

# RESPONSIBLE BUSINESS HIGHLIGHTS 2022

MARINA BAY *Sands*<sup>®</sup>  
SINGAPORE



# ABOUT MARINA BAY SANDS

Marina Bay Sands is Asia's leading business, leisure and entertainment destination. Our integrated resort features a luxury hotel with over 2,200 rooms and suites, crowned by the spectacular Sands SkyPark and iconic infinity pool.

The property's stunning architecture and compelling programming, including state-of-the-art convention and exhibition facilities, shopping, world-class dining and entertainment, as well as cutting-edge exhibitions at ArtScience Museum, have transformed the country's skyline and tourism landscape since opening in 2010.

Marina Bay Sands is dedicated to being a good corporate citizen to serve our people, communities and the environment. With one of the largest workforces in the hospitality industry, we employ over 11,000 Team Members across the integrated resort. We drive social impact through our community engagement programme, Sands Cares, and lead environmental stewardship through our global sustainability programme, Sands ECO360.



# SUSTAINABILITY WITH STYLE

Sustainability has always been at the forefront of our offerings at Marina Bay Sands. From incorporating architectural and design elements to extensive investments in intelligent building management technologies, sustainability has shaped every aspect of our operations.

This held true even as we navigated our way through the unprecedented impact that the Covid-19 pandemic had on Singapore and our business. Throughout the pandemic, we maintained a full-capacity workforce and stayed focused on the health and safety of our Team Members. Our Team Members rose to the occasion and the result of our collective efforts did not go unnoticed, with Marina Bay Sands sweeping a record haul of five prestigious accolades at the Singapore Tourism Awards 2022, including 'Special Award for Sustainability', 'Special Award for Community Care' and 'Most Exemplary Employer'.

Our commitment to maintaining our workforce has also enabled us to react swiftly to market needs as international customers returned in large numbers with the reopening of the borders. This development unfolded in tandem with an acceleration in the momentum around sustainability, particularly in the MICE space. Our industry-leading sustainable events programme – one of the first in the market to be launched nearly 10 years ago – has positioned us as the premier choice for event organisers looking to conduct their events sustainably. These efforts have been recognised, with Sands Expo and Convention Centre being the first venue in the world outside the US to be awarded the Events Industry Council's Sustainable Event Standards Platinum certification in 2022.

As the market continues to evolve with significant growth in the premium travel segment, we are on a firm path to elevate the luxury experience for our guests, with our US\$1 billion reinvestment programme well underway. This encompasses extensive upgrading of our rooms and suites in the hotel, guided by design and the philosophy of delivering an unparalleled Asian hospitality experience.

Sustainability was a crucial component in this elevation strategy. Room control units installed in our newly renovated rooms enabled us to sync air-conditioning with real-time occupancy, delivering optimised guest comfort while minimising energy use.

Guided by our global E3R strategy – Eliminate, Reuse, Replace and Recycle – to tackle single-use plastic, we eliminated secondary packaging for the amenities in the renovated rooms, favoured high-quality, multi-use materials for in-room slippers, and selected natural materials such as bamboo for our combs, razors and toothbrushes. Large home furnishings from some of the

rooms, including mattresses and sofas, were repurposed and donated to families coping in the aftermath of massive floods in the west coast of Peninsular Malaysia at the start of 2022. We also diverted over 40% of our construction waste, including waste generated during the ongoing renovation, from ending up in the landfill.

Over the past couple of years, the 'new normal' has spurred Marina Bay Sands to implement innovative approaches to address social issues in the community. In 2022, Marina Bay Sands organised a diverse array of over 40 community events. These activities, ranging from virtual career workshops to in-person tours and befriending sessions, enabled volunteers and beneficiaries to stay connected while prioritising safety. The dedication resulted in Team Members contributing close to 12,000 volunteer hours in 2022, a 43% rise from 2021. Nearly 60% of these volunteer hours were given during paid time, reflecting Marina Bay Sands' enduring culture of giving.

As the situation stabilised in September, the integrated resort also saw the return of its signature community event – Sands for Singapore Charity Festival – following a two-year hiatus. The charity extravaganza raised more than S\$4 million to benefit charity partners and vulnerable communities in Singapore.

Together with our parent company, Las Vegas Sands, Marina Bay Sands also introduced a bond-free scholarship to nurture the next generation of hospitality talent. Designed to nurture passionate, ambitious and forward-thinking individuals, the Sands Hospitality Scholarship aims to benefit more than 100 Singaporean students pursuing hospitality or tourism-related courses across six Institutes of Higher Learning, covering expenses such as tuition fees and overseas immersion programmes.

As we reflect on the successes of 2022, it is also important to acknowledge the challenges we faced. While we strove to meet the target of 50% responsibly sourced seafood, changing developments in sustainable seafood certifications made this a tall order. In late 2022, the Marine Stewardship Council certificate for lobster sourced from the Gulf of Maine was suspended due to the negative impact of the fishery on North Atlantic right whales, affecting our sustainable spend. We continue to monitor this development closely, working alongside the World Wide Fund for Nature (WWF) Singapore and our chefs to procure alternative sustainable sources.

As we continue to grow our business in the coming years, we recognise that meeting some of our sustainability goals will become increasingly challenging. Nevertheless, we are committed to seizing this remarkable opportunity to defy traditional norms and demonstrate that luxury and sustainability can go hand in hand. Our dedication to delivering unparalleled experiences for our guests is matched only by our drive to give back to our communities, while reducing our environmental footprint.



**PAUL TOWN**  
Chief Operating Officer

# 2022 PERFORMANCE & KEY HIGHLIGHTS

## Climate Response

### CARBON FOOTPRINT

GOAL  
↓17.5%  
by 2025 vs 2018  
ACTUAL  
↓17.6%

### RENEWABLE ENERGY

GOAL  
30%  
by 2025  
ACTUAL  
21.9%

### ENERGY

GOAL  
56 million kWh of energy avoided through EcoTracker projects from 2021 to 2025  
ACTUAL  
9.7 million kWh avoided

## Water Stewardship

### WATER

GOAL  
↓7%  
potable water per sq. ft. from 2019 by 2025  
ACTUAL  
↓8.6%

### THE DROP BY DROP PROJECT

Supporting the development of Conservation International Singapore's '10 for Zero' Awards, a celebration of Singapore's brightest environmental youth leaders, through The Drop by Drop Project

## Recycling & Circularity

### OPERATIONS RECYCLING RATE

GOAL  
50%  
recycling/diversion property wide by 2025  
ACTUAL  
25.1%

### WASTE TO LANDFILL

GOAL  
100%  
food waste rescued/diverted in compliance with Resource Sustainability Act by 2025  
ACTUAL  
28.4%

### CONSTRUCTION WASTE

GOAL  
70%  
diversion of construction waste by 2025  
ACTUAL  
43.5%

### SINGLE-USE DISPOSABLES

GOAL  
↓10%  
single-use Disposable Carbon Footprint from 2020 by 2025  
ACTUAL  
↑17%

## Sustainable Food

### CERTIFICATION & TRACEABILITY

GOAL  
50%  
responsibly sourced seafood by 2025  
ACTUAL  
44.7%

### FOOD SECURITY

GOAL  
Add plant-based protein to 3 restaurant menus  
ACTUAL  
Launched Meatless May campaign at 8 restaurants and Alternative Wednesdays campaign at our Team Member dining rooms

## Social Impact

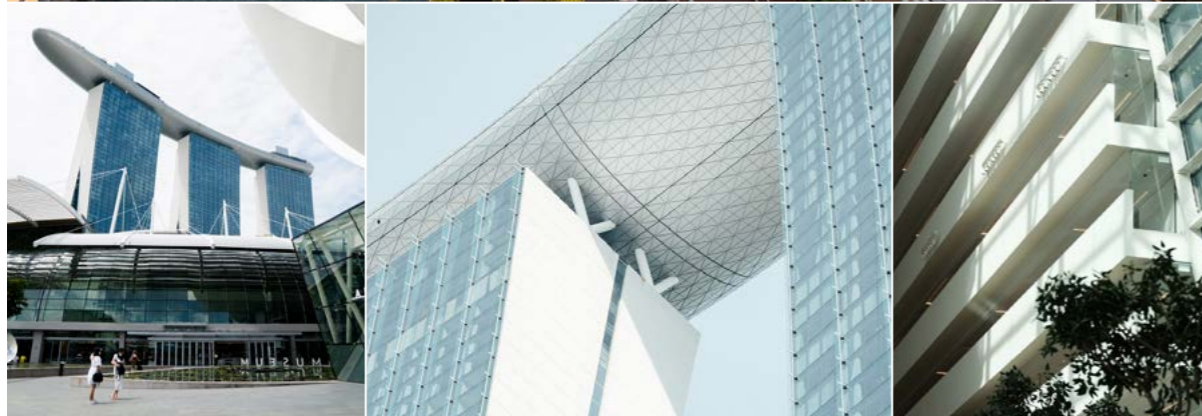
+\$4m raised through Sands for Singapore Charity Festival  
~92,000 volunteer hours given back to Singapore since opening  
28,500 impacted beneficiaries in 2022

11,900 volunteer hours in 2022

## Culture & Capacity Building

### TEAM MEMBER ENGAGEMENT

GOAL  
80%  
unique participation  
ACTUAL  
98.9%



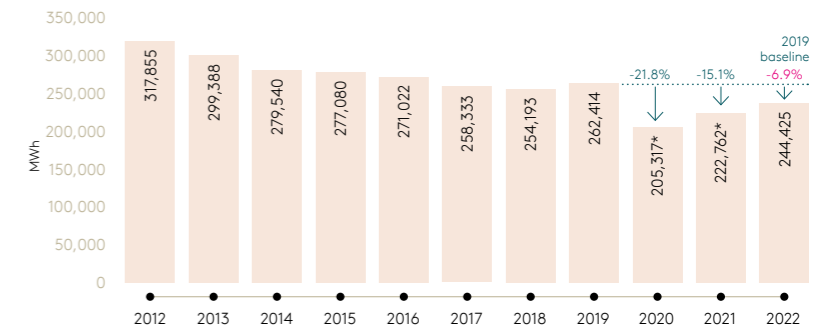
# CLIMATE RESPONSE

Decoupling our carbon footprint from business growth by reducing reliance on fossil fuels, adopting smart technology and driving more effective use of materials

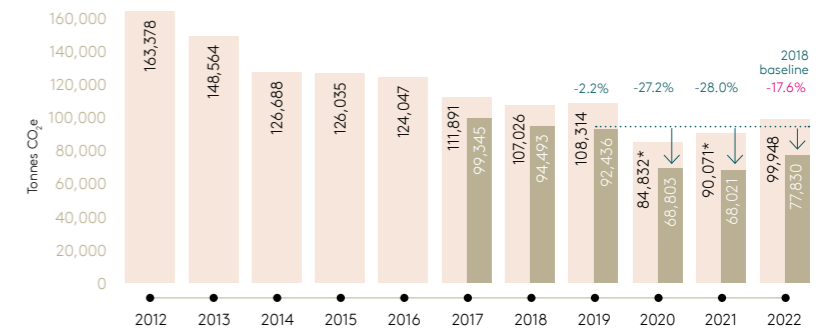
As the world grapples with the unprecedented challenges posed by climate change, there is an urgent need for immediate and far-reaching action to mitigate its devastating impacts. At Marina Bay Sands, we recognise the pressing need to limit our carbon footprint and are committed to adopting sustainable practices that align with our values and long-term business goals.

Our carbon management strategy is anchored in a science-based approach, with an ambitious pledge to the Science Based Targets initiative to reduce our emissions by 17.5% by 2025 at a corporate level. To achieve this goal, we have implemented a range of measures, such as embracing cutting-edge technologies to optimise energy efficiency and purchasing local renewable energy certificates sourced from various rooftop projects across Singapore.

ENERGY CONSUMPTION TREND - BASE YEAR 2019



CARBON EMISSIONS - BASE YEAR 2018



\* Operational downturn associated with global pandemic impacted reduction.

■ Market-based emissions

In 2022, we reduced emissions by 17.6% from a 2018 baseline – in part due to the pandemic’s impact on visitation – causing energy consumption and greenhouse gas emissions to remain at lower-than-baseline levels.

Our energy consumption is projected to increase in the coming years as business continues to rebound. Enhancements to our property’s luxury experience and incorporation of more electric vehicle charging stations and intelligent devices

will also bring a corresponding increase in electricity usage. We continue to invest in upgrading existing equipment, with plans to retrofit our Air Handling Units with thermal wheels to precool fresh air which reduce chilled water consumption needed for cooling, as well as with low-noise, energy-efficient electronically commutated motors. As we seek to harmonise premium resort expectations with our commitment towards a low-carbon future, we will continue to keep our finger on the pulse of the latest innovations.



Thermal wheels to precool fresh air

Energy-efficient electronically commutated motors

### MAXIMISING ENERGY EFFICIENCY WHILE OPTIMISING GUEST COMFORT

Room control units (RCU) were installed in 581 newly renovated rooms to optimise a wide array of guest room devices, including air-conditioning, room lighting, curtain control and power sockets. The RCUs adopt a control methodology which uses a range of inputs – such as check-in/check-out status and real-time occupancy – to adapt air-conditioning automatically, delivering optimised guest comfort while minimising energy consumption.

The fan coil units (FCU) in the newly renovated rooms are also equipped with low-noise, high-efficiency, electronically commutated (EC) motors. The permanent magnets in the motors and the absence of fan belt drives enable the FCUs to consume up to 40% less energy compared to conventional air-conditioning induction fan motors. The lack of carbon brushes in the EC motors also reduces wear and tear on the system, increasing the lifespan of the motors.





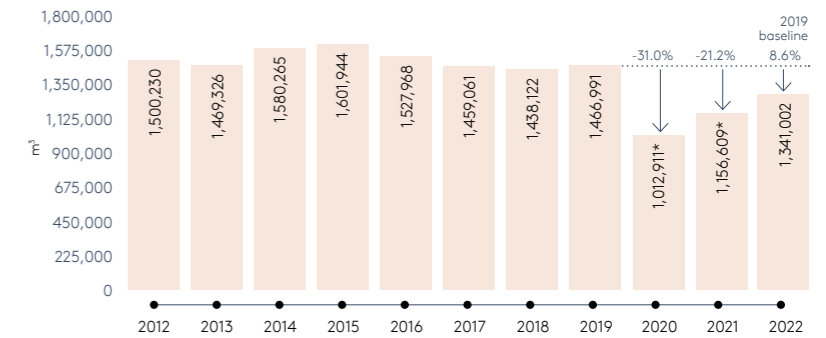
# WATER STEWARDSHIP

Optimising operational efficiency and raising awareness of water issues

The availability and quality of water resources are under increasing pressure due to climate change and pollution. From cooling systems and landscaping to showers in hotel rooms, and our restaurants that use water to clean, cook and serve guests, Marina Bay Sands is acutely aware of how integral water is to our operations. Our approach towards water conservation is anchored in efficiency, reuse and recycling, and protecting water ecosystems that benefit the local environment through The Drop by Drop Project ([see case study](#)).

Water consumption, much like energy usage, is closely linked to guest visitation and occupancy, which experienced a decline below the typical levels in the last couple of years due to the pandemic's ongoing impact. Water usage was also impacted by measures implemented for enhanced cleaning and sanitising due to the pandemic.

WATER CONSUMPTION TREND – BASE YEAR 2019



\*Operational downturn associated with global pandemic impacted reduction.



Source: PUB, Singapore's National Water Agency

## INSPIRING YOUNG CHANGEMAKERS TO PROTECT SINGAPORE'S MARINE ECOSYSTEMS

Broadening outreach to the wider community, Marina Bay Sands has been supporting Conservation International (CI) Singapore through The Drop by Drop project since 2021. A collaboration between Las Vegas Sands and Clean the World Foundation, The Drop by Drop Project reinvests capital from Las Vegas Sands' water stewardship savings into innovative projects supporting water champions.

In 2021, The Drop by Drop grant went towards supporting the development of a five-part marine conservation virtual learning series for youths. The series was featured at the One Ocean – Our Bond with the Big Blue event jointly organised by ArtScience Museum

and CI Singapore over three days in March 2022, where more than 400 visitors also viewed the documentary 'Whales in a Changing Ocean' and attended talks on ocean conservation.

The Drop by Drop grant was extended to CI Singapore in 2022 to fund the '10 for Zero' Awards, a celebration of Singapore's brightest environmental youth leaders. The award aims to recognise and empower a pioneer cohort of 10 capable and creative young individuals, aged between 18 and 35 years old, advocating for a future of net-zero emissions and zero waste, as well as ocean and freshwater conservation. The award was launched in 2023 with a public call for youth nominees.

Conservation International Singapore is proud to present the **10 for Zero Awards**, a celebration of Singapore's environmental youth leaders. The award recognizes the efforts of 10 capable and creative young individuals, aged 18 to 35 years old, advocating for a future of zero waste and net zero carbon emissions.

10 award winners will join an exclusive youth network:



Mentorship from  
global conservation experts



Participation in climate summit  
and research projects



Project development support  
from Conservation International

## ADOPTING AND SCALING BEST PRACTICES IN WATER EFFICIENCY

Reducing the water footprint in our restaurants was a significant focus in 2022. One of the major projects undertaken was the upgrading of dishwashers by focusing on locations with high usage. With water and energy savings as key consideration factors, the team conducted extensive research to source a model that would not only meet operational requirements, but exceed them. This resulted in the procurement of a dishwashing unit that saved 146,000kWh and over 1.7 million litres of water annually, compared to the previous model. From 2019 to 2022, a total of four of these dishwashers have been installed across the property.

This complements other technologies adopted by the team, including automatic vegetable washers capable of washing up to one tonne of vegetables in as quick as 45 minutes. Compared to manual washing, the machine reduces water consumption by 85%.

Building upon efforts in 2021 to change water consumption behaviour in our restaurants, the team continued to upgrade equipment and tools, educate Team Members and drive accountability by a regular sharing of consumption via a customised dashboard. This programme was expanded to 5 outlets in 2022, achieving an average reduction in water consumption of 11%. Learnings from these projects were shared with our sister properties in Macau, inspiring them to follow suit.







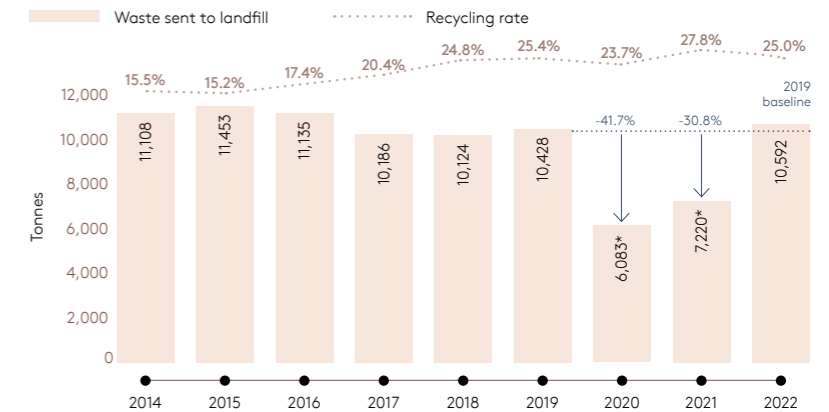
# RECYCLING & CIRCULARITY

Embracing E3R and circularity principles to enhance our waste management systems and maximise resources

With global waste expected to increase by 70% by 2050, it is more important than ever to adopt practices that minimise waste and conserve resources. Our primary focus is on managing our largest waste streams, which are in the areas of food service, operations and construction. In 2022, we continued to face difficulty in finding solutions to recycle used playing cards after export market restrictions halted recycling of this composite material in 2020. Exploration of potential solutions to recycle playing card waste remains a top priority.

We are also committed to minimising our landfill waste by eliminating the use of unnecessary plastics and packaging wherever possible, transitioning to reuse systems and replacing materials with renewable and sustainable alternatives.

## PROPERTY WASTE



Given the scale of our operations, we are continuously looking into new technologies in the market to further increase our food waste treatment capacity.

In October 2022, we launched the pilot of an innovative, fully circular processing technology that efficiently converts food waste into an odourless, high-calorific substrate without the need for bacteria, water, or additives. The resulting substrate is a valuable resource which could be used as fertiliser or feed.

## BRINGING RELIEF TO FLOOD VICTIMS IN MALAYSIA

In December 2021, heavy downpours battered the west coast of Peninsular Malaysia, devastating communities and displacing 400,000 people. Declared a 'once-in-a-century' disaster, the floods left parts of the west coast under almost four metres of water, with houses destroyed and many families losing all they had.

Working with The Food Bank Singapore and their charity partners in Malaysia, Marina Bay Sands donated 700 items of large home furnishings including mattresses, beds, lamps and sofas to support families as they struggled to cope with their losses. Repurposed from ongoing upgrading works at our hotel, these premium furnishings brought smiles and comfort to families trying to rebuild their lives.



## RETHINKING OUR USE OF SINGLE-USE PLASTICS

To tackle single-use plastic, we continue to be guided by our global E3R strategy: Eliminate, Reuse, Replace, Recycle. In 2022, we focused our efforts on the hotel. We selected organic materials such as bamboo for our toothbrushes, combs and razors. We also utilised high quality, multi-use materials for in-room conveniences and removed wasteful secondary packaging.

We also made significant headway to reduce plastic in our Team Member dining rooms, which serve millions of delicious meals every month. In the past, a dedicated halal food section was provided with reusable bowls and plates for Muslim staff, while non-Muslim Team Members used

disposable cutlery to enjoy the same dishes from this section. To eliminate the use of these disposables, a new Southeast Asian station serving the same delights as the halal food station was created where Team Members can use reusable plateware, thereby reducing the use of one million disposable bowls and plates annually.

The initiative also has the added benefit of reducing contamination of the food waste stream, as Team Members would often mistakenly dispose single-use plates and bowls in the food waste bin. Cleaner waste streams result in more food waste being diverted from landfill.

## INCREASING SEGREGATION OF FOOD WASTE AT SOURCE

In preparation for the Resource Sustainability Act requirements to segregate food waste for treatment from 2024, we have adopted a three-pronged approach focusing on people, process and technology. In 2022, we completed comprehensive bin inventory studies across all 15 of our owned and operated food and beverage outlets, with the objective of identifying infrastructural needs and process enhancements.

An external consultant was engaged to conduct a landscape scan of the technologies in the market and to provide engineering and architectural expertise on implementation. Consultations with end users were also instrumental in shaping solutions within the kitchen premises. Enhancements implemented, including additional colour-coded bins and changes to the decoy process flow, have made it more convenient and efficient for our Team Members to segregate food waste.



# SUSTAINABLE FOOD

Delivering diverse and delectable choices that emphasise our commitment to sustainable, local, healthy and exciting cuisines

With food being a critical part of our operations, we are mindful of the need to consider the environmental impact of the ingredients that we source. Given that agriculture and land use form the largest proportion of food-related greenhouse gases, we are committed to offering plant-based options to further drive long-term sustainability.

## SOURCING PLANT-BASED AND ALTERNATIVE PROTEINS

In 2022, we launched the 'Meatless May' campaign, where eight of our food and beverage outlets featured plant-based meat and seasonal vegetables on their menus. From nourishing superfoods at Bread Street Kitchen and immaculate green plates at db Bistro, KOMA and Spago Dining Room to Black Tap's vegetarian truffle burger, plant-based renditions of Asian favourites at Mott 32 and RISE, and Yardbird's watermelon steak, options were aplenty for flexitarians and vegetarians.

Our staff dining rooms also hosted an Alternative Wednesdays campaign, offering plant-based protein products to Team Members. In all, our programming and engagement efforts resulted in the procurement of nearly 20,000kg of plant-based proteins in 2022.



## TRANSFORMING THE SEAFOOD SUPPLY CHAIN

Since 2015, we have been collaborating with the World Wide Fund for Nature (WWF) Singapore, guided by the NGO to transform our supply chain in terms of seafood sourcing, engagement, data verification and traceability, and chef education.

Marina Bay Sands has supported nine farms and one fishery across Malaysia and Singapore in their work with WWF's aquaculture improvement programmes. In 2022, the programme was extended to include an additional farm in Singapore. One Malaysian farm has made the necessary enhancements needed to be ready for the Aquaculture Stewardship Council (ASC) certification, including minimizing the use of wild fish as ingredient for feed and adhering to rigorous requirements to reduce disease outbreaks to the minimum.

While we sought to meet the target of 50% responsibly sourced seafood, changing developments with sustainable seafood certified by the Marine Stewardship Council (MSC) and ASC made this a challenge. In late 2022, the MSC certificate for lobster sourced from the Gulf of Maine was suspended due to the negative impact of the fishery on North Atlantic right whales. These circumstances affected our percentage volume of certified seafood, while the post covid recovery period resulted in an altered pattern of purchasing, with key business units purchasing less seafood.





## SOCIAL IMPACT

Leveraging our unique resources and active Team Member volunteerism to help meet Singapore’s social needs

In addition to our steadfast commitment to the environment and our support for Singapore’s economic and tourism goals, Marina Bay Sands also takes pride in driving impact and inspiring change through our community engagement programme: Sands Cares. Our integrated resort harnesses the unique aspects of our properties, as well as leverages philanthropic funding, capacity-building initiatives and the dedicated volunteerism of our Team Members to address the social needs of the city-state.

As we transitioned towards normalcy after nearly three years of pandemic disruptions, we redoubled our efforts to mobilise our Team Members to make a meaningful difference in our community. We forged deeper partnerships with community organisations and continued to engage actively with vulnerable groups, including isolated seniors and at-risk youths, while also providing nourishing meals and essential supplies for those in need. As a result, our volunteering hours saw an impressive 43% increase, reaching close to 12,000 hours in 2022 compared to 8,300 hours in 2021. This extended our impact to an even larger number of beneficiaries.

Marina Bay Sands has also been recognised with various awards, including the Singapore Tourism Awards (STA) Special Award for Community Care, AmCham Cares High Distinction and AmCham Cares Commendable Commitment to CSR Award for our dedication towards the wider community in 2022.

We were also delighted to welcome back our signature community event – the Sands for Singapore Charity Festival 2022 – which successfully engaged over 5,000 members of the public and raised an outstanding amount of over S\$4 million for our beneficiaries. This remarkable achievement exemplifies our dedication to fostering a positive social impact and our commitment to give back to the local community.

While volunteerism remains the linchpin of our community engagement programme, the four pillars of Sands Cares help guide the company in making the most meaningful social impact for our community.



### ACCELERATE. EMPOWER. THRIVE.

Launched in the United States by Las Vegas Sands in 2017, our global Sands Cares Accelerator serves as a driving force for the advancement and expansion of non-profit organisations that make a significant impact on their communities, but often face limitations due to resources, hindering their ability to truly take off. Through the three-year capacity-building programme, Sands Cares provides comprehensive support to these organisations, including assistance with goal setting, annual funding, mentorship and more. Organisations are carefully selected for the programme based on their demonstrated readiness for growth, following a mutual vetting process.

### SUPPORTING SINGAPORE'S LOCAL ART SCENE THROUGH SANDS CARES ACCELERATOR

In 2021, the Sands Cares Accelerator was extended to Singapore for the first time by supporting Art Outreach, a non-profit art intermediary that aims to foster art appreciation and provide assistance to local artists. Through an annual funding of US\$100,000 for a duration of three years, the programme enabled Art Outreach to establish broader, more sustainable objectives that facilitate growth and offer enhanced support to budding local artists. The support helped transform Art Outreach's HEARTH programme into a flagship initiative. In the first two years of the programme alone, some 15 Marina Bay Sands' Team Members have contributed over 272 hours of mentoring sessions, providing valuable counsel and ideas.

### NURTURING THE NEXT GENERATION OF LOCAL ARTISTS

Through the Sands Cares Accelerator, Art Outreach has made significant strides within the art community. The establishment of a curatorial panel comprised of winners of IMPART (a Singapore art prize to support local artists and curators) has enabled Art Outreach to offer mentorship to emerging artists and help present their work.

The Accelerator programme also offers micro-grant funding to practitioners to assist them with exhibition costs and expand opportunities for those who may not have been able to afford them otherwise. Through these grants, artists can develop shows, enhance presentations and incorporate creative elements that engage the public, thereby enriching the overall cultural landscape of Singapore.



### MULTI-FUNCTIONAL SPACE PROVIDING HOLISTIC SUPPORT FOR ARTISTS

Powered by the Sands Cares Accelerator, HEARTH – an innovative community art space initiative – addresses a critical gap in the arts ecosystem by providing Singapore-based artists with complimentary facilities to create and exhibit their work. This purpose-built multi-functional space, complete with a library, facilitates year-round art showcases and offers increased support to a larger number of artists.

HEARTH also offers artists the opportunity to delve into museum-grade lighting and hanging mechanisms, enabling them to test and present their work in optimal conditions. Exhibitions hosted at HEARTH are open to the public, granting them a unique chance to immerse themselves in the vast array of independent art practices found in Singapore. Visitors can engage directly with artists, gaining insights into their creative processes, and attend talks where artists shed light on broader societal issues like mental health and the environment through the medium of art.



### KEY MILESTONES FOR ART OUTREACH: THE SANDS CARES ACCELERATOR PROGRAMME IN ITS SECOND YEAR



**DOUBLED** presentation space



**41** exhibitions presented



**SUPPORTED 153** practitioners, with 90% indicating that opportunity has helped increase profile and network



**RECEIVED 7,645** visitors in person and 14,901 online



**LAUNCHED HEARTHside CHATS,** a series of professional development talks for budding artists



**LAUNCHED** micro-grants and HEARTH's Patron programme

## ADVANCING LEARNING AND MENTORING OPPORTUNITIES TO BUILD THE WORKFORCE OF THE FUTURE

At Marina Bay Sands, we recognise that life skills and real-world experience outside of the classroom and standard curriculum form a critical part of a complex equation in building talent and resilience among youth. To create the workforce of the future, we use our resources, leverage our networks and harness the talent of our Team Members to help guide and shape the lives of youth.

### SANDS HOSPITALITY SCHOLARSHIP

Aligned with our commitment to hiring and developing local talent, Marina Bay Sands launched the US\$1 million Sands Hospitality Scholarship programme in 2022, in partnership with six Institutes of Higher Learning (IHL) in Singapore. This was designed to address industry personnel challenges and to foster local talent development. The bond-free initiative aims to nurture over 100 Singaporean students pursuing hospitality or tourism-related courses, who can utilise the funds for educational expenses including overseas immersion programmes and other enriching activities.

### MOULDING THE FUTURE GENERATION

In 2022, approximately 40 dedicated Team Members participated in the second cycle of an impactful year-long youth mentoring programme aimed at supporting vulnerable and at-risk students with CARE Singapore. Initiated by the Ministry of Education, this programme fostered regular interaction and monthly bonding sessions between mentors and student mentees. Through consistent communication and engagement, a sense of trust and camaraderie flourished, resulting in enhanced academic performance and improved attitudes among the students involved.

### 'IN CONVERSATION WITH' SERIES

Since its inception in 2014, Marina Bay Sands' 'In Conversation With' series has provided an interactive platform for young adults to engage with and draw inspiration from accomplished individuals in the fields of film, art and culture. In 2022, notable speakers such as H.S.H. Prince Albert II of Monaco, Michelin Star chef Daniel Boulud, filmmakers behind Disney's *Turning Red* and *Elemental*, and the cast of the crime fantasy

television show, *Connect*, participated in the series. Nearly 250 students from various IHLs, including the National University of Singapore, Nanyang Technological University, and Singapore Management University among others, were motivated by the personal narratives shared by these speakers, which highlighted their triumphs over obstacles on their respective paths to success.



H.S.H Prince Albert II of Monaco (right) speaking at the In Conversation With session

## CREATING RESILIENCY FOR THE VULNERABLE

The events of the last two years have brought crisis preparedness to the fore. As a wide-reaching hospitality operator, Marina Bay Sands has the potential to act as a catalyst to unify communities in building resilience.

## PAYING HOMAGE TO MEANINGFUL CAUSES THROUGH CHARITY FESTIVAL

The Sands for Singapore Charity Festival made a much anticipated return in 2022, raising over S\$4 million for the local community following a two-year hiatus. The Event Plaza underwent a remarkable transformation into a vibrant Giving Marketplace, featuring 15 curated booths fronted by non-profit organisations, social enterprises and small businesses.

These booths displayed a diverse range of unique items, including handcrafted goods made by beneficiaries, which effectively raised awareness and funds for their causes. The full proceeds raised by the participating non-profit organisations and social enterprises went directly towards supporting their beneficiaries, while small local businesses donated at least 10% of their proceeds to local charities.



## SUPPORTING COMMUNITY EVENTS TO BUILD A CARING AND INCLUSIVE SOCIETY

Co-organised with Community Chest since 2011, the Community Chest Heartstrings Walk made a hybrid return in 2022, with both physical and virtual walks. Our property also played host to a thrilling vertical marathon, challenging corporate participants to ascend 57 storeys to reach the Sands SkyPark Observation Deck. The funds raised benefited over 100 social service agencies, supporting over 200 critical programmes facilitated by Community Chest.

## INCLUSION AND SUPPORT FOR ALL CHILDREN

To support persons with cerebral palsy and multiple disabilities, Sands Cares donated over S\$36,000 to the Cerebral Palsy Alliance Singapore School (CPASS) to support its programmes and services, particularly on improving communication abilities for students at their Day Activity Centre. The donation facilitated the purchase of eye-controlled devices for 25 children with severe disabilities and funded a 12-month art programme to support the development of the children's artistic skills. In addition, voluntary e-donations collected from customers utilising Marina Bay Sands' complimentary shoeshine services were also designated to CPASS.



## AMPLIFYING SUPPORT TO VULNERABLE FAMILIES

Leading up to the Sands for Singapore Charity Festival, a team of 160 volunteers from Marina Bay Sands volunteered their time and skills to provide a fresh coat of paint for residential units at AWWA's Transitional Shelter at Lengkok Bahru. These Transitional Shelter units offer temporary accommodation to displaced families who have exhausted all other means of accommodation.



## SUPPORT FOR PIONEERS

To address the challenges posed by Singapore's rapidly ageing population, Marina Bay Sands has formed valuable partnerships with non-profit organisations to promote graceful ageing. One such initiative is Neighbour Cares, a four-month-long programme by Care Corner Singapore with multiple runs throughout the year. In 2022, Team Members who volunteered for Neighbour Cares reached out to and conducted doorstop wellness checks on elderly individuals residing in mature estates. This provided them with vital social assistance and early intervention opportunities.

Additionally, we donated S\$150,000 to Care Corner's Frailty Management Initiative benefiting 120 underprivileged seniors in the community over an 18-month pilot period, to help them age gracefully in their own homes. The programme focuses on enhancing seniors' mobility and independence through an integrated frailty management approach that encompasses nutritional, medical, physical and psychological support.



## DISASTER RESPONSE AND PREPAREDNESS

In an increasingly volatile world, disaster and emergency preparedness is vital to ensure communities can rise above prevailing challenges and continue to prosper. As a good corporate citizen, Marina Bay Sands plays its part to support causes that equip our community with the tools to respond to disasters swiftly.

## SUPPORTING CAUSES IN WAYS WE CAN

In addition to ad-hoc donations, Marina Bay Sands also sponsored the venue for the Singapore Red Cross' 7th Humanitarian Conference and its blood donation drive in 2022.

### ASSEMBLING HYGIENE KITS TO HELP MAKE A DIFFERENCE

In 2022, we resumed the annual Las Vegas Sands Global Hygiene Kit Build initiative on-site, with over 800 Team Members from various departments coming together to assemble 28,500 kits for communities in need. Each reusable bag contained essentials such as shampoo, bath gel and dental kit, as well as a message card. Since 2015, Marina Bay Sands has assembled and distributed over 210,000 hygiene kits in partnership with Clean the World, a social enterprise that works with hospitality partners to support communities with hygiene products to reduce diseases and infections. Beneficiary organisations include The Food Bank Singapore and Red Cross Singapore, which distribute them to communities in need such as migrant workers in Singapore.

## COMBATTING FOOD INSECURITY

Despite Singapore's reputation as a food haven, food insecurity remains an issue faced by certain communities. To address this, Las Vegas Sands properties, including Marina Bay Sands and its sister properties in Macao, hold an annual two-day Food Kit Build event. In 2022, the initiative brought together a total of 458 dedicated Team Members at Marina Bay Sands, who diligently assembled

6,000 food kits on-site and delivered them to the beneficiaries of our community partner, The Food Bank Singapore. These food kits were channelled to vulnerable communities, including seniors, families and migrant workers served by The Salvation Army, Thye Hua Kwan, NTUC Health and other organisations.





# CULTURE & CAPACITY BUILDING

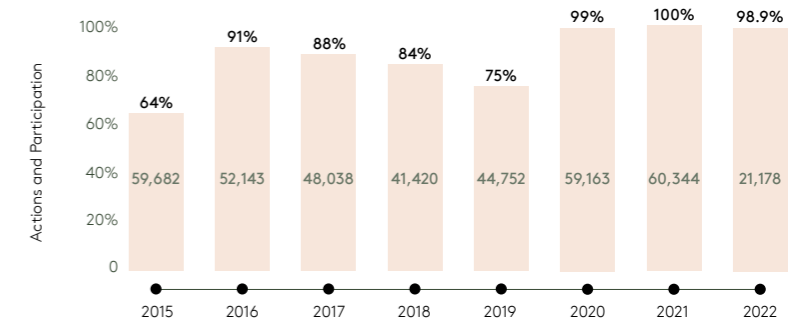
Communicating our commitments across both operations and the supply chain by inspiring and engaging our customers, partners and Team Members

We engage with our Team Members, tenants, suppliers and customers through a variety of means, including rigorous certification processes and compelling programmes that advocate for sustainability. By working in concert with our stakeholders, we aim to drive real change to address the pressing environmental challenges facing our world today.

## TEAM MEMBERS

Our Team Members form the backbone of our sustainability programme and are immensely critical to us achieving our goals. A comprehensive learning and development programme is in place to educate Team Members on key sustainability issues, empowering them to take ownership of their roles in creating a sustainable future. Our engagement strategy has evolved in tandem with the company's growth – from one focused on raising awareness to one intended to shift mindsets and cultivate behaviour.

## SUSTAINABILITY ACTIONS AND PARTICIPATION



## INSPIRING WAVES OF CHANGE AT ARTSCIENCE MUSEUM

At ArtScience Museum, sustainability is brought to life through engaging experiences designed to enthrall visitors. In May 2022, we launched the VR experience, We Live in an Ocean of Air, a multi-sensory immersive virtual reality installation by London-based immersive art collective Marshmallow Laser Feast.

The experience saw the use of haptic backpacks, wrist trackers and breath sensors that illuminate the invisible yet symbiotic connections that bind animal, plant, human, and natural worlds into one enchanting tapestry of wonder. In conjunction with the launch, ArtScience Museum held 'In the Company of Trees', a mini symposium exploring the role trees play in allowing us to make meaning and understand the world around us.

2022 also saw the return of the Waves of Change Festival at ArtScience Museum, an annual event aimed at inspiring love, care and action for the ocean.

Presented by Coastal Natives and Artwave Studio, the 2022 edition featured a variety of ocean-related exhibitions created by ocean lovers – from illuminating underwater photography by Singapore’s dive community and captivating short stories by local writers to multimedia ocean art and entertaining films and discussions.



## CLIENTS

In a competitive marketplace with increasing demand for sustainability, our commitment to engaging our clients remains stronger than ever. We work closely with our customers, particularly at Sands Expo and Convention Centre, to reduce their environmental impact through our sustainable events programme. Since 2013, we have hosted over 700 sustainable events hand-in-hand with MICE clients delivering international sustainability events: Ecosperity, Singapore International Energy Week, International Built

Environment Week, Responsible Business Forum and leading corporates like EY, DBS, OCBC Bank, Google, SAP and Schneider Electric.

With our achievement of the Events Industry Council’s Sustainable Event Standards Platinum certification in 2022 – the first time in our recertification journey – Sands Expo is now a triple Platinum-certified sustainable venue. Apart from being the first venue in Asia Pacific to be certified LEED Platinum, we are also a Building and Construction Authority Green Mark Platinum-certified building.



## SPARKING A PASSION FOR SUSTAINABILITY AMONG TEAM MEMBERS

Amid the pandemic, Team Members were encouraged to explore Singapore’s nature trails safely through the Sustainable Explorer Programme, launched in January 2022. 351 Team Members completed a bingo card with different activities designed to engage them in learning about nature and biodiversity.

In December 2022, close to 800 Team Members engaged in a host of sustainability-themed activities at the inaugural Sustainability Action Day – the first in-person staff engagement event since the pandemic. Team Members had the opportunity to learn about our partnerships with CI Singapore and WWF Singapore while indulging in a wide variety of plant-based food and beverages. The marketplace also featured retail booths selling post-consumer recycled products and sustainable gifts, such as bags and glassware made from recycled plastic and glass respectively. The event also marked the launch of the Drop by Drop-supported '10 for Zero' competition, a celebration of Singapore’s brightest environmental youth leaders in the context of driving responsible water use (see Water Stewardship for more on Drop by Drop).

## UNPRECEDENTED DEMAND FOR SUSTAINABLE EVENTS POST-COVID-19

As one of Asia's leading sustainable event venues, Sands Expo and Convention Centre continues to be the choice venue for key sustainability events. We were proud to be selected as the venue for the inaugural Hotel Sustainability Conference and Marketplace, as well as the official launch of the MICE Sustainability Roadmap.

### INAUGURAL HOTEL SUSTAINABILITY CONFERENCE AND MARKETPLACE

The inaugural Hotel Sustainability Conference and Marketplace was held at Sands Expo and Convention Centre on 21 March 2022, jointly organised by the Singapore Hotel Association, Singapore Tourism Board (STB) and Enterprise Singapore. The Hotel Sustainability Roadmap was launched at the event, detailing the industry's key targets to reach net-zero emissions by 2050 and for 60% of all hotel rooms in Singapore to attain internationally recognised hotel sustainability certifications by 2025. Alongside the conference was a curated marketplace exhibition showcasing the latest sustainability solutions and technologies which hotels could tap into.

### LAUNCH OF MICE SUSTAINABILITY ROADMAP

The MICE Sustainability Roadmap was launched by Singapore's Minister of State for Trade and Industry, Alvin Tan, in December 2022 by STB and the Singapore Association of Convention and Exhibition Organisers and Suppliers (SACEOS) at Sands Expo.

Guided by the Singapore Green Plan 2030 and the United Nations Sustainable Development Goals, the MICE Sustainability Roadmap lists specific targets to position Singapore as one of the most sustainable MICE destinations in Asia Pacific.

Extensive sustainability measures were showcased at these events, including:

- Elimination of all single-use plastics, writing materials and packaging
- Circularity lectern made out of paper pulp waste and recycled PET water bottles
- Cork table numbers made out of recycled cork from Marina Bay Sands' own restaurants
- Raising of the air-conditioning temperature in meeting rooms to 25°C to lower the delegates' carbon footprint
- Locally and regionally sourced menu, with kombucha made using mint from our on-site herb garden
- Incorporation of innovative plant-based alternatives from both local and global brands in the menus, as well as Fairtrade coffee and Rainforest Alliance certified tea
- Recycling bins for plastic, paper, glass and metal waste placed along the perimeter of the exhibition halls to encourage attendees to recycle
- In-depth Impact Statement to track the event's carbon footprint, waste and materials usage, including food waste



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