:

2.3 million

#### ADVANCING YOUTH EXPERIENCING HOMELESSNESS

The Young Achievers' Program, a partnership between The Venetian Resort and Nevada Partnership for Homeless Youth, provides internships to young adults who have experienced homelessness as a gateway into the hospitality industry.

#### AT-RISK SCHOOL SUPPORT

In 2017, the resort partnered with Green Our Planet to support implementation of an outdoor garden program as well as science, technology, education and math (STEM); health; and nutrition education for Helen Herr Elementary School students.

#### TAKING ACTION

Team Members volunteered more than 38,587 hours from 2016 to 2020, providing critical service time for important community issues and nonprofit organizations.



# APPENDIX: ENVIRONMENTAL, SOCIAL AND GOVERNANCE 2020







Marina Bay Sands





The Londoner Macao, Crystal Palace

## CONTENTS

53 About this Report

54 Environment

58 Social

66 Governance

71 Indices

72 SDG Index

74 GRI Index

85 SASB Index



# ABOUT THIS REPORT

Our report draws on the performance highlights of the calendar year 2020. It covers the full scope of our global operations, including majority-owned subsidiaries.

We defined report content and topic boundaries by determining the most significant economic, environmental and social impacts, along with stakeholder concerns and input. We conduct this assessment by continually monitoring feedback from stakeholders who can be reasonably considered to affect, or be affected by, our business operations. We incorporate the Greenhouse Gas Protocol when determining our boundary for Scope 1, 2 and 3 emissions.

## ESG DATA

This report and the appendix to the report reflect data unless otherwise stated. It covers all Sands operations unless otherwise stated.

The data in this report and appendix was collected by Sands Team Members. We believe this information fairly represents our global ESG performance and efforts.

GHG emissions, energy, water and waste data has been assured in accordance with ISO 14064-3: 2006 standard by Lloyd's Register Quality Assurance, Inc.

Sands provides certain non-GAAP environmental and social measures in this ESG Report and appendix that are not in accordance with, or alternatives for, generally accepted accounting principles (GAAP) in the United States of America.

### FORWARD-LOOKING STATEMENTS

This report contains certain forward-looking statements made pursuant to the Safe Harbor Provisions of the Private Securities Litigation Reform Act of 1995. Forward-looking statements involve a number of risks, uncertainties or other factors beyond the company's control. Examples of these factors include, but are not limited to, the company's expectations regarding environmental, social and governance (ESG) initiatives and the company's ability to achieve its ESG goals. Factors that include the extent, duration and effects of the COVID-19 pandemic and the range of risks and uncertainties outlined in the company's most recent Form 10-K and Forms 10-Q may cause material differences in actual results, performance or other expectations. This report uses certain terms, including those that the GRI Guidelines, TCFD framework or SASB Index refer to as "material" topics, to reflect the issues of greatest importance to regions and our stakeholders. Used in this context, these terms are distinct from, and should not be confused with, the terms "material" and "materiality" as defined by or construed in accordance with securities law or as used in the context of financial statements and reporting.

We have not sought external assurance of all data in this report. Some of the data provided is estimated, as noted.

Readers are cautioned not to place undue reliance on these forward-looking statements, which speak only as of the date thereof. Sands assumes no obligation to update such information.



## REPORTING FRAMEWORKS

### GRI

This ESG Report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core option. We have reported against self-selected indicators based on material topics. The data in this report covers our performance for the calendar year 2020. Lloyd's Register Quality Assurance, Inc. was engaged by Sands to provide assurance of the GHG emissions, energy, water and waste data included in this report.

### SASB

The Sustainability Accounting Standards Board (SASB) Index has been prepared in accordance with the SASB Casino & Gaming and Hotels & Lodging Sustainability Accounting Standards version 2018-10 based on categorization of our predominant business pursuant to SASB's Sustainable Industry Classification System®.

### TCFD

We voluntarily aligned our climate-related strategy and disclosures with the Task Force on Climate-related Financial Disclosures (TCFD) framework developed by the Financial Stability Board for convenience of use by our stakeholders. Additional details can be found in our 2020 CDP submission.



# ENVIRONMENT

Energy, water and waste have been cornerstones of the Sands ECO360 program since its inception. Embracing the U.N. SDGs, accompanied by bold, science-based targets, is helping us drive carbon reductions globally. By strategically dedicating resources toward energy efficiency, water conservation and responsible consumption, we hope to create a sustainable future for our planet.

The responsibility for managing climate-related risks and opportunities sits with our chief sustainability officer (CSO), who reports directly to the president and chief operating officer, a Board member. The CSO leads the global sustainability department, which develops and implements the climate strategy, while property sustainability departments execute that strategy and identify future opportunities.

Energy has been identified as one of six key themes through stakeholder engagement and our materiality assessment. When we refreshed our sustainability strategy and established new environmental targets for 2016–2020, we leveraged solid, recognized methodologies. We assessed international sustainability frameworks and aligned our GHG emissions reduction goals with the Science Based Targets initiative. Guided by SDG 7, Affordable and Clean Energy, we focus on energy efficiency (target 7.3) and renewable energy (target 7.10).

We anchored our climate strategy to recommendations from the TCFD to provide consistent and clear information for interested decision-makers. More detail about our approach is included in our CDP submission. Additional information can be found in the GRI Index.

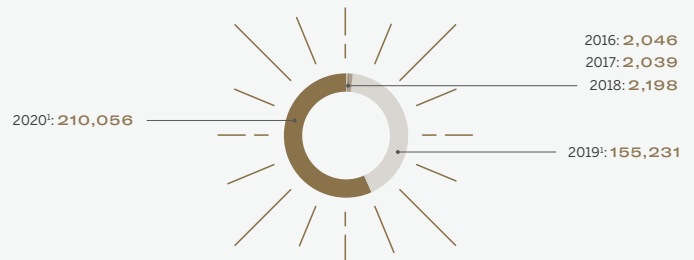
Photograph by João Monteiro

# OUR PERFORMANCE HIGHLIGHTS

We have tracked performance against our energy, emission, water and waste goals to ensure our largest business impacts are minimized and that we are on track to meet our global goals. Electricity reduction and decarbonization, waste reduction and diversion, and water efficiency and conservation continue to be our core areas of focus.

## INCREASING RENEWABLE ENERGY CONSUMPTION

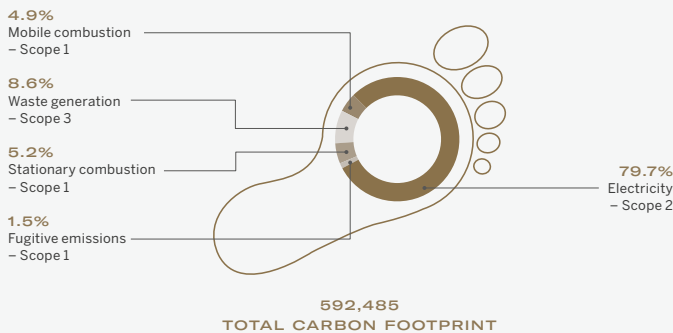
RENEWABLE ENERGY (MWH)



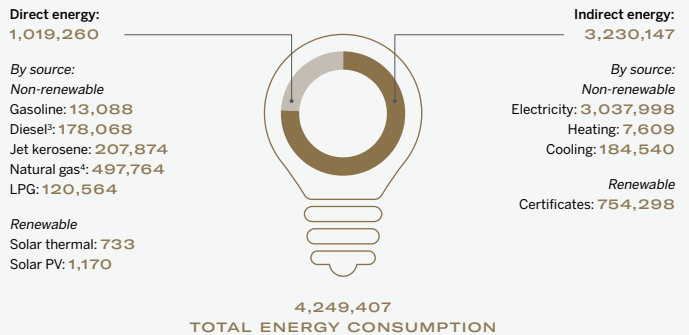
Sands has steadily increased use of renewable electricity through on-site solar PV systems and renewable energy certificates. In 2020, 208,572 MWh of electricity was from renewable sources.

## ENERGY AND EMISSIONS

CARBON FOOTPRINT (MT CO<sub>2</sub>e)<sup>2</sup>

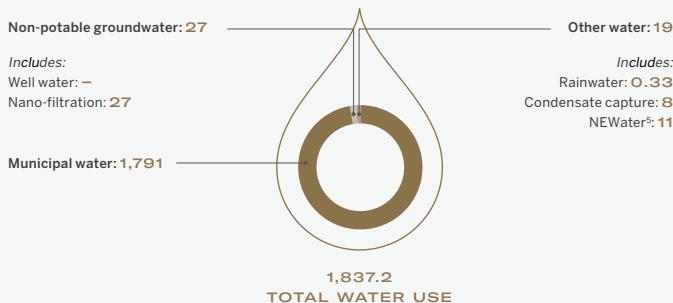


ENERGY CONSUMPTION (GJ)



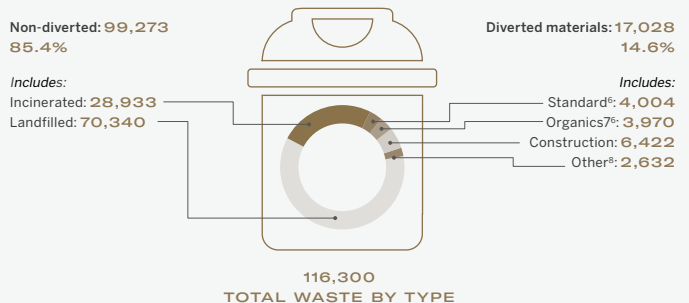
## WATER

TOTAL WATER USE (MILLION GALLONS)



## WASTE

DIVERTED MATERIALS (SHORT TONS)



### NOTES

- <sup>1</sup> The increase in 2019 and 2020 was achieved through securing renewable energy credits.  
<sup>2</sup> Emissions calculated from primary data and assured by a third party; excludes Scope 3 emissions calculated using spend-based model.  
<sup>3</sup> Diesel includes mobile diesel, stationary diesel and marine fuel.  
<sup>4</sup> Natural gas includes CNG, town gas and natural gas.

- <sup>5</sup> NEWater is ultra-clean, high-grade recycled water.  
<sup>6</sup> "Standard" includes plastic, aluminum, cardboard, paper, glass and metal.  
<sup>7</sup> "Organic" includes food waste, food donations, horticultural waste and cooking oil.  
<sup>8</sup> "Other" includes recovered assets, batteries, e-waste, donations, light bulbs, soap and shampoo amenities.



## GHG EMISSIONS AND ENERGY

In 2020, we reduced absolute Scope 1 and Scope 2 market-based emissions by 38.4 percent from the 2015 baseline for resort operations. While our 2020 performance was impacted both by sustainability initiatives and COVID-19-related closures, our overall year-over-year emissions reductions were largely driven by the implementation of energy efficiency and an increase in renewable energy projects.

GHG EMISSIONS							
GHG EMISSIONS SUMMARY	2015	2016	2017	2018	2019	2020	FRAMEWORK
SCOPE 1 (MT CO <sub>2</sub> e)	239,280	249,343	244,606	252,509	214,263	69,255	GRI 305-1, CDP C6.1, WEF Planet Climate Change (CMD)
SCOPE 2 LOCATION-BASED (MT CO <sub>2</sub> e)	774,515	785,183	809,729	730,095	766,936	586,305	GRI 305-2, CDP C6.2, C6.3, WEF Planet Climate Change (CMD)
SCOPE 2 <sup>1</sup> MARKET-BASED (MT CO <sub>2</sub> e)	774,515	785,183	757,360	686,185	675,385	472,501	GRI 305-2, CDP C6.2, C6.3, WEF Planet Climate Change (CMD)
SCOPE 3 WASTE (MT CO <sub>2</sub> e)	44,338	42,239	45,006	47,642	60,983	50,729	GRI 305-3, CDP C6.5, WEF Planet Climate Change (CMD)
SCOPE 3 (TOTAL) <sup>2</sup> (MT CO <sub>2</sub> e)					594,077	306,669	GRI 305-3, CDP C6.5, WEF Planet Climate Change (CMD)
GHG INTENSITY (S1 + S2 MT CO <sub>2</sub> e/1,000 SQ.FT.)	20.3	18.2	17.5	15.9	15.6	10.9	GRI 305-4
GHG INTENSITY (S1 + S2 MT CO <sub>2</sub> e/\$ REVENUE)					0.000065	0.00015	GRI 305-4, CDP C6.10
APPROVED SCIENCE-BASED TARGET		Yes	Yes	Yes	Yes	Yes	CDP C4.1, WEF Planet Climate Change (EMD)

### NOTES

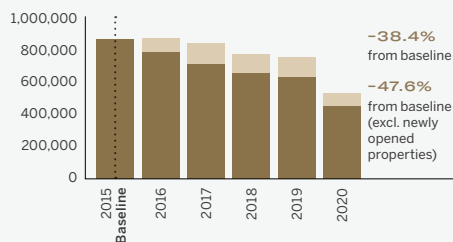
<sup>1</sup> Per the GHG Protocol, Scope 2 location-based emissions have been used as a proxy for 2015 and 2016, since market-based emission factors were not available.

<sup>2</sup> This figure represents total Scope 3 emissions from all relevant Scope 3 categories. Emissions from waste were calculated using primary data and account for 50,729 MT CO<sub>2</sub>e of the total. All other Scope 3 categories were calculated using a spend-based model.

ENERGY							
ENERGY SUMMARY	2015	2016	2017	2018	2019	2020	FRAMEWORK
ENERGY CONSUMPTION (GJ)	7,055,191	7,355,735	7,427,011	7,432,578	7,098,346	4,249,407	GRI 302-1, SASB SV-CA-130a.1, CDP C8
GRID ELECTRICITY (% OF TOTAL ENERGY)	48%	49%	50%	48%	51%	71%	SASB SV-CA-130a.1
ENERGY INTENSITY (GJ/CONDITIONED SQ.FT.)	0.17	0.17	0.16	0.15	0.15	0.09	GRI 302-3
RENEWABLE ENERGY (% OF TOTAL ENERGY)	0.1%	0.1%	0.1%	0.1%	7.9%	17.8%	SASB SV-CA-130a.1, CDP C8

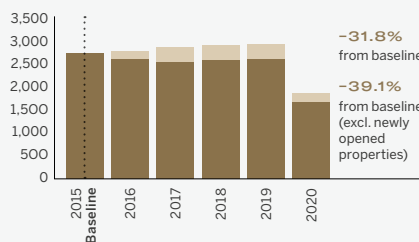
### RESORT OPERATIONS

#### EMISSIONS ABSOLUTE (Scope 1 & 2 market-based MT CO<sub>2</sub>e)



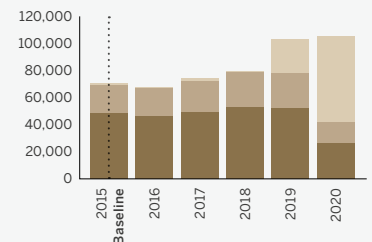
■ Legacy resorts include The Venetian Resort Las Vegas, Marina Bay Sands, The Venetian Macao, The Plaza Macao, The Londoner Macao, Sands Macao and Sands Aviation.  
■ Newly opened resorts include The Parisian Macao and St. Regis Macao.

#### WATER WITHDRAWN ABSOLUTE (U.S. million gallons)



■ Legacy resorts include The Venetian Resort Las Vegas, Marina Bay Sands, The Venetian Macao, The Plaza Macao, The Londoner Macao, Sands Macao and Sands Aviation.  
■ Newly opened resorts include The Parisian Macao and St. Regis Macao.

#### WASTE GENERATION AND DIVERSION (Metric tons)



■ Non-recycled operational waste.  
■ Recycled waste (operational & construction).  
■ Non-recycled construction waste.

## WATER

In 2020, we reduced water use per square foot by 38.7 percent from the 2015 baseline for resort operations. Our 2020 performance was impacted both by COVID-19-related closures and sustainability initiatives, including implementation of water efficiency, water reuse and sustainable building design measures.

WATER USE							
WATER SUMMARY	2015	2016	2017	2018	2019	2020	FRAMEWORK
WATER WITHDRAWAL (MEGALITERS)	10,039	10,387	10,753	10,955	10,961	6,955	GRI 303-3, CDP W1.2b
WATER DISCHARGE (MEGALITERS)					9,207	5,552	GRI 303-4, CDP W1.2b
WATER WITHDRAWAL IN HIGH-STRESS REGIONS			0%	0%	0%	0%	CDP W1.2d, SASB SV-HL-140a.1, WEF Planet, Freshwater availability (CMD)
WATER CONSUMPTION (MEGALITERS)			1,920	1,752	1,754	1,402	GRI 303-5, CDP W1.2b, SASB SV-HL-140a.1
WATER USE INTENSITY (GAL/SQ. FT.)	52.1	48.8]	49.5	50.3	50.5	32.0	

## WASTE

In 2020, our waste diversion dropped to 14.8 percent. Waste diversion was impacted by COVID-19-related recycling disruptions and changes to the global recycling market. The reduction was also driven by an increase in difficult-to-recycle construction waste in Macao.

WASTE DISPOSED							
WASTE SUMMARY	2015	2016	2017	2018	2019	2020	FRAMEWORK
TOTAL WASTE DISPOSED (MT)	70,366	67,801	74,244	79,820	103,123	105,506	GRI 306-3
TOTAL DIVERSION RATE	29%	31%	31%	32%	25%	15%	GRI 306-4
FOOD WASTE DONATED & DIVERTED (MT)	7,435	6,550	6,532	5,880	6,794	3,282	

## BIODIVERSITY

From a biodiversity and ecosystem standpoint, none of our properties are located near areas of protected conservation status or endangered species habitat as defined by the SASB standards.

Our Las Vegas resorts are in an area with no or minimal flood risk, according to the Federal Emergency Management Agency (FEMA) Flood Insurance Rate Map.

Sands China Ltd. properties are located in high-risk areas for coastal flood risk and riverine flood risk according to WRI's Water Risk Atlas tool and a high-risk area for estimated flood occurrence according to WWF's Water Risk Filter.

Marina Bay Sands is located in a low- to medium-risk area for coastal flood risk and riverine flood risk according to WRI's Water Risk Atlas tool and a high-risk area for estimated flood occurrence according to WWF's Water Risk Filter.

BIODIVERSITY AND ECOSYSTEMS		
ECOSYSTEM PROTECTION AND CLIMATE ADAPTATION	2020	FRAMEWORK
NUMBER OF LODGING FACILITIES IN FEMA SPECIAL FLOOD HAZARD AREAS OF FOREIGN EQUIVALENT	9	SASB SV-HL-450a.1
NUMBER OF LODGING FACILITIES IN OR NEAR AREAS OF PROTECTED CONSERVATION STATUS OR ENDANGERED SPECIES HABITAT	0	GRI 304-1, SASB SV-HL-160a.1



# SOCIAL

We disclosed some social and community-related metrics for the first time in our 2020 ESG Report and continue to make adjustments to determine which information may be of value and interest to our external stakeholders. We will address public commitments and goals in our upcoming 2021–2025 reporting cycle. Metrics related to our People pillar include diversity, equity and inclusion demographic breakdowns; employment type; training and development; and labor practices. Certain diversity data is limited to our U.S. operations. Additional qualitative information is included in the [GRI Index](#).

## BENEFITS

### HEALTHCARE

The company provides a range of best-in-class benefits. These include medical/Rx, dental, vision, short-term disability, life and AD&D insurance options at no premium cost; group healthcare insurance; and other support for both physical and mental health, such as a free employee assistance program for Team Members.

### RETIREMENT BENEFITS

All eligible Team Members can participate in retirement planning programs, which include employer and employee contributions to help Team Members build fund reserves for the years after retirement.

In Sands China, the company has rolled out a Golden Age Programme for Team Members aged 64 years and above who would like to prepare for their next phase of life. The program allows eligible Team Members to reduce work hours during a six-month transition period. When the program is completed, Team Members still enjoy a number of benefits, such as two years of free medical checkups upon retirement and lifetime discounts on certain company entertainment offerings and attractions.

### PARENTAL LEAVE

In Singapore and Macao, the company provides paid leave for eligible Team Members, male and female, who are new parents, according to local laws and regulations. Depending on location, female Team Members may also be able to extend maternity leave beyond the statutory period, while male Team Members may have flexibility over when they take their paternity leave.

### FLEXIBLE WORK AND WORKING FROM HOME

Working from home may be available subject to operational needs and departmental approval. In Macao, we provide flexible working arrangements for eligible Team Members to assist with their personal needs, such as childcare, study or health requirements. In response to the COVID-19 pandemic, we accommodated all Team Members with resources to work from home in regions where it became mandatory, if the nature of their work allowed for remote operation.

### OTHER BENEFITS

The company provides an array of benefits to help our Team Members achieve greater work–life balance. Depending on the region, these benefits may include additional leave, such as holiday, study and marriage leave; subsidized childcare; fitness centers; subsidized meals; discounts on retail goods, services, hotels and other offerings; tuition reimbursement; free flu vaccinations and health screenings; access to corporate memberships at attractions; and various participative activities to boost Team Member engagement.

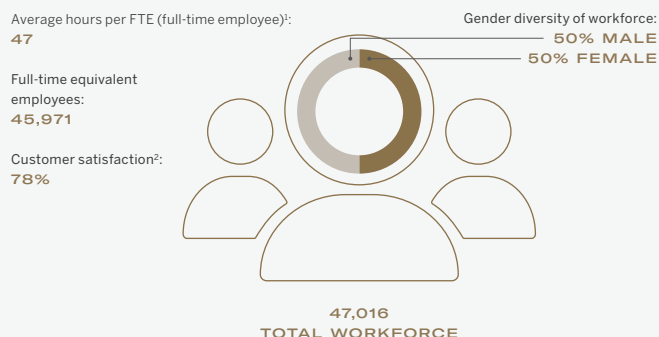


# OUR PERFORMANCE HIGHLIGHTS

The social section of the ESG Appendix includes Team Member metrics linked to our People pillar and outreach metrics connected to our Community pillar. Compliance and ethical business conduct-related training data is also included in this section.

## SOCIAL

### PEOPLE



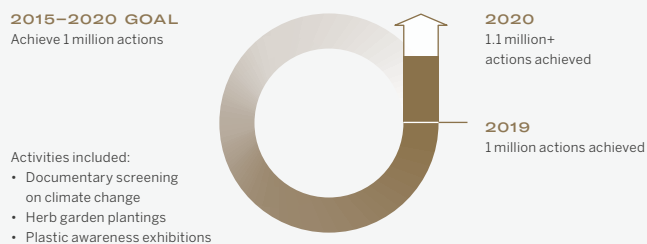
### ETHICAL CONDUCT



### COMMUNITIES



### TEAM MEMBER ECO ACTIONS<sup>4</sup>



#### NOTES

<sup>1</sup> Average hours of training and development per FTE, including mandatory training.

<sup>2</sup> Customer satisfaction represents the percentage of satisfied customers compared to the total number of customers responding to the survey.

<sup>3</sup> Responsible Gaming Ambassadors are Team Members who go through additional intensive training. Ambassadors are available on the gaming floor at all times to assist guests.

<sup>4</sup> ECO actions represent actions taken by Team Members to protect the planet, such as attending a beach cleanup or planting a tree. Awareness-based actions such as attending an eco-film or learning how to divert food waste are also considered eco actions.



## DIVERSITY, EQUITY AND INCLUSION

Our overall workforce has an even gender split between men and women. Currently, more management roles are held by men (56 percent) than women (44 percent), and more than two-thirds (70 percent) of top management positions are occupied by men. This represents a 1-percent increase in female representation in management positions and junior management positions; however, it also represents a 1-percent decrease year-over-year in top management positions and revenue-generating management positions. Ethnic breakdown of our workforce remained largely unchanged compared to 2019, with a 1-percent decrease in Hispanic or Latina female workforce and a 1-percent increase in Asian male workforce in our U.S. operations. In age distribution, we experienced a 2-percent drop in workers under 30 years old and a 1-percent increase in workers 30–40 years old, 40–50 years old and 50–60 years old. The share of Team Members older than 60 years remained unchanged. In this report, we are including new metrics on diversity (for U.S. operations) and nationality breakdown (for Asia operations) per gender and employment level. Our global workforce spans a wide range of backgrounds and ages, and we remain committed to developing a supportive and inclusive working environment that respects the diverse backgrounds of all Team Members.

GENDER DIVERSITY	2020		FRAMEWORK
	FEMALE	MALE	
SHARE OF TOTAL WORKFORCE	50%	50%	GRI 405-1b, WEF People Diversity and Inclusion (CMD)
ALL MANAGEMENT POSITIONS	44%	56%	
JUNIOR MANAGEMENT POSITIONS	45%	55%	
TOP MANAGEMENT POSITIONS	30%	70%	
REVENUE-GENERATING MANAGEMENT POSITIONS	51%	49%	
STEM-RELATED WORKFORCE	16%	84%	

DIVERSITY (U.S. OPERATIONS ONLY) GENDER BREAKDOWN	2020		FRAMEWORK
	FEMALE	MALE	
AMERICAN INDIAN OR ALASKA NATIVE	0%	0%	GRI 405-1b, WEF People Dignity and Equality (CMD)
ASIAN	13%	12%	
BLACK OR AFRICAN AMERICAN	4%	4%	
HISPANIC OR LATINO	20%	15%	
WHITE	11%	19%	
TWO OR MORE RACES	1%	1%	

DIVERSITY (U.S. OPERATIONS ONLY) ORGANIZATION LEVEL	2020				FRAMEWORK
	DIRECTORS AND ABOVE	MANAGERS/ SUPERVISORS	SALARIED/ SPECIALISTS	HOURLY/ OPERATIONS	
AMERICAN INDIAN OR ALASKA NATIVE	0%	0%	0%	0%	
ASIAN	17%	22%	37%	25%	
BLACK OR AFRICAN AMERICAN	4%	7%	2%	8%	
HISPANIC OR LATINO	8%	17%	13%	39%	
WHITE	69%	50%	45%	25%	
TWO OR MORE RACES	2%	4%	3%	3%	

AGE	2020		FRAMEWORK
	FEMALE	MALE	
LESS THAN 30 YEARS	7%	7%	GRI 405-1b, WEF People Dignity and Equality (CMD)
30-40 YEARS	15%	17%	
40-50 YEARS	13%	12%	
50-60 YEARS	12%	8%	
MORE THAN 60 YEARS	4%	5%	

DISABILITY	2020		FRAMEWORK
	FEMALE	MALE	
DISABLED EMPLOYEES	0.1%	0.1%	

EMPLOYMENT TYPE	2017	2018	2019	2020	FRAMEWORK
TOTAL WORKFORCE	48,164	48,935	47,145	47,016	GRI 102-8, WEF People Dignity and Equality (CMD)
PERMANENT FULL-TIME	45,267	45,958	44,382	41,774	
PERMANENT PART-TIME	323	299	228	303	
TEMPORARY	2,625	2,706	2,566	2,249	

## TEAM MEMBER ENGAGEMENT

As a service-oriented company, Team Member engagement is exceptionally important to us. We incorporated many programs for Team Members to create positive workplace culture, some of which are described in the ESG Report. Information in this section is intended to supplement the qualitative initiatives with quantitative insight. We periodically conduct a Team Member engagement survey; however, such undertaking was not possible in 2020 due to COVID-19 as it requires in-person interaction for many line-level Team Members.

HIRING	2020
TOTAL NUMBER OF NEW EMPLOYEE HIRES	2,604
POSITIONS FILLED BY INTERNAL CANDIDATES	298

HIRING – BY GENDER	2020
MALE	56%
FEMALE	44%

HIRING – BY LEVEL	2020
DIRECTORS AND ABOVE	3%
MANAGERS/SUPERVISORS	11%
SALARIED/SPECIALISTS	13%
HOURLY/OPERATIONS	72%

HIRING – BY AGE	2020
LESS THAN 30 YEARS	49%
30-40 YEARS	28%
40-50 YEARS	13%
50-60 YEARS	7%
MORE THAN 60 YEARS	3%

EMPLOYEE ENGAGEMENT <sup>2</sup>	2017	2018	2019 <sup>3</sup>	2020 <sup>3</sup>
DATA COVERAGE	14,947	35,743	0	0
ACTIVELY ENGAGED EMPLOYEES	11,509	27,248	0	0
DATA COVERAGE	58%	73%	0%	0%
ACTIVELY ENGAGED EMPLOYEES	45%	56%	0%	0%

### NOTES

<sup>1</sup> Average hiring cost/FTE is for Asian Operations only.

<sup>2</sup> Employee engagement represents number or percentage of actively engaged employees based on the company's Team Member engagement surveys. We conduct a Team Member engagement survey periodically. 2017 data represents Sands China operations only.

<sup>3</sup> No survey conducted in 2019 and 2020.



## TRAINING AND DEVELOPMENT

Our training and development program includes both mandatory and non-mandatory training. Through Sands Academy, our global training and development platform, we provide courses, learning tools, coaching opportunities and one-on-one consulting to help Team Members fulfill their potential. Our Code of Business Conduct and Ethics training is intended to convey guiding principles supported by practical examples to assist Team Members in day-to-day situations and scenarios. In 2020, our training program was expanded to include detailed information, processes and procedures related to COVID-19. On average, our Team Members spent nearly 47 hours on training and development.

TRAINING AND DEVELOPMENT	2020	FRAMEWORK
AVERAGE HOURS OF TRAINING PER FULL-TIME EMPLOYEE (FTE)	47	GRI 404-1, WEF People Skills for the future (CMD)
% OF TEAM MEMBERS RECEIVING REGULAR PERFORMANCE REVIEWS	82%	GRI 404-3
AVERAGE SPEND/FTE ON TRAINING AND DEVELOPMENT (USD)	\$526	

CODE OF CONDUCT TRAINING	2020		FRAMEWORK
	COMPLETED	%	
DIRECTORS AND ABOVE	998	94%	GRI 205-2, WEF Principles of Governance, Ethical Behavior
MANAGERS/SUPERVISORS	7,441	98%	
SALARIED/SPECIALISTS AND HOURLY/OPERATIONS	36,132	94%	
TOTAL	44,571	95%	

ANTI-CORRUPTION TRAINING	2020		FRAMEWORK
	COMPLETED	%	
DIRECTORS AND ABOVE	997	93%	GRI 205-2, WEF Principles of Governance, Ethical Behavior
MANAGERS/SUPERVISORS	7,200	94%	
SALARIED/SPECIALISTS AND HOURLY/OPERATIONS	35,084	92%	
TOTAL	43,281	92%	

ANTI-MONEY LAUNDERING TRAINING <sup>1</sup>	2020			FRAMEWORK
	COMPLETED	%	% OF TARGETED TEAM MEMBERS	
DIRECTORS AND ABOVE	605	1%	99%	
MANAGERS/SUPERVISORS	4,182	9%	86%	
SALARIED/SPECIALISTS	2,205	5%	92%	
HOURLY/OPERATIONS	17,235	37%	86%	
TOTAL	24,227	52%	87%	

### NOTE

<sup>1</sup> Only certain departments and business functions are required to undergo anti-money laundering training. The percentage represents a share of targeted Team Members who completed anti-money laundering training.

COUNTER-HUMAN TRAFFICKING TRAINING	2020		FRAMEWORK
	COMPLETED	%	
DIRECTORS AND ABOVE	997	93%	
MANAGERS/SUPERVISORS	7,438	97%	
SALARIED/SPECIALISTS AND HOURLY/OPERATIONS	36,156	95%	
TOTAL	44,591	95%	

NON-DISCRIMINATION TRAINING (EXCLUDING MBS)	2020		FRAMEWORK
	COMPLETED	%	
DIRECTORS AND ABOVE	958	90%	
MANAGERS/SUPERVISORS	7,009	92%	
SALARIED/SPECIALISTS AND HOURLY/OPERATIONS	33,916	89%	
TOTAL	41,883	89%	

## LABOR PRACTICES

Providing high-quality healthcare and wellbeing programs was more important than ever in 2020. Industry-leading benefits translate to a stable and committed workforce that can deliver exceptional service to our customers.

BENEFITS	2020	FRAMEWORK
% OF TEAM MEMBERS PARTICIPATING IN HEALTH PROGRAMS	96%	GRI 201-3e, WEF People Health and Wellbeing (CMD & EMD)
% OF TEAM MEMBERS PARTICIPATING IN WELLBEING PROGRAMS	76%	WEF People Health and Wellbeing (CMD & EMD)

TURNOVER RATE	2020	FRAMEWORK
TOTAL TEAM MEMBER TURNOVER	12%	GRI 401-1, SASB SV-HL-310a.1
VOLUNTARY TEAM MEMBER TURNOVER	6%	SASB SV-HL-310a.1

% OF TEAM MEMBERS EARNING ABOVE MINIMUM WAGE	2020	FRAMEWORK
LAS VEGAS	100%	GRI 202-1, SASB SV-HL-310a.3
SINGAPORE <sup>1</sup>	100%	GRI 202-1, SASB SV-HL-310a.4
MACAO	100%	GRI 202-1, SASB SV-HL-310a.5

### NOTE

<sup>1</sup> There is no minimum wage requirement/law in Singapore.

FREEDOM OF ASSOCIATION	2020		FRAMEWORK
LAS VEGAS SANDS	8%	<p>Certain culinary personnel are hired from time to time to provide services for trade shows and conventions at Sands Expo Center and are covered under a collective bargaining agreement between Sands Expo Center and the Local Joint Executive Board of Las Vegas, for and on behalf of Culinary Workers Union, Local 226 and Bartenders Union, Local No. 165. This collective bargaining agreement expired in December 2000, but automatically renews on an annual basis. As a result, Sands Expo Center is operating under the terms of the expired bargaining agreement with respect to these employees.</p> <p>Certain employees in Singapore are covered by the Attractions, Resorts and Entertainment Union (AREU) and are not covered by collective bargaining agreements.</p> <p>Certain employees in Macao may be part of gaming associations that provide forums for discussion between the gaming concessionaires and their workforce. Such informal discussions do not reach the level of collective bargaining.</p>	GRI 102-41, 407-1, ISS A.1.1.1.1 WEF People Freedom of Association (EDM)

## RESPONSIBLE GAMING

We are committed to encouraging responsible gaming practices and providing resources for people experiencing gambling-related problems. We support standard industry protocols such as prominent posting of a problem gambling hotline throughout our properties and careful restriction of gaming-related marketing and advertising materials to age-appropriate venues. We provide all Team Members with annual training on responsible gaming, and our industry-leading initiatives include the Responsible Gaming Ambassador Program.

At Sands, our commitment to the personal wellbeing of our guests starts with the strict prohibition of underage gambling and alcohol and tobacco use in our facilities, and continues with comprehensive training of our Team Members to direct guests who ask for or appear to need help to appropriate resources and responsible gaming support services. We work with local problem gambling and recovery organizations in every community in which we operate. Team Members learn to recognize the potential signs of gambling-related problems and can bring concerns to one of our 1,316 Responsible Gaming Ambassadors, who are available 24 hours a day, seven days a week. Sands does not currently have online gaming operations.

RESPONSIBLE GAMING	2020
NUMBER OF TEAM MEMBERS TRAINED	19,728
NUMBER OF RESPONSIBLE GAMING TRAINING HOURS	7,051
% FACILITIES THAT IMPLEMENT RESPONSIBLE GAMBLING INDEX	31.5%
% ONLINE GAMING OPERATIONS THAT IMPLEMENT THE NATIONAL COUNCIL ON PROBLEM GAMING INTERNET RESPONSIBLE GAMBLING STANDARDS	n/a



## BUSINESS CONDUCT

As an operator in multiple regions, we are required to maintain compliance with local and international laws and regulations. From time to time, we participate in the legislative or regulatory processes to preserve or enhance our business opportunities and we understand that transparency is important to our stakeholders.

DATA PRIVACY/CYBERSECURITY	2020	FRAMEWORK
NUMBER OF REPORTABLE INFORMATION SECURITY/CYBERSECURITY BREACHES	0	GRI 418-1
NUMBER OF SUBSTANTIATED CUSTOMER PRIVACY COMPLAINTS (OUTSIDE PARTIES)	0	GRI 418-1
NUMBER OF SUBSTANTIATED CUSTOMER PRIVACY COMPLAINTS (REGULATORY BODIES)	0	GRI 418-1
PERCENTAGE OF CUSTOMERS WHOSE DATA IS USED FOR SECONDARY PURPOSES	0	

BUSINESS CONDUCT VIOLATIONS	2020	FRAMEWORK
NUMBER OF CONFIRMED BRIBERY/CORRUPTION CASES OR INVESTIGATIONS <sup>1</sup>	0	SV-CA-510a.2
NUMBER OF INCIDENTS OF NON-COMPLIANCE WITH ENVIRONMENTAL LAWS AND REGULATIONS	0	GRI 307

### NOTE

<sup>1</sup> There were no fines or settlements for cases of corruption and bribery in 2020. Further information relating to bribery and corruption is presented in the GRI Index Standard 205-3 on page 79.

POLITICAL CONTRIBUTIONS AND OTHER SPENDING	2020
LOBBYING, INTEREST REPRESENTATION OR SIMILAR	\$3,486,745
LOCAL, REGIONAL OR NATIONAL POLITICAL CAMPAIGNS/ORGANIZATIONS/CANDIDATES	\$137,000
TRADE ASSOCIATIONS OR TAX-EXEMPT GROUPS (E.G. THINK TANKS)	\$3,506,191
OTHER (E.G. SPENDING RELATED TO BALLOT MEASURES OR REFERENDUMS)	\$0
TOTAL CONTRIBUTIONS AND OTHER SPENDING	\$7,129,936

LARGEST CONTRIBUTIONS OR EXPENDITURES ISSUE OR TOPIC	CORPORATE POSITION	SPEND	DESCRIPTION OF POSITION OR ENGAGEMENT
COVID-19 RELIEF	Support	\$540,000	Lobbying and education to government officials on the effects of coronavirus
GAMING EXPANSION	Support	\$1,177,745	Lobby and education to government officials on the benefits of destination resorts in new jurisdictions

## HEALTH AND SAFETY

It is our responsibility to provide a safe and enjoyable environment to both our Team Members and guests. Our health and safety teams continue to ensure that facilities are maintained to a high standard and that our Team Members are well-trained in order to act in emergencies.

SAFETY DATA	2020	FRAMEWORK
WORK-RELATED FATALITIES	0	GRI 403.9, WEF People Health and Wellbeing (CMD & EMD)
HIGH-CONSEQUENCE WORK-RELATED INJURIES	7	GRI 403.9, WEF People Health and Wellbeing (CMD & EMD)
RECORDABLE WORK-RELATED INJURIES	725	GRI 403-9
LOST DAYS DUE TO WORK-RELATED INJURY	13,603	
TOTAL NUMBER OF HOURS WORKED	90,883,528	WEF People Health and Wellbeing (CMD)
ABSENTEE RATE <sup>1</sup>	2.8%	WEF People Health and Wellbeing (CMD)
% OF GAMING FLOOR WHERE SMOKING IS ALLOWED	19.8%	SASB SV-CA-320a.1
% OF STAFF WORKING IN AREAS WHERE SMOKING IS ALLOWED	26.7%	SASB SV-CA-320a.2

### NOTE

<sup>1</sup> Data coverage for absentee rate is 68.8%.

## COMMUNITIES

	2020
CASH DONATIONS	\$6,913,517
IN-KIND DONATIONS	\$2,867,737
EVENTS AND SPONSORSHIPS	\$1,583,553
VOLUNTEER HOURS	26,257
VOLUNTEER HOURS DURING PAID WORKING HOURS	310
VALUE OF VOLUNTEERING DURING PAID WORKING HOURS	\$7,431
FOOD DONATED (LBS)	100,628
NUMBER OF NGOS SUPPORTED	203
NUMBER OF COMMUNITY EVENTS	89
DISASTER RELIEF KITS BUILT	106,800



# GOVERNANCE

Our Board and management have a strong commitment to effective corporate governance.

We operate in three countries and are regulated in three distinct gaming jurisdictions. We are listed on two major stock exchanges and regulated as a financial institution by Financial Crimes Enforcement Network, a bureau of the U.S. Department of the Treasury. We have in place a comprehensive corporate governance framework for our operations which, among other things, takes into account the requirements of the Sarbanes-Oxley Act of 2002, the Dodd-Frank Wall Street Reform and Consumer Protection Act, and the applicable rules and regulations of the U.S. Securities and Exchange Commission and the New York Stock Exchange.

The Venetian Resort Las Vegas



# OUR PERFORMANCE HIGHLIGHTS

Clear communication of policies and procedures involved in decision-making is a critical step for fulfillment of responsibilities at all levels of our organization, from our Board and management to line-level Team Members and even our external partners. We achieve compliance with policies and procedures through tailored training designed to equip every stakeholder with the most useful knowledge in each situation.

The key components of our corporate governance framework are set forth in our amended and restated articles of incorporation and by-laws, along with the following additional documents:

- Audit Committee Charter
- Compensation Committee Charter
- Nominating and Governance Committee Charter
- Compliance Committee Charter
- Corporate Governance Guidelines
- Code of Business Conduct and Ethics
- Anti-Corruption Policy
- Reporting and Non-Retaliation Policy

Copies of each of these documents are available on our website at <https://investor.sands.com> by clicking on “Documents & Charters” within the “Governance & Corporate Responsibility” section.

## GOVERNANCE

### BOARD<sup>1</sup>

#### DIRECTOR INDEPENDENCE AND TENURE

Independent directors:  
**64%**

Non-independent directors:  
**36%**

Average director tenure:  
**7 YEARS**



0–4 years: 4  
5–9 years: 4  
10–17 years: 3

#### AGE DISTRIBUTION



Gender diversity of Board:  
**73% MALE**  
**27% FEMALE**

40s: 1  
50s: 1  
60s: 4  
70s: 2  
80s: 3

#### NOTE

<sup>1</sup> The graphic above represents the current Board demographic data. Due to the passing of our chairman and chief executive officer, Sheldon G. Adelson, on January 11, 2021, the composition of the Board changed. Prior Board demographic data: Independent directors/Non-independent directors: 55%/45%; Gender diversity of Board: 91% Male/9% Female; Average director tenure: 7 years; and Average age: 71 years.

## BOARD AND CORPORATE GOVERNANCE

Our Board of Directors comprises 11 directors, who bring a variety of experiences and core competencies to their roles overseeing the strategic execution and risk management of our company's operations. Our Board members form four standing committees: the audit committee, compensation committee, nominating and governance committee, and compliance committee.

We consider a range of factors in determining the composition of our Board, including professional experience, skills, education, diversity, training and background.

BOARD OVERVIEW	2020	FRAMEWORK
BOARD MEMBERS	11	GRI 405-1a, 102-22, WEF Principles of Governance Quality of Governing Body (CMD)
FEMALE BOARD MEMBERS	3	GRI 405-1a, 102-22, WEF Principles of Governance Quality of Governing Body (CMD)
MINORITY BOARD MEMBERS	2	GRI 405-1a, 102-22, WEF Principles of Governance Quality of Governing Body (CMD)
AVERAGE BOARD MEMBER ATTENDENCE	97%	GRI 405-1a, 102-22, WEF Principles of Governance Quality of Governing Body (CMD)
AVERAGE BOARD MEMBER TENURE (YEARS)	7	GRI 405-1a, 102-22, WEF Principles of Governance Quality of Governing Body (CMD)
SHARE OF INDEPENDENT DIRECTORS	64%	GRI 405-1a, 102-22, WEF Principles of Governance Quality of Governing Body (CMD)

BOARD MEETINGS AND COMMITTEES	MEMBERS	INDEPENDENT DIRECTORS	MEETINGS	FRAMEWORK
BOARD OF DIRECTORS	11	7	10	GRI 102-18
AUDIT COMMITTEE	4	4	7	GRI 102-18
COMPENSATION COMMITTEE	3	3	5	GRI 102-18
NOMINATING AND GOVERNANCE COMMITTEE	4	4	6	GRI 102-18
COMPLIANCE COMMITTEE	3	3	4	GRI 102-18

CEO PAY RATIO	2020	FRAMEWORK
CEO ANNUAL TOTAL COMPENSATION	\$11,344,715	GRI 102-38, 202-1, WEF People Dignity and Equality (CMD)
MEDIAN TEAM MEMBER ANNUAL TOTAL COMPENSATION	\$42,809	GRI 102-38, 202-1, WEF People Dignity and Equality (CMD)
CEO TO MEDIAN TEAM MEMBER PAY RATIO	265:1	GRI 102-38, 202-1, WEF People Dignity and Equality (CMD)

## RISK MANAGEMENT

Disclosure of risk management practices and the risks identified through these processes has become increasingly important to all stakeholders, particularly the investment community. Therefore, Sands has established a practice of providing details around our enterprise risk assessment processes along with identified risks in the company's Annual Report and included ESG-related risks in this ESG Report, which augments our enterprise risk management process. In all areas of risk management, we complement our formal reporting periods with ongoing assessment and monitoring to maintain a dynamic process for capturing new risks as they emerge.

RISK FACTORS	DESCRIPTION
RISKS RELATED TO OUR BUSINESS	Discussed in Annual Report on Form 10-K
RISKS ASSOCIATED WITH OUR INTERNATIONAL OPERATIONS	Discussed in Annual Report on Form 10-K
RISKS ASSOCIATED WITH OUR U.S. OPERATIONS	Discussed in Annual Report on Form 10-K
RISKS RELATED TO STOCK OWNERSHIP AND STOCKHOLDER MATTERS	Discussed in Annual Report on Form 10-K
HUMAN CAPITAL-RELATED RISK FACTORS	Discussed in Annual Report on Form 10-K
GENERAL RISK FACTORS	Discussed in Annual Report on Form 10-K

KEY ESG-RELATED RISKS	DESCRIPTION
ENVIRONMENTAL RISKS	Discussed in the ESG Report, pp. 22 and 47
SUPPLY CHAIN MANAGEMENT RISKS	Discussed in the ESG Report, p. 48
DEI RISKS	Discussed in the ESG Report, p. 33

## OUR SUPPLY CHAIN

Our supply chain spans multiple countries and continents and includes a diverse array of products and services. In 2020, we did business with approximately 5,876 suppliers and had a procurement spend of approximately \$2.7 billion. Key information on our supply chain makeup by region, operation and type is detailed below. Additionally, ESG information including our diverse, local and sustainable spend can be found in this section.

NUMBER OF SUPPLIERS BY REGION	2017	2018	2019	2020
NORTH AMERICA	3,044	2,407	2,512	1,849
SOUTH AMERICA	13	7	6	5
EUROPE	171	146	180	134
ASIA	4,009	4,092	4,302	3,852
AFRICA	1	1	2	–
OCEANIA	59	47	63	36
BY OPERATION				
MARINA BAY SANDS	1,925	1,899	2,100	1,894
SANDS CHINA LTD.	2,350	2,496	2,531	2,252
THE VENETIAN RESORT LAS VEGAS (INCLUDES CORPORATE)	3,022	2,305	2,434	1,730

SUPPLIER SPEND (IN THOUSANDS) BY REGION	2017	2018	2019	2020
NORTH AMERICA	\$1,004,212	\$900,006	\$1,433,746	\$752,496
SOUTH AMERICA	\$818	\$1,547	\$947	\$724
EUROPE	\$33,072	\$43,722	\$39,124	\$27,221
ASIA	\$1,999,215	\$2,206,218	\$2,360,081	\$1,891,954
AFRICA	\$2	\$5	\$12	\$–
OCEANIA	\$3,306	\$4,145	\$5,382	\$4,047
BY OPERATION				
MARINA BAY SANDS	\$496,951	\$535,250	\$572,773	\$376,377
SANDS CHINA LTD.	\$1,550,576	\$1,756,523	\$1,840,946	\$1,572,669
THE VENETIAN RESORT LAS VEGAS (INCLUDES CORPORATE)	\$993,099	\$863,871	\$1,425,571	\$727,395

LOCAL SPEND <sup>1</sup>	2017	2018	2019	2020	FRAMEWORK
LOCAL SPEND TARGET	70%	70%	70%	70%	GRI 204-1
LOCAL SPEND <sup>1</sup>	73%	69%	68%	77%	GRI 204-0
LAS VEGAS	54%	39%	46%	46%	GRI 204-1
SINGAPORE	88%	92%	90%	91%	GRI 204-1
MACAO	79%	77%	78%	89%	GRI 204-1

SME SPEND (MACAO ONLY)	2017	2018	2019	2020	FRAMEWORK
SME SPEND TARGET	15%	15%	15%	15%	
MACAO ACTUAL	19%	19%	19%	18%	

### NOTE

<sup>1</sup> Local is defined by region and is as follows: Las Vegas – Nevada, Arizona, California and Utah; Singapore – Singapore; Macau – Macao. These regions are considered “significant locations of operations” as we own destination resorts in each location. Percent is determined by number of local suppliers divided by total suppliers.



## OUR SUPPLY CHAIN (CONTINUED)

DIVERSE <sup>1</sup> SPEND BY REGION	2020	FRAMEWORK
LAS VEGAS	7%	

### NOTE

<sup>1</sup> Diverse suppliers are considered to be Women-Owned, Minority-Owned, LGBTQ+-owned, Veteran-Owned, Disability-Owned, HUBZone and disadvantaged businesses, and small businesses.

SUSTAINABLE SPEND <sup>1</sup>	2020	FRAMEWORK
SEAFOOD	31%	
LED LIGHTBULBS	91%	
COFFEE, TEA & BEVERAGES	23%	
PAPER HYGIENE	99%	

### NOTE

<sup>1</sup> Sustainable spend is considered to be products and services that meet our global sustainability criteria and requirements.

CRITICAL SUPPLIERS <sup>1</sup>	2020	FRAMEWORK
NUMBER OF CRITICAL SUPPLIERS	644	
PERCENT OF CRITICAL SUPPLIERS FROM TOTAL	11%	

### NOTE

<sup>1</sup> See Risk Identification and Monitoring, pp. 48–49, for details on how we assess supplier risk.

ONBOARDING	2017	2018	2019	2020	FRAMEWORK
NEW SUPPLIERS THAT WERE SCREENED USING SOCIAL AND ENVIRONMENTAL CRITERIA	100%	100%	100%	100%	GRI 308-1
NEW SUPPLIERS THAT AGREE TO THE CODE OF CONDUCT	100%	100%	100%	100%	GRI 414-2

SUPPLIER AUDITS	2017	2018	2019	2020	FRAMEWORK
CODE OF CONDUCT CONFORMANCE TARGET	95%	95%	95%	95%	
PERCENT OF SUPPLIERS IN CONFORMANCE WITH CODE OF CONDUCT	95%	98%	98%	97%	
NUMBER OF ON-SITE THIRD-PARTY AUDITS	17	14	14	8	
NUMBER OF ON-SITE COMPANY AUDITS	46	34	29	35	

LABOR INCIDENTS	2017	2018	2019	2020	FRAMEWORK
NUMBER OF LABOR INCIDENTS	0	0	1 <sup>1</sup>	0	GRI 409-1

### NOTE







<sup>1</sup> In 2019, our third-party audits found one labor incident in Asia that violated our Code of Conduct. The issue was addressed with the supplier immediately and continues to be a non-issue.

# INDICES



In 2016, we aligned our environmental targets with three U.N. SDGs (SDG 6, SDG 7 and SDG 12) and since then have provided periodic updates of our progress. We also undertook several initiatives that support additional SDGs. While we do not have a formal commitment, a summary of our efforts is included in the following SDG Index.

Our ESG Report has been prepared in accordance with the GRI Standards: Core option. The GRI Index lists our reported GRI indicators and provides links to the relevant information. Unless otherwise specified, the chapters and page numbers refer to our 2020 ESG Report. In 2020, we are continuing to provide a SASB Index as part of our ESG reporting. We aligned our responses with selected indicators from the "Casino & Gaming" and "Hotel & Lodging" SASB standards, which are most relevant to our business.

## SDG INDEX

SDGS	RELEVANCE OR WHY IT MATTERS	LOCATION OR DESCRIPTION	SDG TARGETS	SANDS TARGETS OR PROGRESS
Planet	Identified as a key theme through materiality analysis	2020 projects and initiatives		2020 targets (from 2015 baseline)
<b>SDG 6</b> 	Water is integral to the experience we strive to create for our guests. Exquisite pools and spas, lush landscapes and elegant fountains create a refined ambience at our resorts. We balance luxury with responsibility by using non-potable water wherever possible, exploring innovative water technologies and developing water conservation procedures.	In 2020, we implemented 10 water conservation projects globally, estimated to save 10 million gallons annually. In Macao, we focused on retrofitting sinks and faucets in our hotel rooms with more efficiency fixtures and improved operational efficiencies in food and beverage operations. In Singapore, we implemented new technology to help reduce water consumption at our swimming pools. Lastly, in Las Vegas, we continue to use non-potable water in a variety of locations, including irrigation and cooling towers, and increase efficiency of those systems.	6.4: Substantially increase water-use efficiency across all sectors.	3% Water consumption reduction per square foot
<b>SDG 7</b> 	Our resorts make up tens of millions of square feet of building space, all of which requires energy to heat, cool and light. Since 2016, we have invested more than \$49 million in energy efficiency technologies and implemented 247 projects to reduce our electricity consumption and GHG emissions.	In 2020, we completed 23 energy efficiency projects that are expected to save approximately 11.1 million kWh of electricity annually. In 2020, we secured renewable energy certificates (RECs) for 100 percent of The Venetian Resort's electricity usage. We also increased REC and International-REC procurement for Marina Bay Sands and Sands China Ltd. Lastly, our hybrid rooftop solar thermal plant provided the Sheraton Sky Tower with renewable energy for heating, cooling and hot water.	7.3: Double the global rate of improvement in energy efficiency. 7.2: Increase substantially the share of renewable energy in the global energy mix.	6% Emissions reduction for resort operations 6% Emissions reduction for ferry operations (SBTi-approved targets)
<b>SDG 12</b> 	We host thousands of guests and visitors in our resorts each day. By targeting key areas where we can reduce, reuse and recycle, we proactively manage our waste footprint. We assess banquets, restaurants and dining halls for food waste minimization; recycle an additional 27 types of commodities; and eliminate unnecessary products to reduce waste generation.	All of our properties continue to increase the usage of artificial technology systems to monitor and manage food waste at our food and beverage outlets. Both Marina Bay Sands and Sands China Ltd. have Winnow systems in place at Team Member dining rooms and restaurant kitchens. These innovative systems provide chefs and kitchen staff with real-time food waste information, allowing them to easily adjust menus and operations to reduce waste. Furthermore, we continue to recycle as much as possible despite global changes in recycling markets.	12.5: Substantially reduce waste generation through prevention, reduction, recycling and reuse. 12.3: Halve per capita global food waste.	5% Increase in the diversion rate
Communities	Alignment with our corporate responsibility key issues	2020 projects and initiatives		2020 targets (from 2015 baseline)
<b>SDG 2</b> 	Solving food insecurity and reducing food waste are inherently connected.	Sands chaired the local industry Food Security Working Group established by the Nevada Resort Association's CSR Committee to address food recovery and donations to eliminate food insecurity.  In Las Vegas, The Venetian Resort provided 185,000 pounds of food to various relief organizations. Marina Bay Sands collected and donated nearly 36,000 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 Ltd. donated 360 hampers containing food staple items as well as basic hygiene necessities to disadvantaged families.	2.1: Ensure access to safe, nutritious and sufficient food.	221,957 pounds of food donated
<b>SDG 8</b> 	Education and employment: We support organizations and institutions to ensure members of our community have access to quality education and are given the best 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 our significant positive economic impact as well as initiatives that preserve local culture.	In Las Vegas, The Venetian Resort Las Vegas supports the Young Achievers Program, a one-year paid internship awarded to a Nevada Partnership for Homeless Youth (NPHY) client. The internship includes mentoring, training and the opportunity for sustained employment after the internship concludes.  Marina Bay Sands organizes the annual Sands for Singapore Career Kickstart program, inspiring young people to overcome their perceived limitations and explore the career options available at a destination resort. In 2020, Marina Bay Sands hosted a workshop for 13 young people from the Heartware Network, which included a property tour and discussions with Team Members from various departments to gain real-world insights about hospitality work. The Heartware Network Apprenticeship Program exposes young people from low-income families to the sector and helps them gain communication and life skills.  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.	8.9: Promote sustainable tourism that creates jobs and promotes local culture and products.	
<b>SDG 11</b> 	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.	We have invested in organizations that provide shelter and services to people experiencing or at risk of homelessness, including the Built for Zero program and HELP of Southern Nevada's Shannon West Homeless Youth Center, which provides emergency, short-term shelter for young people.  In 2020, more than 5,000 showers were provided to homeless and at-risk populations through the Sands Cares Fresh Start Mobile Showers Powered by Clean the World, a traveling hygiene unit that visits various locations in Las Vegas. The unit also distributed more than 5,000 personal care kits.  We helped host and coordinate the fourth annual Southern Nevada Youth Homelessness Summit, in conjunction with NPHY, which took a virtual format in 2020 due to COVID-19.	11.1: Ensure access for all to adequate, safe and affordable housing and basic services.	26,257 volunteer hours 88 community events



SDGS	RELEVANCE OR WHY IT MATTERS	LOCATION OR DESCRIPTION	SDG TARGETS	SANDS TARGETS OR PROGRESS
People		2020 projects and initiatives		2020 targets (from 2015 baseline)
<b>SDG 1</b> 	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.	<p>In 2020, our disaster relief efforts centered around our COVID-19 response and support in our communities. Sands donated more than three million pieces of PPE, including masks and gloves to help frontline workers and vulnerable populations.</p> <p>We continued with our signature Sands Cares global hygiene kit build in collaboration with Clean the World.</p> <p>In Asia, as part of our three-year partnership with Americares, we help to establish a regional emergency response hub based in the Philippines. In 2020, our partnership enabled Americares to recruit 43 new emergency response roster members, conduct eight robust emergency responses in the region, and procure and pre-position materials for emergency teams and disaster survivors.</p> <p>As a result of our funding, All Hands and Hearts (AHAH), our nonprofit partner, was able to use its AHAH California Wildfire program to clear 60 acres of firebreak and supported 32 trainee sawyers ready to respond to future disasters. Additionally, AHAH completed 16 high-quality, interior home repairs under its Florida Long Term Recovery program (Hurricane Michael, 2018). Finally, a contribution of \$50,000 resulted in completion of two disaster-resilient schools, enabling 464 students to return to a safe learning environment.</p>	1.5: Build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters.	3M+ PPE supplies 106,800 disaster relief kits 43 Americares emergency response members added 16 interior home rebuilds 60 acres of firebreak cleared for wildfire relief 464 students returned to newly built schools in the Philippines
<b>SDG 3</b> 	Good Health and Well-being: Health emergencies can pose a risk to physical, social as well as financial wellbeing of people. Providing industry-leading benefits enables our Team Members to be productive members of our society.	<p>We provide outstanding medical benefits to our Team Members to ensure they have excellent healthcare options.</p> <p>In 2020, Sands offered free and convenient on-site flu vaccination and COVID-19 testing and vaccination.</p> <p>In Macao, the company offers an employee assistance program to create a comprehensive program for both physical and mental health. In Las Vegas, access to wellness resources and education is provided through the property's VISTA (Venetian Information Support Treatment and Answers) program.</p> <p>To promote Team Member wellbeing and work-life balance, Macao launched the Sands China Amazing Summer campaign, featuring family workshops and activities.</p> <p>In response to the COVID-19 pandemic outbreak, many Team Members worked from home, if the nature of their work allowed for remote operation or if they were required to work from home based on local circumstances.</p> <p>Sands Team Members are also entitled to complimentary meals at our Team Member dining halls.</p>	3.8: Provide access to quality essential health-care services.	95.9% Team Members participated in healthcare programs 76.4% Team Members participated in wellbeing programs
<b>SDG 10</b> 	Reduced Inequalities: As an international company operating in three regions and serving customers from every corner of the globe, our diverse workforce is one of our greatest assets. Ensuring that our Team Members are valued, respected and appreciated has direct impact on our commitment to respecting and celebrating the heritage of our host communities and making all guests feel welcome.	<p>We make reasonable accommodations for people with physical or other limitations, such as installing electronic table games designed to accommodate wheelchair-bound dealers.</p> <p>We serve a variety of multicultural dishes in our Team Member dining rooms to celebrate cultural traditions and increase knowledge and appreciation of different backgrounds.</p> <p>In 2020, Sands announced a \$400,000 investment in community organizations working to empower minority and ethnically diverse groups. Through these partnerships, Sands is focused on helping the community remove systemic barriers to advancement and opportunity.</p> <p>To help people with special needs attain employment, we have maintained a long-term relationship with Opportunity Village in Las Vegas. This nonprofit helps people with disabilities gain the skills they need to find employment.</p> <p>In our first year of participation in the Human Rights Campaign Foundation's Corporate Equality Index, we received a score of 85 out of 100 joining 1,142 major U.S. businesses that participate in the benchmarking survey on corporate policies and practices related to LGBTQ+ workplace equality.</p>	10.2: Empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion, or economic or other status.	
Governance		2020 projects and initiatives		2020 targets (from 2015 baseline)
<b>SDG 17</b> 	Partnerships for the Goals: Shared vision and shared goals help the world navigate challenges and unexpected difficulties such as the pandemic. We believe that combining complementary resources, skillsets and experiences will lead to continuous progress toward permanent solutions in improving quality of life for all.	<p>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 in 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, helping them advance to a new level or achieve a strategic goal. In 2020, we expanded the program to Singapore and selected our first community partner. The new member will begin the program in January 2021.</p> <p>In 2020, we completed the first year of The Drop by Drop Project in collaboration with Clean the World. The program supported three organizations working on water ecosystem-related projects.</p> <p>Home to our corporate headquarters, Las Vegas ranks among the top cities in the U.S. for rates of homelessness and youth homelessness, and our response to these 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 across the country.</p>	17.16: Enhance the global partnership for sustainable development to support the achievement of the sustainable development goals.	

## GRI INDEX

The table below lists our reported GRI indicators and provides links to relevant information. The management approach information for Economic, Environmental and Social indicators has been grouped at the beginning of each section to avoid repetition, and these groupings still comply with best practices. Unless otherwise specified, the chapters and page numbers refer to our 2020 ESG Report.

### GENERAL STANDARD DISCLOSURES

GRI STANDARD	GRI DISCLOSURE	LOCATION AND NOTES																				
ORGANIZATION PROFILE																						
102-1	Name of the organization	Sands is the world's preeminent developer and operator of world-class destination resorts. We deliver unrivaled economic benefits to the communities in which we operate. Sands created the meetings, incentives, convention and exhibition (MICE)-based destination resort. Our industry-leading destination resorts provide substantial contributions to our host communities, including growth in leisure and business tourism, sustained job creation and ongoing financial opportunities for local small and medium-sized businesses. Our properties include The Venetian Resort and Sands Expo in Las Vegas, and the iconic Marina Bay Sands in Singapore. Through majority ownership in Sands China Ltd., we have developed the largest portfolio of properties on the Cotai Strip in Macao, including The Venetian Macao, The Plaza Macao and Four Seasons Hotel Macao, The Londoner Macao and The Parisian Macao, as well as the Sands Macao on the Macao Peninsula. Sands is dedicated to being a good corporate citizen, anchored by the core tenet of serving People, Planet and Communities. We deliver a great working environment for our Team Members worldwide, drive social impact through the Sands Cares community engagement and charitable giving program and lead in environmental performance through the award-winning Sands ECO360 global sustainability program. To learn more, please visit <a href="http://www.sands.com">www.sands.com</a> .																				
102-2	Activities, brands, products and services	2020 ESG Report, p. 4 Form 10-K FY20 (Annual Report), pp. 3-4 Available through our investor website: <a href="http://investor.sands.com">http://investor.sands.com</a>																				
102-3	Location of headquarters	3355 Las Vegas Boulevard South, Las Vegas, Nevada, United States																				
102-4	Location of operations	Form 10-K FY20 (Annual Report), pp. 6-11																				
102-5	Ownership and legal form	Form 10-K FY20 (Annual Report), pp. 3-4																				
102-6	Markets served	Form 10-K FY20 (Annual Report), pp. 6-11																				
102-7	Scale of the organization	1. Total number of employees: 2020 ESG Report, p. 11 2. Total number of operations: Form 10-K FY20 (Annual Report), pp. 6-11 3. Net revenues: Form 10-K FY20 (Annual Report), p. 46 4. Quantity of services provided: Form 10-K FY20 (Annual Report), pp. 47-51 Form 10-K FY20 (Annual Report), pp. 12, 40																				
102-8	Information on employees and other workers	1. Total number of employees by contract: 2020 ESG Report, p. 61 2. Total number of employees by employment type (full-time and part-time), by region: <table><tr><th>EMPLOYMENT TYPE BY REGION</th><th>TOTAL WORKFORCE</th><th>PERMANENT FULL-TIME</th><th>PERMANENT PART-TIME</th><th>TEMPORARY</th></tr><tr><td>U.S.</td><td>9,671</td><td>7,421</td><td>18</td><td>2,232</td></tr><tr><td>Singapore</td><td>9,798</td><td>9,740</td><td>58</td><td>17</td></tr><tr><td>Macao</td><td>27,547</td><td>27,320</td><td>227</td><td>0</td></tr></table> 3. Only a small fraction of the organization's work is performed by contracted workers. 4. Seasonal workforce changes are small. 5. Data is compiled and recorded in the HR Information Systems.	EMPLOYMENT TYPE BY REGION	TOTAL WORKFORCE	PERMANENT FULL-TIME	PERMANENT PART-TIME	TEMPORARY	U.S.	9,671	7,421	18	2,232	Singapore	9,798	9,740	58	17	Macao	27,547	27,320	227	0
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Singapore	9,798	9,740	58	17																		
Macao	27,547	27,320	227	0																		
102-9	Supply chain	Form 10-K FY20 (Annual Report), pp. 3-22 Procurement and Supply Chain: <a href="https://www.sands.com/corporate-overview/procurement-supply-chain.html">https://www.sands.com/corporate-overview/procurement-supply-chain.html</a> 2020 ESG Report, pp. 69-70 In 2020, our supply chain was made up of 5,876 suppliers.																				
102-10	Significant changes to the organization and its supply chain	Form 10-K FY20 (Annual Report), pp. 6-8, 33																				
102-11	Precautionary principle or approach	We apply the precautionary approach through our commitment to green buildings, environmentally responsible operations, and green meetings and events. 2020 ESG Report, p. 12																				

GRI STANDARD	GRI DISCLOSURE	LOCATION AND NOTES																	
102-12	External initiatives	<p>Sands also actively supports or is an active member of the following initiatives.</p> <p>Active memberships:</p> <ul style="list-style-type: none"><li>– U.S. Green Building Council</li><li>– American Gaming Association</li><li>– Events Industry Council Sustainability Committee</li><li>– Better Buildings Alliance</li><li>– National Center for Responsible Gaming</li><li>– National Council on Problem Gambling</li><li>– Nevada Council on Problem Gambling</li><li>– Problem Gambling Center</li><li>– 3P Network, Public Utilities Commission</li><li>– Singapore Packaging Agreement</li><li>– Singapore Hotel Association, Sustainability Committee</li></ul> <p>– Singapore International Chamber of Commerce, Sustainability Committee</p> <p>– American Chamber of Commerce, Sustainability Committee</p> <p>– Nevada Hotel &amp; Lodging Association Sustainability Committee</p> <p>– Sustainable Events: Big Initiative Group (SEBIG)</p> <p>Actively support:</p> <ul style="list-style-type: none"><li>– Science Based Targets initiative</li><li>– The United Nations Sustainable Development Goals</li><li>– The EPA United States Food Loss and Waste 2030 Champions</li><li>– CDP Water Security 2020</li><li>– CDP Climate Change 2020</li></ul> <p>For more information on the responsible gaming initiatives we support, see: <a href="https://www.sandschina.com/community-affairs/responsible-gaming.html">https://www.sandschina.com/community-affairs/responsible-gaming.html</a> <a href="http://www.marinabaysands.com/company-information/responsible-gambling.html">http://www.marinabaysands.com/company-information/responsible-gambling.html</a> <a href="https://www.venetian.com/casino/responsible-gaming.html">https://www.venetian.com/casino/responsible-gaming.html</a></p>																	
102-13	Membership of associations	See 102-12																	
STRATEGY																			
102-14	Statement from senior decision-maker	2020 ESG Report, p. 3: Message From Our Chairman																	
ETHICS AND INTEGRITY																			
102-16	Values, principles, standards, and norms of behaviour	<p>2020 ESG Report, p. 5</p> <p>Our governance documents, including our Code of Business Conduct and Ethics, can be accessed on our corporate website: <a href="https://investor.sands.com/Company/Documents-and-Charters/default.aspx">https://investor.sands.com/Company/Documents-and-Charters/default.aspx</a></p> <p>Our Supplier Code of Conduct and procurement and supply chain information can be accessed on our corporate website: <a href="https://www.sands.com/company/doing-business-with-sands.html">https://www.sands.com/company/doing-business-with-sands.html</a></p>																	
GOVERNANCE																			
102-18	Governance structure	<p>Governance structure: <a href="https://investor.sands.com/Company/Board-of-Directors/default.aspx">https://investor.sands.com/Company/Board-of-Directors/default.aspx</a></p> <p>Committee charters and corporate governance guidelines: <a href="https://investor.sands.com/Company/Documents-and-Charters/default.aspx">https://investor.sands.com/Company/Documents-and-Charters/default.aspx</a></p> <p>2020 ESG Report, pp. 36–39</p>																	
STAKEHOLDER ENGAGEMENT																			
102-40	List of stakeholder groups	<p>2020 ESG Report, p. 8</p> <p>The following stakeholder groups were engaged or evaluated through the ESG stakeholder engagement process:</p> <table><tr><th colspan="2">STAKEHOLDER GROUPS ENGAGED OR EVALUATED</th></tr><tr><th>APPROACH</th><th>GROUP</th></tr><tr><td rowspan="4">Research</td><td>Industry Associations</td></tr><tr><td>ESG Frameworks</td></tr><tr><td>Investor Disclosures</td></tr><tr><td>Peers &amp; Competitors</td></tr><tr><td rowspan="5">Stakeholder Engagement</td><td>MICE Clients</td></tr><tr><td>Suppliers</td></tr><tr><td>NGOs</td></tr><tr><td>Government</td></tr><tr><td>Academia</td></tr><tr><td>Sentinel</td><td>Multi-platform Post Scan</td></tr></table>	STAKEHOLDER GROUPS ENGAGED OR EVALUATED		APPROACH	GROUP	Research	Industry Associations	ESG Frameworks	Investor Disclosures	Peers & Competitors	Stakeholder Engagement	MICE Clients	Suppliers	NGOs	Government	Academia	Sentinel	Multi-platform Post Scan
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	Government																		
	Academia																		
Sentinel	Multi-platform Post Scan																		
102-41	Collective bargaining agreements	<p>2020 ESG Report, p. 63</p> <p>Form 10-K FY20 (Annual Report), p. 12</p>																	



## GENERAL STANDARD DISCLOSURES (CONTINUED)

GRI STANDARD	GRI DISCLOSURE	LOCATION AND NOTES																																
102-42	Identifying and selecting stakeholders	Individual stakeholder selection involves a selection process in which stakeholders for each identified group are first shortlisted by the Sands Cares and Sands ECO360 teams as well as other relevant internal departments. Stakeholders are then evaluated against a set of principles that include balance, recency, inclusivity and context. Stakeholder selection and engagement generally follow the AA1000 SES principles-based framework for stakeholder engagement. 1. Balance – Evenly or appropriately representative of environmental, social and governance issues, selected stakeholder groups and region of operation 2. Recency – Stakeholders are assessed based on their frequency of engagement 3. Inclusivity – Stakeholder engagement mechanisms are inclusive of language and regional context. Stakeholder groups are representative of a diverse set of stakeholders 4. Context – Stakeholder selection is aligned with the goal of the engagement exercise 2020 ESG Report, p. 8																																
102-43	Approach to stakeholder engagement	The stakeholder engagement process is conducted as part of a continuous learning and dialogue cycle supporting our strategic program and reporting. This cycle consists of desktop research, stakeholder engagement and materiality assessment. This process is conducted on an annual basis at both the property and corporate levels. The stakeholder engagement process may be conducted using internal resources or with the support of a third-party consultant, at the discretion of each team. We address and mitigate the risk of stakeholder fatigue by diversifying our stakeholder engagement population. In addition, we alternate internal and external stakeholder engagement on a biannual cycle. The stakeholder engagement process consists of three stages: 1. Desktop research to identify the universe of issues 2. Stakeholder engagement surveys or interviews to define the most important issues to our stakeholders 3. Multi-platform scan to understand the trending and sentiment toward the issues identified by our stakeholders 2020 ESG Report, p. 8																																
102-44	Key topics and concerns raised	<div>The following topics have been raised through stakeholder engagement. We are unable to attribute issues to individual stakeholders because stakeholder engagement was performed by a third party to maintain confidentiality of responses:</div> <table><tr><th colspan="2">HIGHLY RELEVANT TOPICS (IN ORDER OF OVERALL RANKING BY STAKEHOLDERS)</th><th>OUR RESPONSE</th><th>OUR REPORTING</th></tr><tr><td>Environment</td><td>Plastics, Energy, Food Waste, Waste, Water, Sustainable Supply Chains, Sustainable Sourcing, Emissions, Climate Change, Natural Resource Use, Biodiversity</td><td>All topics except biodiversity are incorporated into the Sands ECO360 program. Biodiversity will be assessed in the 2021–2025 planning cycle.</td><td>2020 ESG Report</td></tr><tr><td>Social</td><td>Employee Development, Health/Safety/Security and Wellbeing, Diversity and Inclusion, Labor Rights, Human Rights, Anti-Human Trafficking, Community Engagement, Community Investment/Charitable Donations, Responsible Procurement</td><td>The topics are incorporated into the Sands corporate responsibility platform.</td><td>2020 ESG Report Corporate governance documents: <a href="https://investor.sands.com/Company/Documents-and-Charters/default.aspx">https://investor.sands.com/Company/Documents-and-Charters/default.aspx</a></td></tr><tr><td>Governance</td><td>Business Ethics, Corporate Governance</td><td>The topics are incorporated into the Sands corporate responsibility platform.</td><td>2020 ESG Report Corporate governance documents: <a href="https://investor.sands.com/Company/Documents-and-Charters/default.aspx">https://investor.sands.com/Company/Documents-and-Charters/default.aspx</a></td></tr><tr><th colspan="2">ADDITIONAL TOPICS (IN ORDER OF OVERALL RANKING BY STAKEHOLDERS)</th><th>OUR RESPONSE</th><th>OUR REPORTING</th></tr><tr><td>Environment</td><td>Food and Beverage, Transportation, Green Meetings, Zero-Waste Resorts, Buildings Life Cycle, Carbon-Neutral Resorts, Land Use, Climate Resilience/Adaptation, Animal Welfare, Circular Economy</td><td>Some of these topics are incorporated into the Sands ECO360 program. 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Governance	Business Ethics, Corporate Governance	The topics are incorporated into the Sands corporate responsibility platform.	2020 ESG Report Corporate governance documents: <a href="https://investor.sands.com/Company/Documents-and-Charters/default.aspx">https://investor.sands.com/Company/Documents-and-Charters/default.aspx</a>																															
ADDITIONAL TOPICS (IN ORDER OF OVERALL RANKING BY STAKEHOLDERS)		OUR RESPONSE	OUR REPORTING																															
Environment	Food and Beverage, Transportation, Green Meetings, Zero-Waste Resorts, Buildings Life Cycle, Carbon-Neutral Resorts, Land Use, Climate Resilience/Adaptation, Animal Welfare, Circular Economy	Some of these topics are incorporated into the Sands ECO360 program. Others will be assessed in the 2021–2025 planning cycle.	2020 ESG Report																															
Social	Responsible Gaming, Local Hiring, Security Practices, Structuring Knowledge Transmission Around Older Employees/Multi-Generational Workforce, Employee Engagement, Supporting People with Disabilities, Employee Satisfaction, Migrant Workers, Supporting SMEs, Access to Basic Services, Employee Recruitment, Youth Development, Gender Equity/Career Development of Women, Hunger/Malnutrition/WASH, Cultural Heritage, Immigration, Women's Empowerment, Indigenous Populations, Hiring of Veterans, Hiring of Refugees	Some of these topics are incorporated into the Sands corporate responsibility platform. Others will be assessed in the 2021–2025 planning cycle.	2020 ESG Report																															
Governance	Privacy, Disaster Preparedness/Support, Effective Partnerships, Communicable Disease, Innovation, Cybersecurity, Responsible Marketing and Advertising, Public Policy	Some of these topics are incorporated into the Sands corporate responsibility platform. Others will be assessed in the 2021–2025 planning cycle.	2020 ESG Report																															

GRI STANDARD	GRI DISCLOSURE	LOCATION AND NOTES																																												
<b>REPORTING PRACTICE</b>																																														
102-45	Entities included in the consolidated financial statements	Form 10-K FY20 (Annual Report), pp. 75–81																																												
102-46	Defining report content and topic boundaries	Report content and topic boundaries are defined by taking into account the most significant economic, environmental and social impacts, as well as the concerns of our stakeholders. We define content and topics by continually monitoring feedback from stakeholders who can be reasonably considered to affect or be affected by our business operations. We incorporate the Greenhouse Gas Protocol when determining our boundary for Scope 1, 2 and 3 emissions. For examples of our identification of key issues, see 2020 ESG Report, p. 14 (Environment), pp. 22, 28 (Social) and p. 40 (Governance). For an overview of our stakeholder engagement process and materiality assessment, see 2020 ESG Report, p. 8.																																												
102-47	List of material topics	<p>2020 ESG Report, p. 8</p> <table border="1"> <thead> <tr> <th>IMPORTANCE</th><th>THEME</th><th>PILLAR</th></tr> </thead> <tbody> <tr> <td rowspan="5">Very important</td><td>Ethical Conduct</td><td>People</td></tr> <tr> <td>Human and Labor Rights</td><td>People</td></tr> <tr> <td>Responsible Gaming</td><td>People</td></tr> <tr> <td>Climate Change</td><td>Planet</td></tr> <tr> <td>Energy</td><td>Planet</td></tr> <tr> <td rowspan="10">Important</td><td>Health, Safety and Wellbeing</td><td>People</td></tr> <tr> <td>Employee and Workforce Development</td><td>People</td></tr> <tr> <td>Inclusion</td><td>People</td></tr> <tr> <td>Shelter Food and Services</td><td>Communities</td></tr> <tr> <td>Capacity Building</td><td>Communities</td></tr> <tr> <td>Supply Chain Management</td><td>Governance</td></tr> <tr> <td>Privacy and Cybersecurity</td><td>Governance</td></tr> <tr> <td>Policy Engagement</td><td>Governance</td></tr> <tr> <td>Waste and Packaging</td><td>Planet</td></tr> <tr> <td>Water</td><td>Planet</td></tr> <tr> <td rowspan="4">Moderately important</td><td>Cultural and Natural Heritage</td><td>Communities</td></tr> <tr> <td>Disaster Relief and Preparedness</td><td>Communities</td></tr> <tr> <td>Biodiversity</td><td>Planet</td></tr> <tr> <td>Transportation</td><td>Planet</td></tr> </tbody> </table>	IMPORTANCE	THEME	PILLAR	Very important	Ethical Conduct	People	Human and Labor Rights	People	Responsible Gaming	People	Climate Change	Planet	Energy	Planet	Important	Health, Safety and Wellbeing	People	Employee and Workforce Development	People	Inclusion	People	Shelter Food and Services	Communities	Capacity Building	Communities	Supply Chain Management	Governance	Privacy and Cybersecurity	Governance	Policy Engagement	Governance	Waste and Packaging	Planet	Water	Planet	Moderately important	Cultural and Natural Heritage	Communities	Disaster Relief and Preparedness	Communities	Biodiversity	Planet	Transportation	Planet
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	Biodiversity	Planet																																												
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102-48	Restatements of information	For comparison purposes and to align with the Greenhouse Gas Protocol, the previous year's information has been updated to reflect the sale of Sands Bethlehem. The final sale of Sands Bethlehem was completed in 2019 and, therefore, the property is no longer part of our reporting. See online: <a href="https://investor.sands.com/press-releases/press-release-details/2019/Las-Vegas-Sands-Closes-13-Billion-Sale-of-Sands-Bethlehem/default.aspx">https://investor.sands.com/press-releases/press-release-details/2019/Las-Vegas-Sands-Closes-13-Billion-Sale-of-Sands-Bethlehem/default.aspx</a>																																												
102-49	Changes in reporting	The most recent materiality assessment was initiated in 2020 and completed in early 2021. The results of this assessment are included in this report.																																												
102-50	Reporting period	Our report draws on the performance highlights of the calendar year 2020. It covers the full scope of our global operations, including majority-owned subsidiaries.																																												
102-51	Date of most recent report	2020 ESG Report (July 2021)																																												
102-52	Reporting cycle	We report annually.																																												
102-53	Contact point for questions regarding the report	Contact information on the back cover of the report.																																												
102-54	Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the GRI Standards: Core Option.																																												
102-55	GRI content index	This GRI Index can be found in the 2020 ESG Report.																																												
102-56	External assurance	The GHG emissions, energy consumption, water withdrawal and waste generation data included in the report was assured by a third-party verifier. See our Assurance Statement <a href="#">online</a> .																																												

## MATERIAL TOPICS

GRI STANDARD	GRI DISCLOSURE	LOCATION AND NOTES
<b>ECONOMIC</b>		
<b>GRI 103: MANAGEMENT APPROACH 2016</b>		
103-1	Explanation of material topics and their boundaries	<p>Topics are identified through our stakeholder engagement and materiality assessment process.</p> <p>Relevance to stakeholders is evaluated through:</p> <ul style="list-style-type: none"> <li>– Desktop research of various industry associations, frameworks, investors, peers, etc.</li> <li>– Engagement with a broad range of stakeholders, including clients, suppliers, academia, NGOs, etc.</li> <li>– Multi-platform scan to determine trends over time and topic sentiment</li> </ul> <p>Relevance to our business is evaluated through:</p> <ul style="list-style-type: none"> <li>– Environmental or social impacts</li> <li>– Cost-savings or revenue-generation potential</li> <li>– Risk</li> <li>– Reputational value</li> </ul> <p>Impact: Our primary ESG impacts align with our corporate responsibility platform in the areas of People, Communities, Planet and Governance.</p> <p>Boundary: Internal – All entities. External – Our communities. ESG material topics – See 102–47</p>
103-2	Management approach and its components	<p>Sands contributes significantly to the economy through shareholder returns, taxes, licenses paid and employment of labor force, as well as community contributions and the generation of indirect economic stimulus as a result of our investments. Details on our financial performance, prepared in accordance with relevant laws and externally assured, can be found online: <a href="http://investor.sands.com/ir-home/financial-info/quarterly-financial-results/default.aspx">http://investor.sands.com/ir-home/financial-info/quarterly-financial-results/default.aspx</a>.</p> <p>Form 10-K FY20 (Annual Report), pp. 4–6 Strengths and Strategies</p> <p>Our approach to positively impacting local economies and communities can be found in the 2020 ESG Report (p. 5), our governance documents and our committee charters: <a href="https://investor.sands.com/Company/Documents-and-Charters/default.aspx">https://investor.sands.com/Company/Documents-and-Charters/default.aspx</a></p> <p>Anti-Corruption Policy: <a href="https://investor.sands.com/Company/Documents-and-Charters/default.aspx">https://investor.sands.com/Company/Documents-and-Charters/default.aspx</a></p>
103-3	Evaluation of the management approach	<p>We utilize multiple tools to evaluate our performance around material topics:</p> <ul style="list-style-type: none"> <li>– Internal or external audit or verification (assurance of financial reports)</li> <li>– External performance ranking (CDP, DJSI, etc.)</li> <li>– Stakeholder engagement (benchmarking and stakeholder feedback)</li> <li>– Reporting and Non-Retaliation Policy and resources (<a href="https://s21.q4cdn.com/635845646/files/doc_downloads/2021/04/Reporting-and-Non-Retaliation-Policy-(English).pdf">https://s21.q4cdn.com/635845646/files/doc_downloads/2021/04/Reporting-and-Non-Retaliation-Policy-(English).pdf</a>)</li> </ul>

**ECONOMIC PERFORMANCE****GRI 201: ECONOMIC PERFORMANCE 2016**

201-1	Direct economic value generated and distributed	<p>Revenues: Form 10-K FY20 (Annual Report), p. 72 – Consolidated Statement of Operations</p> <p>Operating expenses: Form 10-K FY20 (Annual Report), pp. 51–52</p> <p>Community Investments: 2020 ESG Report, p. 11</p> <p>We communicate about community investments through company press releases and our Sands News corporate news feed, available online: <a href="https://investor.sands.com/press-releases/default.aspx">https://investor.sands.com/press-releases/default.aspx</a></p> <p><a href="https://www.sands.com/news.html">https://www.sands.com/news.html</a></p>
201-2	Financial implications and other risks and opportunities due to climate change	Form 10-K FY20 (Annual Report), p. 36
201-3	Defined benefit plan obligations and other retirement plans	Form 10-K FY20 (Annual Report), pp. 93, 109–112 2020 ESG Report, p. 68

**INDIRECT ECONOMIC IMPACTS****GRI 203: INDIRECT ECONOMIC IMPACTS 2016**

203-2	Significant indirect economic impacts	<p>Our corporate headquarters and the regions where we operate are not just places of business. They are the places we call home. We are committed to making each of our communities a great place to live, work and visit. Not only are we a major economic contributor in our regions by spurring tourism, jobs and tax revenue, but we also aim to help solve local issues, promote the assets and health of our regions and improve our communities' ability to respond to challenges. Our support is reflected through our corporate responsibility platform centered around People, Communities and Planet.</p> <p>Our global impact: 2020 ESG Report, p. 5</p> <p>Corporate responsibility: 2020 ESG Report, pp. 6–7</p> <p>Small and medium enterprises (SME) support: 2020 ESG Report, pp. 24–25, 33</p> <p>Other community services supported or issues addressed:</p> <p>Youth Homelessness: 2020 ESG Report, pp. 30, 73</p> <p>Food Security: 2020 ESG Report, pp. 31, 72</p> <p>Disaster Relief and Community Preparedness: 2020 ESG Report, pp. 32, 72</p> <p>Capacity Building: 2020 ESG Report, pp. 33, 73</p> <p>Education and Employment: 2020 ESG Report, pp. 34, 72</p> <p>Local Culture and Ecology: 2020 ESG Report, p. 35</p>
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GRI STANDARD	GRI DISCLOSURE	LOCATION AND NOTES
<b>PROCUREMENT</b>		
<b>GRI 204: PROCUREMENT 2016</b>		
204-1	Proportion of spending on local suppliers	2020 ESG Report, pp. 18, 24–25, 33 (SMEs), 40–41, 68–69 <u>Procurement and Supply Chain Procurement Policy</u> Significant locations of operation: Macao, SAR China Singapore Las Vegas, Nevada, United States
<b>ANTI-CORRUPTION</b>		
<b>GRI 205: ANTI-CORRUPTION 2016</b>		
205-1	Operations assessed for risks related to corruption	100% of operations is assessed for risks related to corruption. <u>Form 10-K FY20 (Annual Report)</u> , p. 24
205-2	Communication and training about anti-corruption policies and procedures	2020 ESG Report, p. 62 Our Code of Business Conduct and Ethics and Anti-Corruption Policy have been communicated to the Las Vegas Sands and Sands China Ltd. Board of Directors, Management and Team Members. All Team Members are required to receive training on the Code of Business Conduct and Ethics, and anti-corruption policies and procedures. The company also communicates its anti-corruption policies and procedures to business partners, i.e., suppliers, agents and lobbyists, at the time of contracting and, depending on the type of business partner, annually thereafter. All suppliers and partners are required to acknowledge our anti-corruption policies and procedures.
205-3	Confirmed incidents of corruption and actions taken	a. Two incidents: i. Our compliance function concluded that a vendor made two inappropriate payments to a company consultant utilizing company marketing funds to increase the use of the vendor's products. Control measures were reviewed and amended and the money was repaid by the consultant. ii. A company restaurant manager received money from a wine supplier as an incentive to increase wine purchases from the supplier. The Team Member was terminated. b. One – see a.ii above. c. There were no confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption. d. There were no public legal cases regarding corruption brought against the organization or its employees during the reporting period. Neither of these incidents resulted in fines or settlements.
<b>ENVIRONMENTAL</b>		
<b>GRI 103: MANAGEMENT APPROACH 2016</b>		
103-1	Explanation of the material topic and its boundaries	Topics are identified through our stakeholder engagement and materiality assessment process. Relevance to stakeholders is evaluated through: – Desktop research of various industry associations, frameworks, investors, peers, etc. – Engagement with a broad range of stakeholders including clients, suppliers, academia, NGOs, etc. – Multi-platform scan to determine trends over time and topic sentiment Relevance to our business is evaluated through: – Environmental or social impacts – Cost-savings or revenue-generation potential – Risk – Reputational value Impact: Internal – Our primary internal environmental impacts align with the business's primary areas of operations and include meetings and events, building development and operations. These areas of impact are aligned with Sands ECO360 pillars; see the 2020 ESG Report, p. 12. External – Our primary external environmental impacts occur within the regions and communities where we operate and within our supply chain. Boundary: Internal – All company-owned entities; see our <u>Form 10-K FY20</u> . External – The communities where we operate and our supply chain. ESG material topics – See 102–47

## MATERIAL TOPICS (CONTINUED)

GRI STANDARD	GRI DISCLOSURE	LOCATION AND NOTES
<b>ENVIRONMENTAL (continued)</b>		
<b>GRI 103: MANAGEMENT APPROACH 2016 (continued)</b>		
103-2	The management approach and its components	<p><b>Management Approach Overview</b> Environmental topics are managed by the corporate and property Sands ECO360 sustainability teams. These teams are responsible for developing and implementing sustainability strategies that address the most significant environmental impacts for our business and are aligned with our company's strategic direction. The Sands ECO360 teams partner with various internal teams, including facilities, development, procurement, food and beverage, and other related departments, to execute sustainability initiatives and track performance. Topic-specific management approaches are implemented for each material topic and can be found throughout the GRI Index.</p> <p><b>Management Approach Components</b> Policies:  <a href="#">Environmental Responsibility Policy</a>  <a href="#">Sustainable Development Standards</a>  <a href="#">Sustainable Procurement Policy</a>            Commitments:            We are committed to the U.N. SDGs, see 2020 ESG Report, pp. 72–73.            SDG 6 – Clean Water and Sanitation            SDG 7 – Affordable and Clean Energy            SDG 12 – Responsible Consumption and Production            We are also committed to transparency and disclose our environmental performance through the below initiatives:  <a href="#">Dow Jones Sustainability World Index</a>  <a href="#">CDP</a>  <a href="#">SASB Index</a>            Goals and Targets:            Energy – Science-based target: 6.1% decrease in Scope 1 and 2 emissions in addition to offsetting all emissions associated with The Parisian Macao            Water – 3% decrease in water use per square foot            Waste – 5% increase in the diversion rate            We also set internal qualitative and quantitative goals for food waste, sustainable procurement, single-use plastic and waste reduction.            Responsibilities:            The corporate Sands ECO360 sustainability team and regional property Sands ECO360 sustainability teams are responsible for managing all environmental and related topics. Sands ECO360 sustainability teams partner with internal teams, including facilities, development, procurement, food and beverage, and other related departments, to execute initiatives and track the company's environmental performance. Sands ECO360 sustainability teams report to the chief sustainability officer, who reports to the chief financial officer.            Programs and Initiatives:            Programs and initiatives that were conducted during the reporting period are reported in the Sands and Sands China Ltd. 2020 ESG Reports. More information can also be found on our <a href="#">website</a>.            Energy and Climate Change – See 2020 ESG Report, p 15            Water – See 2020 ESG Report, p. 16            Waste – See 2020 ESG Report, p. 17            Biodiversity – We recognize biodiversity as an important indicator of the overall health of our planet and an emerging issue of concern that is relevant to our business operations. Our company benefits when we have healthy and biodiverse coastlines, oceans, forests and other ecosystems, as we rely on these ecologies to provide enjoyable experiences for our visitors and produce the resources used in our products and services. We address biodiversity directly and indirectly via the management of our six key themes – energy, water, waste, food, procurement and transportation. We consider and address biodiversity through the sustainable development of resorts, implementation of The Drop by Drop Project, which focuses on reinvigoration ecosystems (see The Drop by Drop Project p. 16 of the 2020 ESG Report), and our sustainable procurement program, which procures organic, sustainable, local and Fairtrade products (see Procurement p. 18 of the 2020 ESG Report).            Supply Chain – See 2020 ESG Report, pp. 40–41, 69–70</p>
103-3	Evaluation of the management approach	<p>The management approach for our material environmental topics is addressed through our Sands ECO360 program, which evaluates environmental issues on an ongoing basis and strives for continuous improvements to our strategy and program elements. The mechanisms, results and adjustments to our management approach are outlined as follows.</p> <p><b>Mechanisms:</b>            We use internal auditing, an environmental management system and benchmarking to evaluate the effectiveness of our management approach.  <b>Internal Auditing:</b>            See our <a href="#">Environmental Assurance Statement</a>            See our <a href="#">ESG Report Assurance Statement</a>            Environmental Management System – We implement a global environmental system, as well as property and operation-specific environmental management systems. These management systems include ISO 20121 and APEX/ASTM for sustainable events and ISO 45001 for occupational health and safety.            Performance – We evaluate our environmental performance on an ongoing basis.            Benchmarking – We benchmark our environmental performance and material topics against our peers and other corporations during our materiality assessments and strategy refreshes.            Stakeholder feedback – We conduct stakeholder engagement globally and at the property level every one to three years. Our material topics, strategy, targets and goals, and sustainability initiatives are informed by this process. For more information on our stakeholders, see our <a href="#">2018 Sands ECO360 Report</a>, p. 16 and our <a href="#">2016 Sands ECO360 Report</a>, p. 26.  <b>Adjustments:</b>            Our strategy, program and material topics constantly evolve as we improve our approach and adjust to the changing environmental and ESG landscape. The below items mark significant adjustments to our program:            2011 – Formalized the Sands ECO360 strategy.            2016 – Developed a new five-year (2015–2020) strategy aligned with the UN SDGs and set 2020 energy, water and waste targets.            See <a href="#">2016 Sands ECO360 Report</a>, pp. 14–15.            2018 – Refreshed the Sands ECO360 strategy and material topics based on our materiality assessment. See <a href="#">2018 Sands ECO360 Report</a>, pp. 4–5.</p>

GRI STANDARD	GRI DISCLOSURE	LOCATION AND NOTES
<b>ENERGY</b>		
<b>GRI 302: ENERGY 2016</b>		
302-1	Energy consumption within the organization	<a href="#">Environmental Assurance Statement</a> 2020 ESG Report, p. 56
302-3	Energy intensity	2020 ESG Report, p. 56 a. 0.09 GJ per conditioned square foot. b. Denominator (48,361,922) represents square feet of conditioned space. c. All applicable energy sources (i.e., fuel, electricity, heating, cooling) are included, after conversion to GJ. d. The above energy intensity ratio uses energy consumption within the organization.
302-4	Reduction of energy consumption	2020 ESG Report, p. 56 a. In 2020, newly implemented energy efficiency projects, coupled with ongoing operational improvements, contributed to a reduction in energy use of approximately 11.1 million kWh (39,960 GJ). b. Energy reductions are a result of primarily electricity conservation and efficiency initiatives. c. All reductions reported above occurred during calendar year 2020. d. The standard conversion from kWh to GJ was used (1 kWh = 0.0036 GJ).
<b>WATER</b>		
<b>GRI 303: WATER AND EFFLUENTS 2018</b>		
303-1	Interactions with water as a shared source	2020 ESG Report, pp. 18, 57 See our <a href="#">2020 CDP Water response</a> . <a href="#">Environmental Assurance Statement</a>
303-2	Management of water discharge-related impacts	2020 ESG Report, pp. 18, 57 See our <a href="#">2020 CDP Water response</a> . <a href="#">Environmental Assurance Statement</a>
303-3	Water withdrawal	2020 ESG Report, p. 57 See our <a href="#">2020 CDP Water response</a> . <a href="#">Environmental Assurance Statement</a>
303-4	Water discharge	2020 ESG Report, p. 57 See our <a href="#">2020 CDP Water response</a> . <a href="#">Environmental Assurance Statement</a>
303-5	Water consumption	2020 ESG Report, p. 57 See our <a href="#">2020 CDP Water response</a> . <a href="#">Environmental Assurance Statement</a>
<b>BIODIVERSITY</b>		
<b>GRI 304: BIODIVERSITY 2016</b>		
304-1	Operational sites owned, leased, managed in or adjacent to protected areas and areas of high biodiversity value outside protected areas	2020 ESG Report, p. 57
<b>EMISSIONS</b>		
<b>GRI 305: EMISSIONS 2016</b>		
305-1	Direct (Scope 1) GHG emissions	<a href="#">Environmental Assurance Statement</a> <a href="#">2020 CDP Climate Change response</a> 2020 ESG Report, p. 56 a. See our Assurance Statement. b. All relevant gases have been included in the calculation. e. GWP rates from the IPCC assessment reports based on a 100-year time frame were used. f. Financial control is used to determine the boundary. g. The Greenhouse Gas Protocol was used.
305-2	Energy indirect (Scope 2) GHG emissions	<a href="#">Environmental Assurance Statement</a> <a href="#">2020 CDP Climate Change response</a> 2020 ESG Report, p. 56 a. See our Assurance Statement. b. See our Assurance Statement. c. All relevant gases have been included in the calculation. e. GWP rates from the IPCC assessment reports based on a 100-year timeframe were used. f. Financial control is used to determine the boundary. g. The Greenhouse Gas Protocol was used.
305-3	Other indirect (Scope 3) GHG emissions	<a href="#">Environmental Assurance Statement</a> <a href="#">2020 CDP Climate Change response</a> 2020 ESG Report, p. 56
305-4	GHG emissions intensity	2020 ESG Report, p. 56 a. 10.9 MT CO <sub>2</sub> e per 1,000 square feet of conditioned space. b. Denominator (48,361,922) represents square feet of conditioned space. c. Scope 1 and Scope 2 (market-based) GHG emissions from our operations were included in the above intensity ratio. d. All relevant gases have been included in the calculation.



## MATERIAL TOPICS (CONTINUED)

GRI STANDARD	GRI DISCLOSURE	LOCATION AND NOTES
305-5	Reduction of GHG emissions	<a href="#">Environmental Assurance Statement</a> <a href="#">2020 CDP Climate Change response</a> 2020 ESG Report, p. 15
<b>WASTE</b>		
<b>GRI 306: WASTE 2016</b>		
306-1	Waste generation and significant waste-related impacts	2020 ESG Report, p. 17 Our primary waste streams include operational waste and construction waste. See our performance waste for a breakdown of diversity and non-diverted materials.
306-2	Management of significant waste-related impacts	2020 ESG Report, p. 17
306-3	Waste generated	2020 ESG Report, p. 57
<b>ENVIRONMENTAL COMPLIANCE</b>		
<b>GRI 307: ENVIRONMENTAL COMPLIANCE 2016</b>		
307-1	Non-compliance with environmental laws and regulations	Sands confirms that it has not identified any noncompliance with environmental laws and/or regulations. 2020 CDP Water
<b>SUPPLIER ENVIRONMENTAL ASSESSMENT</b>		
<b>GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT 2016</b>		
308-1	New suppliers that were screened using environmental criteria	2020 ESG Report, pp. 18–19, 69–70
<b>SOCIAL</b>		
<b>GRI 103: MANAGEMENT APPROACH 2016</b>		
103-1	Explanation of the material topic and its boundaries	Topics are identified through our stakeholder engagement and materiality assessment process. Relevance to stakeholders is evaluated through: – Desktop research of various industry associations, frameworks, investors, peers, etc. – Engagement with a broad range of stakeholders including clients, suppliers, academia, NGOs, etc. – Multi-platform scan to determine trends over time and topic sentiment Relevance to business is evaluated through: – Environmental or social impacts – Cost-savings or revenue-generation potential – Risk – Reputational value Impact: Our primary ESG impacts align with our corporate responsibility platform in the areas of People, Communities, Planet and Governance. Boundary: Internal – All entities External – Our communities ESG material topics – See 102–47
103-2	The management approach and its components	Overview: Sands is dedicated to being a good corporate citizen, committed to our People, our Communities and our Planet. Our corporate responsibility platform is the manifestation of our ESG commitment, representing Sands' unique approach to delivering a full body of offerings that address the issues most material to our business, communities and key stakeholders. Policies: Many internal policies cover the relevant social topics, some of which are also publicly available on our website ( <a href="https://investor.sands.com/Company/Documents-and-Charters/default.aspx">https://investor.sands.com/Company/Documents-and-Charters/default.aspx</a> , <a href="https://www.sands.com/company/doing-business-with-sands.html">https://www.sands.com/company/doing-business-with-sands.html</a> and <a href="https://www.sands.com/privacy-notice.html">https://www.sands.com/privacy-notice.html</a> ): – Code of Business Conduct and Ethics – Anti-Corruption Policy – Human Rights statement – Anti-Human Trafficking Policy – Supplier Code of Conduct – Sustainable Procurement Policy – Workplace Safety and Health Guidelines – Reporting and Non-Retaliation Policy – Privacy Policy – Non-Discrimination and Anti-Harassment Policy We are also committed to transparency and disclose our social performance through the below initiatives: <a href="#">Dow Jones Sustainability World Index</a> <a href="#">SASB Index</a> Responsibilities: Several internal departments are responsible for managing social topics, including the HR, Legal and Compliance, Procurement and Supply Chain, Information Technology and Sands Cares teams. See the 2020 ESG Report, p. 20.

GRI STANDARD	GRI DISCLOSURE	LOCATION AND NOTES
103-2 (continued)	The management approach and its components (continued)	<p>Programs and Initiatives:</p> <p>Our corporate responsibility platform covers various social issues under the People and Communities pillars:</p> <p>1. We promote the wellbeing of our people by aiming to be the employer and partner of choice in the regions where we operate. We prioritize programs that impact our most important stakeholder groups (Team Members, Suppliers and Partners, and Guests): see 2020 ESG Report pp. 22–23, including:</p> <ul style="list-style-type: none"> <li>– Health, safety and wellbeing: see 2020 ESG Report, pp. 26, 65</li> <li>– Supply chain management: see 2020 ESG Report, pp. 40–41, 69–70</li> <li>– Responsible gaming and business practices: see 2020 ESG Report, pp. 27, 63</li> <li>– Cybersecurity and data privacy: see 2020 ESG Report, pp. 27, 64</li> </ul> <p>2. We better our Communities with firm dedication to making our regions strong by focusing on the following three core areas: regional resilience, local business development, and cultural and natural heritage: see 2020 ESG Report, pp. 28–35.</p>
103-3	Evaluation of the management approach	<p>We utilize multiple tools to evaluate our performance around material topics:</p> <ul style="list-style-type: none"> <li>– Internal audits and external verification: see <a href="#">ESG Report Assurance Statement</a></li> <li>– External performance ranking (CDP, DJSI, etc.)</li> <li>– Stakeholder engagement (benchmarking and stakeholder feedback)</li> <li>– Reporting and Non-Retaliation Policy and resources (<a href="https://s21.q4cdn.com/635845646/files/doc_downloads/2021/04/Reporting-and-Non-Retaliation-Policy-(English).pdf">https://s21.q4cdn.com/635845646/files/doc_downloads/2021/04/Reporting-and-Non-Retaliation-Policy-(English).pdf</a>)</li> </ul>

## EMPLOYMENT

### GRI 401: EMPLOYMENT 2016

401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees.	<p>Majority of standard company-sponsored benefits are available to both full-time and part-time employees except for the following:</p> <ul style="list-style-type: none"> <li>– Life insurance: available to part-time employees in Singapore and Macao, but not available to U.S. part-time employees</li> <li>– Disability and invalidity coverage: available to part-time employees in Singapore and Macao, but not available to U.S. part-time employees</li> <li>– Parental leave: available to both full-time and part-time employees (except for interns in Macao) in Singapore and Macao. FMLA available to both full-time and part-time employees in the U.S.</li> <li>– Stock ownership: not applicable, except for selected employees</li> </ul>
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## OCCUPATIONAL HEALTH AND SAFETY

### GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2016

403-1	Occupational health and safety management system	2020 ESG Report, p. 26
403-2	Hazard identification, risk assessment and incident investigation	2020 ESG Report, p. 26
403-3	Occupational health services	2020 ESG Report, p. 26
403-4	Worker participation, consultation and communication on occupational health and safety	Workers are able to provide feedback to their safety departments in addition to their management teams and Human Resources regarding occupational health and safety protocols, practices, procedures and processes. The properties also have a worker health and safety (WHS) committee that meets regularly, and employees are welcome to bring safety-related concerns or questions to the committee meetings or reach out to the safety departments directly. The safety committees provide information about safety and health strategies, practices and policies; discuss pertinent safety issues and solutions; and also assist departments with training. They promote cooperation between management and employees in achieving and maintaining safe and healthy working conditions by providing an open forum where employees are welcome to participate. Safety committees usually meet monthly but at minimum annually.
403-5	Worker training on occupational health and safety	2020 ESG Report, p. 26
403-6	Promotion of worker health	2020 ESG Report, pp. 26, 63, 65, 73
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	2020 ESG Report, p. 26
403-9	Work-related injuries	<p>We track and act on injury-related data for our operations internally. We do not publicly disclose specific injury-related data. The information is subject to specific confidentiality constraints and is not reported due to privacy reasons.</p> <p>2020 ESG Report, p. 65</p>

## TRAINING AND EDUCATION

### GRI 404: TRAINING AND EDUCATION 2016

404-1	Average hours of training per year per employee	<p>2020 ESG Report, p. 62</p> <p>A gender breakdown of the average training hours that the organization's employees have done during the reporting period is currently unavailable, although we are planning to disclose this information in the future.</p>
404-3	Percentage of employees receiving regular performance and career development reviews	<p>The percentage of total employees who received a regular performance and career development review during the reporting period was 82.1%.</p> <p>A gender or employee category breakdown is currently unavailable, although we are planning to disclose this information in the future.</p>

## MATERIAL TOPICS (CONTINUED)

GRI STANDARD	GRI DISCLOSURE	LOCATION AND NOTES
<b>DIVERSITY AND EQUAL OPPORTUNITY</b>		
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016		
405-1	Diversity of governance bodies and employees	See our <a href="#">Code of Business Conduct and Ethics</a> and information on <a href="#">Sands Cares</a> . See our <a href="#">Board of Directors</a> . See our <a href="#">Leadership Team</a> . 2020 ESG Report, pp. 60–61, 68
<b>FORCED OR COMPULSORY LABOR</b>		
GRI 409: FORCED OR COMPULSORY LABOR 2016		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	2020 ESG Report, pp. 40–41, 70 A comprehensive supplier risk assessment is performed annually, and risk experts are engaged to ensure that new emerging risks are captured in the Sands Supplier Risk Evaluation Framework. Due to confidentiality constraints, Sands does not specify which operations and suppliers are considered to have significant risk for incidents of forced or compulsory labor either in terms of type of operation or in the geographic areas with operations and suppliers considered at risk.
<b>HUMAN RIGHTS ASSESSMENT</b>		
GRI 412: HUMAN RIGHTS ASSESSMENT 2016		
412-2	Employee training on human rights policies or procedures	2020 ESG Report, p. 62 The total number of hours in the reporting period devoted to training on human rights policies or procedures concerning aspects of human rights that are relevant to operations is unavailable.
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	All suppliers must agree to our Supplier Code of Conduct, which includes human rights clauses. <a href="#">Supplier Code of Conduct</a> 2020 ESG Report, p. 70
<b>LOCAL COMMUNITIES</b>		
GRI 413: LOCAL COMMUNITIES 2016		
413-1	Operations with local community engagement, impact assessments and development programs	All of our property and corporate headquarters locations participate in local community engagement and development programs through Sands Cares. 2020 ESG Report, pp. 28–35, 72–73 Our local communities are represented in the stakeholder engagement process through participation by our nonprofit and other civic partners: see 102-40.
<b>SUPPLIER SOCIAL ASSESSMENT</b>		
GRI 414: SUPPLIER SOCIAL ASSESSMENT 2016		
414-1	New suppliers that were screened using social criteria	2020 ESG Report, pp. 40–41, 70
<b>CUSTOMER HEALTH AND SAFETY</b>		
GRI 416: CUSTOMER HEALTH AND SAFETY 2016		
416-1	Assessment of the health and safety impacts of product and service categories	All of our properties maintain robust responsible gaming programs. 2020 ESG Report, pp. 27, 63
<b>CUSTOMER PRIVACY</b>		
GRI 418: CUSTOMER PRIVACY 2016		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	2020 ESG Report, p. 64
<b>SOCIOECONOMIC COMPLIANCE</b>		
GRI 419: SOCIOECONOMIC COMPLIANCE 2016		
419-1	Non-compliance with laws and regulations in the social and economic area	2020 ESG Report, p. 64



# SASB INDEX

Recognizing the investment community's interest in concise and standardized ESG performance data, Sands opted to align with SASB standards to develop the following performance table. Based on our operations, we determined both "Hotels & Lodging" and "Casinos & Gaming" industry standards to be applicable to our company, as both categories consistently represent more than 10 percent of our annual revenues. The following tables contain our disclosure on the topics included in those standards.

ACTIVITY METRICS	2020	CODE
Total area of gaming floor	157,656	SV-CA-000.D
Number of tables	2,460	SV-CA-000.A
Number of slots	6,550	SV-CA-000.B
Number of available room-nights	7,781,070	SV-HL-000.A
Average occupancy rate	39.9%	SV-HL-000.B
Total area of lodging facilities	4,328,257	SV-HL-000.C
Number of lodging facilities that are managed	0	SV-HL-000.D
Percent of lodging facilities that are managed	0%	SV-HL-000.D
Number of lodging facilities that are owned and leased	13	SV-HL-000.D
Percent of lodging facilities that are owned and leased	100%	SV-HL-000.D
Number of lodging facilities that are franchised	0	SV-HL-000.D
Percent of lodging facilities that are franchised	0%	SV-HL-000.D
Number of active online gaming customers	Not applicable, Sands does not have online gaming operations.	SV-CA-000.C

## SUSTAINABILITY DISCLOSURE TOPICS AND ACCOUNTING METRICS

TOPIC	ACCOUNTING METRICS	UNIT OF MEASURE	2020	CODE
<b>ENVIRONMENT</b>				
<b>ENERGY MANAGEMENT</b>	Total energy consumed	Gigajoules (GJ)	4,249,407	SV-CA-130a.1
	Percentage grid electricity	Percentage (%)	71%	SV-CA-130a.1
	Percentage renewable	Percentage (%)	18%	SV-CA-130a.1
<b>WATER MANAGEMENT</b>	Total water withdrawn	Thousand cubic meters (m <sup>3</sup> )	6,955	SV-HL-140a.1
	Percentage withdrawn in regions with high or extremely high baseline water stress	Percentage (%)	0%	SV-HL-140a.1
	Total water consumed	Thousand cubic meters (m <sup>3</sup> )	1,402	SV-HL-140a.1
	Percentage consumed in regions with high or extremely high baseline water stress	Percentage (%)	0%	SV-HL-140a.1
<b>ECOLOGICAL IMPACTS</b>	Number of lodging facilities in or near areas of protected conservation status or endangered species habitat	Number	0	SV-HL-160a.1
	Description of environmental management policies and practices to preserve ecosystem services	n/a	Sands is committed to environmental responsibility by promoting sustainable development, reducing the impact of our operations on the natural environment, and enhancing the comfort and wellbeing of our guests, Team Members and partners. By addressing the six key themes – energy, water, waste, food, procurement and transportation – of our Sands ECO360 strategy, we support the sustainable use of resources, which helps to preserve ecosystem services. Our Environmental Management System (EMS) is aligned with ISO 14001 to have a structured and systematic framework that we can use to manage our environmental impacts while also improving operational control, introducing cost savings and reducing compliance risk. Lastly, we also support regional ecosystems surrounding our resorts through the Drop by Drop Project, which invests in local water projects that increase water resiliency, reinvigorate ecosystems, leverage technologies and engage the community. We are currently supporting research that explores nature-based solutions for water quality in Macao, development of a technology that reduces ocean plastic in Singapore and the promotion of water-focused educational curriculum in Las Vegas.	SV-HL-160a.2
<b>CLIMATE CHANGE ADAPTATION</b>	Number of lodging facilities located in 100-year flood zones	Number	10	SV-HL-450a.1

## SUSTAINABILITY DISCLOSURE TOPICS AND ACCOUNTING METRICS (CONTINUED)

TOPIC	ACCOUNTING METRICS	UNIT OF MEASURE	2020	CODE
<b>SOCIAL</b>				
<b>RESPONSIBLE GAMING</b>	Percentage of gaming facilities implementing the Responsible Gambling Index	Percentage (%), by revenue	31.6%	SV-CA-260a.1
	Percentage of online gaming operations implementing National Council on Problem Gambling's Internet Responsible Gambling Standards	Percentage (%), by revenue	n/a	SV-CA-260a.2
<b>SMOKE-FREE CASINOS</b>	Percentage of gaming floor where smoking is allowed	Percentage (%), of gaming floor area	19.8%	SV-CA-320a.1
	Percentage of gaming staff that work in areas where smoking is allowed	Percentage (%), of man-hours	26.7%	SV-CA-320a.2
<b>LABOR PRACTICES</b>	Voluntary employee turnover rate for hotel employees	Rate	5.9%	SV-HL-310a.1
	Involuntary employee turnover rate for hotel employees	Rate	6.4%	SV-HL-310a.1
	Total amount of losses as a result of legal proceedings associated with labor law violations	U.S. Dollars (\$)	\$146,863	SV-HL-310a.2
	Average hourly wage by region	U.S. Dollars (\$), by region	LV: \$20.30 MBS: \$10.80 SCL: \$12.50	SV-HL-310a.3
	Percentage of lodging facility employees earning minimum wage, by region	Percentage (%), by region	0%	SV-HL-310a.3
	Discussion of policies and programs to prevent worker harassment	n/a	Sands is committed to maintaining a safe environment at all times for our Team Members and guests. As part of this commitment, we published our corporate human rights statement in 2019, which builds on our Code of Ethics and Business Conduct. All Team Members have access to our ethics hotline to report incidents, and the direct line number for the security department is printed on each Team Member access card. In addition, our hotel operations group in Las Vegas deployed an innovative security program for our housekeepers in 2019, which allows for housekeepers to be located at any time and for security personnel to intervene, with just the click of a button attached to their uniform when they feel unsafe. Also starting in 2019, our Sands China, Ltd. subsidiary launched an Anti-Harassment and Discrimination Policy, accompanied by Team Member training.	SV-HL-310a.4

TOPIC	ACCOUNTING METRICS	UNIT OF MEASURE	2020	CODE
<b>GOVERNANCE</b>				
<b>INTERNAL CONTROLS ON MONEY LAUNDERING</b>	Description of anti-money laundering policies and practices	n/a	<p>Sands was at the forefront of gaming operators to create and significantly invest and innovate in manpower, systems and technology resources to become an industry leader against money laundering. Globally, Sands proactively enforces industry-leading anti-money laundering policies and procedures in five key areas that also exceed government regulations and lead the industry, including customer screenings and due diligence, transactional controls, employee training, reporting and recordkeeping.</p> <p>We also deal with significant amounts of cash in our operations and are subject to various reporting and anti-money laundering regulations. Recently, U.S. governmental authorities have evidenced an increased focus on the gaming industry and compliance with anti-money laundering laws and regulations. For instance, we are subject to regulation under the Currency and Foreign Transactions Reporting Act of 1970, commonly known as the "Bank Secrecy Act" (BSA), which, among other things, requires us to report to the Financial Crimes Enforcement Network (FinCEN) certain currency transactions in excess of applicable thresholds and certain suspicious activities where we know, suspect or have reason to suspect such transactions involve funds from illegal activity, are intended to violate federal law or regulations, are designed to evade reporting requirements, or have no business or lawful purpose. In addition, under the BSA, we are subject to various other rules and regulations involving reporting, recordkeeping and retention. Our compliance with the BSA is subject to periodic audits by the U.S. Treasury Department, and we may be subject to substantial civil and criminal penalties, including fines, if we fail to comply with applicable regulations. We are also subject to similar regulations in Singapore and Macao, as well as regulations set forth by the gaming authorities in the areas in which we operate.</p> <p>For additional information, refer to our 2019 Annual Report, Sands Project Protect and our Code of Business Conduct and Ethics.</p>	SV-CA-510a.1
	Amount of legal and regulatory fines and settlements associated with money laundering	U.S. Dollars (\$)	0	SV-CA-510a.2
	The entity shall briefly describe the nature (e.g., judgment or order issued after trial, settlement, guilty plea, deferred prosecution agreement, or non-prosecution agreement) and context (e.g., improper recordkeeping) of all monetary losses as a result of legal proceedings.	n/a	We entered into a comprehensive civil administrative settlement with the U.S. Securities and Exchange Commission on April 7, 2016, and a non-prosecution agreement with the Department of Justice (DOJ) on January 19, 2017, which resolve all inquiries related to these government investigations and include ongoing reporting obligations to the DOJ through January 2020.	SV-CA-510a.2
	The entity shall describe any corrective actions it has implemented as a result of each incident. This may include, but is not limited to, specific changes in operations, management, processes, products, business partners, training or technology.	n/a	0	SV-CA-510a.2





MACAO | SINGAPORE | LAS VEGAS

**Las Vegas Sands Corporate Headquarters**

3355 Las Vegas Boulevard South

Las Vegas, Nevada 89109

702.414.1000 | [sands.com](https://www.sands.com)