



Stock Code: 1928

ENVIRONMENTAL  
SOCIAL AND  
GOVERNANCE  
REPORT

2021





# SANDS CHINA IN 2021

Only integrated resort company to be named  
in the Dow Jones Sustainability™ Asia/Pacific  
Index (DJSI Asia Pacific) 2021

One of only 200 companies worldwide to be  
on the CDP A List for Climate Change

Included in the FTSE4Good Index  
Series, which is designed to measure the  
performance of companies demonstrating  
strong environmental, social and governance  
practices

Sands China is one of the two gaming industry  
leaders with an MSCI ESG rating of AA

## CONTENTS

3	Message from our President
4	Who We Are
5	Value Creation
6-7	Our Strategy
8-9	Stakeholder Engagement and ESG Materiality
10-11	Our Performance
12-21	Environment
22-41	Social
42-49	Governance
50-53	Closing
54-99	Appendix



# MESSAGE FROM OUR PRESIDENT



Dear Stakeholders,

I am pleased to present Sands China's 2021 Environmental, Social and Governance (ESG) Report, highlighting our ESG commitment and achievements made throughout the past year under the shadow of the pandemic.

While experiencing and withstanding continuous impacts from COVID-19, we honored our responsibility as a good

corporate citizen and assisted in Macao's epidemic prevention efforts. In late 2021, we offered The Venetian Macao's Cotai Expo in support of Macao's second and third community-wide mandatory nucleic acid testing, with over 2,400 Sands Cares Ambassadors and team members offering 24-hour onsite assistance, benefiting around 65,000 residents. Two rounds of group vaccination sessions were also offered to our team members.

The success of our Sands ECO360 global sustainability and Sands Cares community engagement programs for the past five-year reporting cycle is the fruit of the contributions of all our team members. Stepping into the new 2021-2025 cycle, Sands China will continue to respond to the salient sustainability issues recognized by our internal and external stakeholders through dynamic materiality assessment. Globally, we have set new ambitions and strategies structured around our three corporate responsibility pillars: People, Community and Planet. We regularly reevaluate our ESG programs to ensure that our performance remains relevant to our stakeholders' expectations and needs.

By 2025, we aim to deliver 7 million hours of workforce development training; engage in 110,000 hours of volunteerism; and be on track to achieve net-zero greenhouse gas emissions by 2050. To facilitate the incorporation of these targets into our corporate governance strategy, we have established the Sands China ESG Committee and ESG governance structure in the past year to assist the Company in overseeing implementation and progress of our ESG initiatives. We are moving forward with a more diverse board and ESG-linked compensation strategy to enhance the robustness of our corporate governance framework.

Despite the difficult business environment in 2021, we continued to invest in building efficiency and sustainability programs such as waste management projects. All hotels at our properties have been recipients of Macao Green Hotel Awards, with three hotels being awarded this year. Under our food waste minimization program, we achieved a 6% annual reduction target with the assistance of artificial intelligence. We continue to drive toward the emissions reduction commitment approved by the Science Based Targets initiative and have aligned with its path to attain net zero.

In addition to being listed in the top 20% of Asia-Pacific companies, we were the only integrated resort company recognized by DJSI Asia Pacific this past year. We also were one of only three companies in the consumer services sector listed in the index. This recognition goes to our dedicated team members for their daily efforts to put our corporate values into practice. Looking ahead, our strategy will focus on efficiency, renewable

energy and transportation, and further emphasis will also be placed on food waste reduction programs.

The health and safety of our team members and guests remains our primary concern and our first priority. We strictly abide by our COVID-19 protocol to maintain a safe environment at our resorts, and we achieved ISO 45001:2018 certification in five departments in 2021 to ensure high occupational health and safety standards in our operations.

Beyond our own team members, we are also eager to nurture local talent. We have launched diverse projects in collaboration with local universities and educational institutes to help cultivate more all-round professionals in integrated resort management. Team members are Sands China's greatest asset, and we continue to develop a well-trained workforce and support Macao by cultivating future talent. Moving forward, we are committed to further investment in our people with our 2025 goal of 7 million workforce development training hours.

In view of the economic shockwaves of COVID-19 in our community, assisting the most impacted local businesses and small and medium enterprises (SMEs) has been our primary focus this past year. Despite the economic downturn, we upheld our commitment to local SMEs and continue to support our long-term partners through initiatives like our Sands Procurement Academy, the Sands Shopping Carnival, and various procurement partnerships that create business opportunities and assist SMEs amid the pandemic. Additionally, Las Vegas Sands brought its Sands Cares Accelerator program to Macao in 2021 with the collaboration of our first local nongovernmental organization partner Green Future, and we are placing an emphasis on accelerating volunteer initiatives to encourage an overall spirit of giving back to our community.

Having completed the first year of the five-year cycle, our environmental performance places us ahead of our target timeline for emission reduction by 2025, partially due to reduced business. Under our People and Community pillars, we are on track for progress toward our workforce development training and volunteering commitments.

Entering a new chapter of our ESG development, we will focus on disclosure transparency by enhancing our reporting in line with the HKEX ESG Reporting Guide and Global Reporting Initiative (GRI). For the first time, we are providing information with reference to the Task Force for Climate Disclosure (TCFD). After devoting time to strategy development and refinement in 2021, we will concentrate on the execution of existing programs and the fulfillment of our commitments in the upcoming years. We will keep our stakeholders well-informed to ensure the alignment of expectations.

On behalf of the Board of Directors and management, I invite you to read more about our commitment to sustaining our region as an ideal place to live, work and visit, and our ambitions for our fourth five-year corporate sustainability cycle. We look forward to your continuous support, engagement and partnership in the years ahead.

**DR. WILFRED WONG**

President of Sands China Ltd.

# WHO WE ARE

Sands China Ltd. ("Sands China" or the "Company"), a subsidiary of Las Vegas Sands Corp. ("LVS") (NYSE: LVS), is the leading developer, owner and operator of multi-use integrated resorts and casinos in Macao. We own The Venetian Macao, Sands Macao, The Plaza Macao, The Londoner Macao and The Parisian Macao. We also own Cotai Expo, one of the largest convention and exhibition centers in Asia; Macao's largest entertainment venue, the Cotai Arena; the 1,800-seat luxury The Venetian Theater; the 1,200-seat The Parisian Theater; the 1,700-seat The Londoner Theater; and Cotai Water Jet, one of two high-speed ferry companies operating between Hong Kong and Macao.

In addition to our ferry operations, our properties are served by our Cotai Limo services and our Cotai Shuttle bus services, connecting Macao properties to transportation hubs in Hong Kong.

We are also the largest private sector employer in the region, with 26,091 team members, excluding hotel partner staff.

## OUR PURPOSE

Create positive impact through valuable leisure and business tourism, contributing economic benefits to our host community and making our region an ideal place to live, work and visit.

## OUR MISSION

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

## OUR VALUES

- Dedication to impeccable 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, Community and Planet

Featuring luxury accommodations, a variety of entertainment attractions and state-of-the-art meeting and convention facilities, our iconic properties provide richly diverse and compelling offerings that attract millions of visitors annually. As a result, we contribute significant economic benefit to our region through tourism revenue, jobs and business opportunities for local suppliers and SMEs.

From world-class gaming to celebrity chef dining, upscale shopping and spas, and top-of-the line entertainment, our pioneering resorts are mini cities with vast offerings to meet the needs of our leisure and business clients. Underscoring our attention to premier amenities, impeccable service and innovative attractions is an unwavering commitment to being a model corporate citizen. We approach every facet of our business with sustainability integrated into our culture because we are firmly committed to the pillars of our corporate responsibility strategy: supporting our People, keeping our Community strong and protecting our Planet.





# VALUE CREATION

Guided by a set of core values reflecting a vision for excellence and high ethical standards, we are propelled forward not just by a commitment to contributing positive economic impact – we are driven to create value for our host region through our corporate responsibility pillars: People, Community and Planet.

## ECONOMIC IMPACT

**US\$180 million**

Cumulative value added in Macao

**820,870**

Visitors attracted in Macao

**US\$2.87 billion**

in Net Revenue (2021)

**US\$261 million**

Procurement spend with SMEs

## PLANET

We recognize our impact on the environment and are committed to diligent stewardship of natural resources, ultimately aiming to preserve local ecosystems.

Minimizing the impact of our operations and ensuring sustainable practices help protect the environmental health of our region. Our attention to continual improvement in energy and water conservation, along with waste diversion efforts, demonstrates our care for valuable environmental assets and preservation of the local ecology.

**US\$1.9 million** Invested in energy-efficiency projects

**909,262** kWh Energy saved

**4,032** Eco actions

**5** Eco projects

**40,000** MWh International renewable energy certificates purchased

## PEOPLE

We create a pathway to prosperity with stable job opportunities and a roadmap for advancement.

Our resorts provide long-term employment options, ranging from front-line positions that offer above-minimum-wage salaries and top-notch benefits to technical services and career-track positions at all levels. Our best-in-class Sands China Academy training and development program prepares our people to succeed, whether they remain with Sands China or move on to other organizations.

**3,700** Team members with 15 years of service

**9,900** Team members with 10 years of service

**206** Team member promotions in 2021

**185** Team member career transfers

## COMMUNITY

We help build a foundation for economic strength and vitality in our region through investments of philanthropic funding, volunteer time and in-kind services.

Our commitment to keeping the region strong centers on working hand-in-hand with civic leaders, nonprofits and local stakeholders to ensure a thriving environment in which to live, work and visit. We address our community's most pressing issues, promote resilience and support opportunities for growth by investing our resources and leveraging the power of our workforce to lend their skills and time through our longstanding culture of giving.

**58** Events supported through volunteerism

**US\$2.08 million** Charitable giving in 2021

**40** Nonprofits organizations supported

**45,145** Volunteer hours in 2021



# OUR STRATEGY

Sands China's corporate responsibility platform represents our unique approach to addressing the ESG issues most material to our business, community and key stakeholders.

With defined strategies supporting each platform pillar, we are firmly dedicated to being an ESG leader committed to our People, Community and Planet.

## 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 Macao.

We better our Community with unwavering dedication to helping keep our region strong.

## GOVERNANCE

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

TEAM MEMBERS



**Human Rights**  
Respect fundamental rights and freedoms to our team members, suppliers and guests

MEETINGS, EVENTS AND ENTERTAINMENT



**Low Carbon Transition**  
Advance energy efficiency and renewable solutions to address climate change

**Water Stewardship**  
Protect, conserve and reuse water resources

**Waste**  
Promote reduction, reuse and recycling of products and materials

**Plastic and Packaging**  
Address high-volume plastic items, single-use disposables and packaging

**Sourcing**  
Increase purchasing of sustainable products and services

RESORT MANAGEMENT AND OPERATIONS



BUILDING DESIGN AND DEVELOPMENT



PLANET  
Minimize our environmental impact





## SUPPLIERS AND PARTNERS



**Workforce Development**  
Empower career and business growth to promote prosperity and create a thriving local industry

### Diversity, Equity and Inclusion

Provide a collaborative, equitable environment for all and opportunities for under-represented groups

**Health, Safety and Wellbeing**  
Protect physical security and promote overall wellness

## GUESTS



**Responsible Gaming and Financial Crime Prevention**  
Ensure safeguards and protocols for responsible, ethical and lawful behavior

## CORPORATE GIVING



**Hardship Relief**  
Invest in solutions to create resiliency for people in need

**Local Business and Partner Development**  
Support the success of small-and-medium enterprises, nonprofits and diverse organizations

**Disaster Response and Preparedness**  
Provide aid and assist in community crisis planning

**Education**  
Advance learning and mentorship opportunities to remove barriers and build the workforce of the future

**Cultural and Natural Heritage**  
Preserve regional assets and ecology to promote sustainable tourism

## CAPACITY BUILDING



## VOLUNTEERISM



## PEOPLE

Be the employer and partner of choice



## COMMUNITY

Keep our region strong

## GOVERNANCE

Commit to the highest standards of professional and business conduct





# STAKEHOLDER ENGAGEMENT AND ESG MATERIALITY

Through our stakeholder engagement and ESG materiality processes, Sands China has identified a core set of material topics that form the foundation of our corporate responsibility platform. These key issues are mapped to our corporate responsibility pillars of People, Community and Planet and guide development of our programmatic strategies. Within each pillar, we have designated an overarching ambition to drive action and create positive impact.

## STAKEHOLDER ENGAGEMENT

We manage stakeholder engagement through the lens of ongoing learning and conversations with our key audiences, decision-makers and partners. Stakeholder engagement informs strategic program development and defines our reporting process.

Our stakeholder engagement process takes place at the property and corporate levels on an annual basis, alternating between internal and external stakeholders each year. Our process involves three phases: 1) desktop research to identify the universe of material issues, 2) engagement with stakeholders from each group to define issues relevant to our Company and 3) multi-platform sentiment analysis to understand and assess broad perspectives and trends on potential material topics.

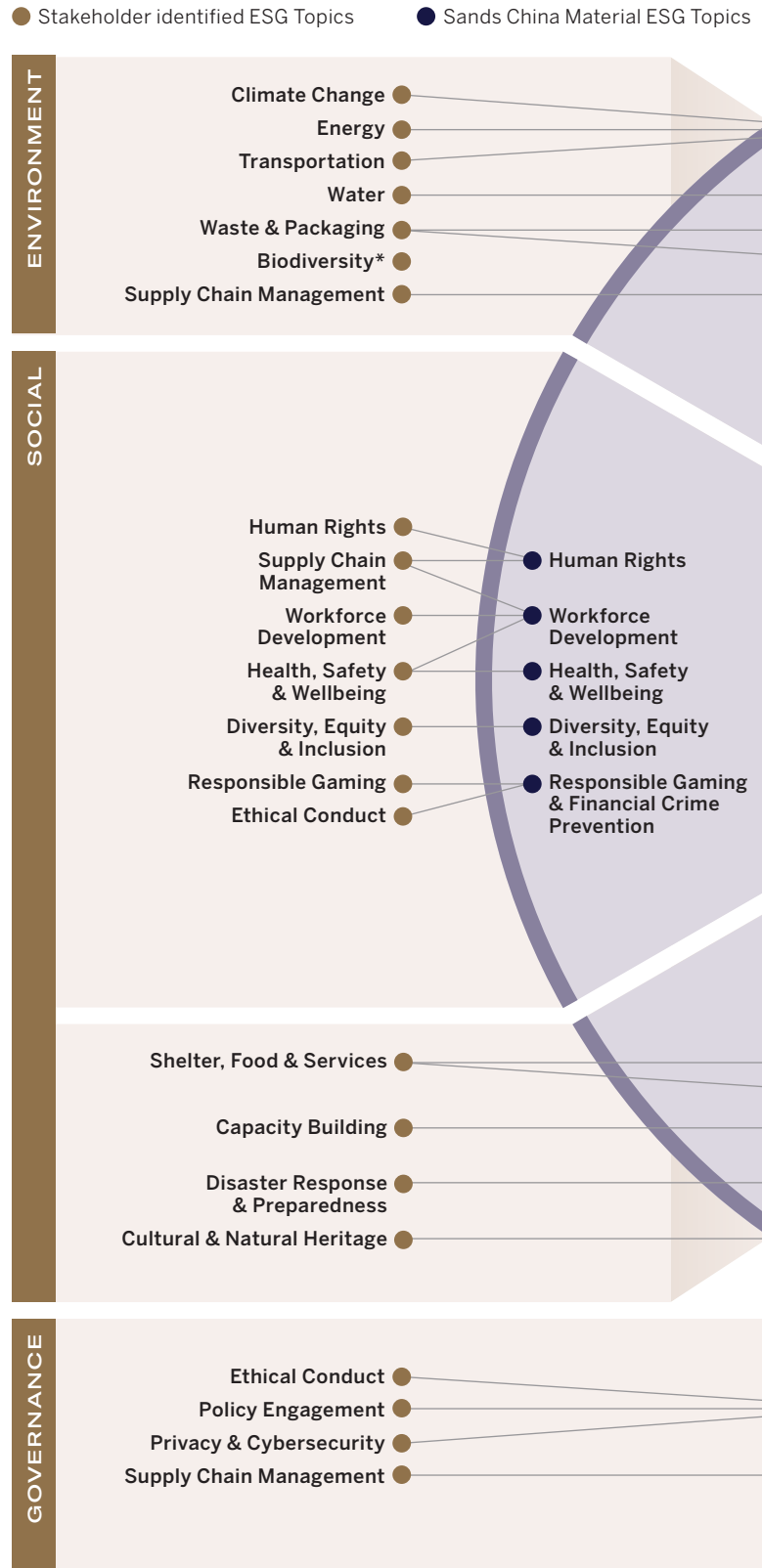
Complementing stakeholder engagement, Company leaders and subject matter experts evaluate material topics to determine their impact on our business.

## MATERIALITY ASSESSMENT

The ESG materiality assessment identifies material topics based on the combination of stakeholder engagement with relevance to Sands China.

Our 2020 materiality process designated issues for execution in the 2021-2025 reporting period; however, our annual process ensures we remain focused on changing trends and emerging topics so that we can keep our strategy current. More than 100 individual ESG issues were identified during our stakeholder engagement processes, which were then grouped into 42 categories across 19 core themes. Stakeholder relevance was determined for these issues by assessing importance to key stakeholder groups via a landscape assessment, phone interviews, online surveys, and use of an artificial intelligence tool that evaluates sentiment about ESG topics. Business relevance was determined by scoring each topic against five indicator categories: industry relevance, reputational value, cost savings and revenue generation potential, business risk, and social and environmental impact.

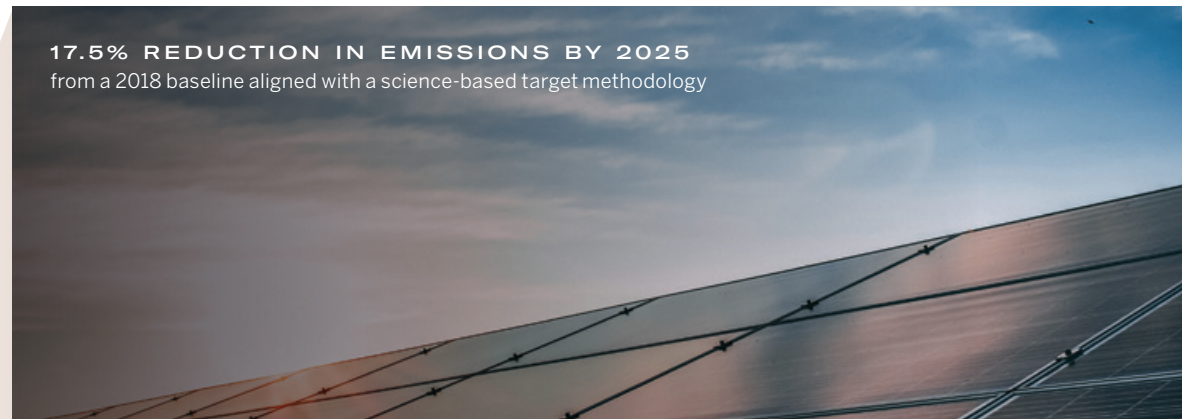
These 19 themes map to ESG topics, which have defined strategies or initiatives under our corporate responsibility program pillars of People, Community and Planet. Sands China has prioritized each of these material topics for management and disclosure. As such, they are reflected in our corporate responsibility strategy and addressed in this ESG Report.







## 2025 AMBITIONS<sup>#</sup>



**17.5% REDUCTION IN EMISSIONS BY 2025**  
from a 2018 baseline aligned with a science-based target methodology



**7 MILLION TRAINING HOURS IN  
WORKFORCE DEVELOPMENT BY 2025**  
to enable career progression for our team members and  
advancement of the talent pool in the hospitality industry



**110,000 VOLUNTEER HOURS BY 2025**  
contributed by our team members in support of the community

\*Biodiversity has emerged as a key theme and is being addressed through several of our core topics

<sup>#</sup>Targets set for the 2021-2025 reporting cycle



# OUR PERFORMANCE

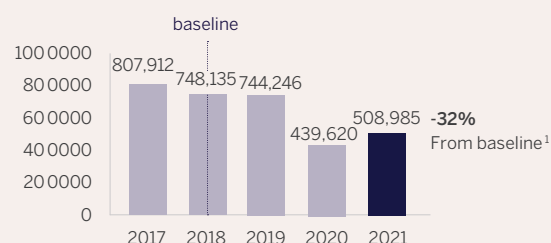
Measuring and reporting our ESG performance is a crucial element of our strategy. 2021 marked the beginning of a five-year reporting cycle for Sands China with establishment of new 2025 targets. Our performance and historical trends are reflective of our entire 2021 portfolio.

## ENVIRONMENT

### PLANET

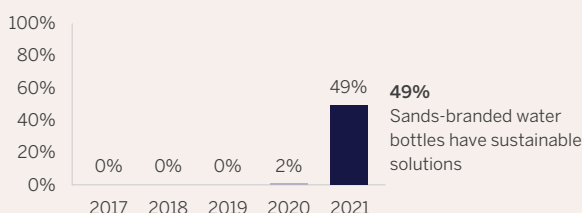
#### ABSOLUTE EMISSIONS, SCOPE 1&2

2025 Target: 17.5% ↓ in emissions from 2018



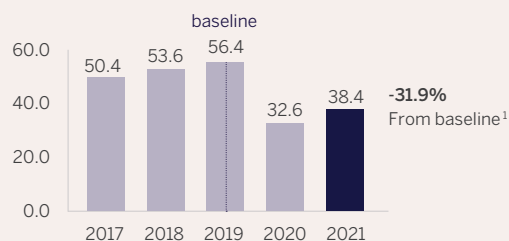
#### PLASTIC AND PACKAGING

2025 Target: 100% water bottles are reusable or made from sustainable materials



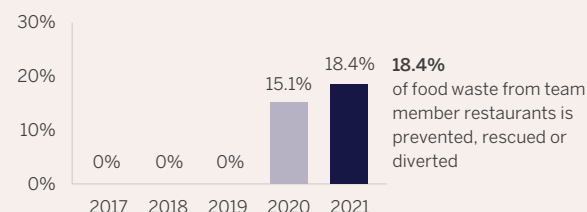
#### WATER USE

2025 Target: 3% ↓ in potable water use per active sq. ft. from 2019<sup>2</sup>



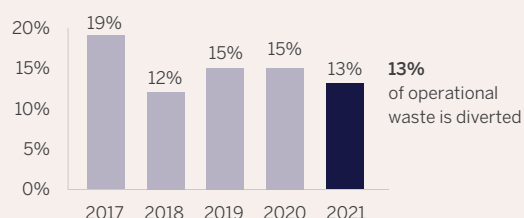
#### FOOD WASTE DIVERSION (TEAM MEMBER RESTAURANTS)

2025 Target: 25% food waste is prevented, rescued or diverted

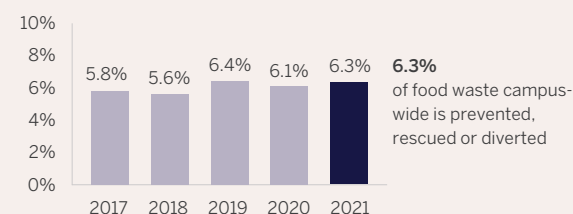


#### WASTE DIVERSION

2025 Target: Increase operational diversion rate to 20%



#### FOOD WASTE DIVERSION (CAMPUS-WIDE)



<sup>1</sup> The operational downturn associated with the global pandemic impacted this result.

<sup>2</sup> 2019 best reflects our performance when operating at full capacity prior to the pandemic.



## SOCIAL

### PEOPLE

#### WORKFORCE DEVELOPMENT

2025 Target: 7 million hours in workforce development training<sup>3</sup>

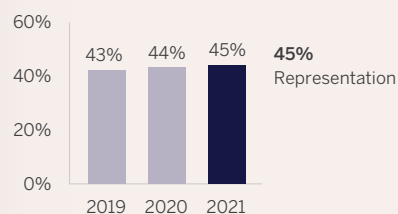
2021: 1.67 million hours

2025 Target: 7 million hours



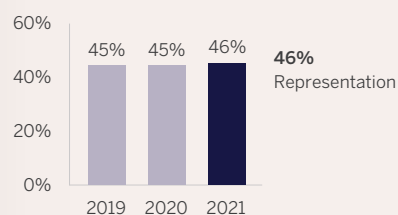
#### FEMALE REPRESENTATION IN MANAGEMENT

2025 Target: 45% female representation



#### FEMALE REPRESENTATION IN JUNIOR MANAGEMENT

2025 Target: 47% female representation



### COMMUNITY

#### VOLUNTEER HOURS

2025 Target: 110,000 Volunteer Hours

2021: 45,145 hours

2025 Target: 110,000 hours



<sup>3</sup> Including hotel partners

## GOVERNANCE

#### BOARD REPRESENTATION

8 Board Members



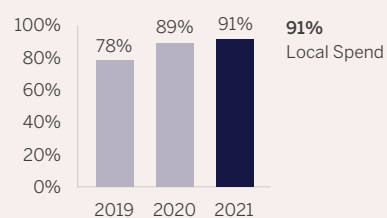
4 Independent Directors (50%)



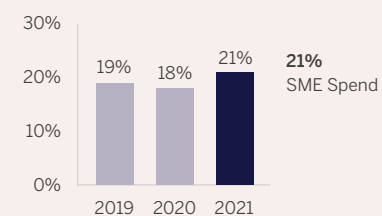
1 Female Director (13%)



#### SPEND WITH LOCAL SUPPLIERS




#### SPEND WITH SMEs





# ENVIRONMENT





## MATERIAL ISSUES

- Low-Carbon Transition
- Water Stewardship
- Plastic and Packaging
- Sourcing
- Waste
- Biodiversity

Environmental sustainability is a cornerstone of our business and a primary consideration as we develop our resorts and manage their ongoing operations. Our commitment to the environment is covered under the **Planet** pillar of our corporate responsibility platform, and the award-winning Sands ECO360 global sustainability program guides our efforts to minimize environmental impact, promote conservation practices and operate sustainably around the world. We strive for continuous improvement across our focus areas of building design and development, resort management and operations, and meetings, events and entertainment.

## AREAS OF FOCUS

### Building Design and Development

Sustainability is built into our resorts from start to finish. We begin with smart design and integrate technology to reduce future impact in operations. Throughout construction, we implement practices that preserve resources and mitigate harm to the local ecology. Our approach incorporates sustainability into the entirety of our buildings' life cycles.

### Resort Management and Operations

The heart of our environmental strategy focuses on establishing responsible practices that drive efficiency. We accomplish this aim by continually enhancing our processes, integrating the latest technologies and leveraging sustainability best practices to improve performance – all with seamless integration to ensure an exceptional guest experience.

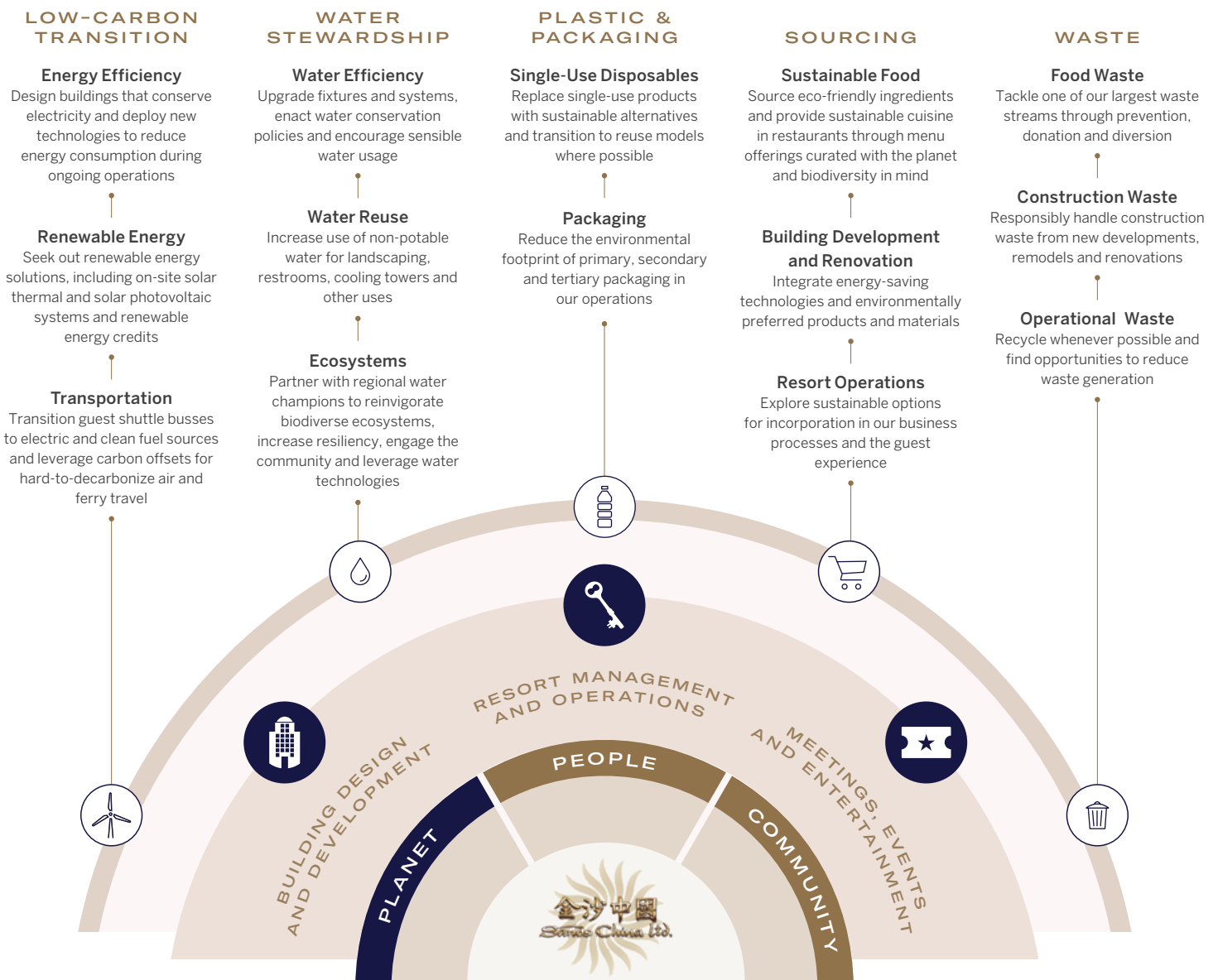
### Meetings, Events and Entertainment

Shaping modern meetings, events and entertainment offerings means curating experiences with environmental responsibility, wellness and community engagement in mind. Our holistic approach integrates these principles into planning and execution to ensure we foster sustainability every step of the way.

# PLANET

Through our focus areas in building design and development; resort management and operations; and meetings, events and entertainment, we are committed to addressing five core environmental topics identified through our materiality assessment: low-carbon transition, water stewardship, waste, plastic and packaging, and sourcing. Biodiversity has also emerged as a key theme and is being targeted through many of these topics.

For each of these core themes, we have outlined a series of initiatives to promote sustainability. This strategic and systematic approach to minimizing our environmental impact and preserving the planet's natural resources is a cornerstone of our Company's corporate responsibility commitment and an area of consistent leadership in the hospitality industry.







**2025 PILLAR AMBITION**  
**17.5% EMISSIONS REDUCTION ON THE PATH TO NET ZERO BY 2050**

**2025 TARGETS**  

**25%**  
of food waste per cover prevented or diverted (team member restaurants)

increase in the operational diversion rate to **20%**

**3%**  
reduction in water use per active square foot


**100%**  
Sands China-branded water bottles made from sustainable materials

## PATH FORWARD

In 2021, we began the first year of a new five-year ESG reporting cycle and refreshed our strategy to ensure continued attention on the most pressing environmental issues. We added new targets and increased our ambitions in the areas of renewable energy, food waste, and plastic and packaging.


The United Nations Sustainable Development Goals (UN SDGs) remain the North Star for our program, and we are continuing to strengthen our adherence to critical frameworks such as the Science Based Targets initiative (SBTi) and the Task Force on Climate-related Financial Disclosures (TCFD) to shape our efforts.

## FOCUS




**LOW-CARBON TRANSITION**

Advance energy efficiency and renewable solutions to address climate change




**WATER STEWARDSHIP**

Protect, conserve and reuse water resources




**WASTE**

Promote reduction, reuse and recycling of products and materials



**PLASTIC & PACKAGING**

Address high-volume plastic items, single-use disposables and packaging



**SOURCING**

Increase purchasing of sustainable products and services

## PROGRAMS

### Sands ECO360



The Sands ECO360 global sustainability program guides our efforts to minimize environmental impact and promote sustainable practices.

### Sands ECOTracker



Our internal project management tool tracks progress of efficiency and optimization projects against our Sands ECO360 goals.

### The Drop by Drop Project



This innovative initiative repurposes our water savings into water stewardship investments in our local community.


## UN SDG ALIGNMENT



Clean Water and Sanitation



Affordable and Clean Energy



Responsible Consumption and Production



Life Below Water

# LOW-CARBON TRANSITION

Creating a sustainable future is incumbent on businesses, governments and stakeholders aligning around the transition to low-carbon solutions. As a result, we remain focused on our science-based targets in the 2021-2025 reporting period, aiming toward a 2050 net zero goal.

► Further information and data on Low-Carbon Transition can be found in the Appendix on **page 60**

## 2025 TARGET

### 17.5%

reduction in greenhouse gas emissions from a 2018 baseline year

## 2021 STATS

### 76.4 MWh

solar energy produced

### 70,500 MWh

saved since 2019

## ENERGY-SAVING ROADSHOW

In support of World Environmental Day 2021, Sands China hosted a two-week Energy Saving Roadshow, which provided our team members with an opportunity to purchase energy-efficient LED light bulbs and an array of eco-friendly products at discounted prices. Team members were also encouraged to bring defective light bulbs to a designated drop-off point for recycling. Through this initiative, 750 LED lighting products were sold.



Guided by the Science Based Targets initiative, we have focused our low-carbon transition strategy on reducing climate impact through energy efficiency, renewable energy and transportation. In particular, we plan to increase purchasing of renewable energy certificates and offset hard-to-decarbonize sources, such as guest shuttle buses and ferry operations. Through alignment with Task Force on Climate Related Disclosure standards, we continue to improve transparency in our climate-related reporting.

## ENERGY EFFICIENCY

We have several initiatives in place to reduce energy consumption, which is our foundational strategy to decrease greenhouse gas emissions. Our resorts leverage cutting-edge building technology for energy savings, and our Sands ECOTracker program drives additional conservation initiatives. We also establish key partnerships with internal stakeholders to implement creative and scalable process efficiencies.

## RENEWABLE ENERGY

A low-carbon transition strategy is incomplete without a plan to move away from fossil fuels. Although Macao is spatially constrained for expansive renewable energy projects, we have committed to increasing our purchase of renewable energy certificates in nearby regions to support the transition to zero-carbon grids. We also continually search for and evaluate onsite renewable energy generation to complement our existing solar thermal systems.

## TRANSPORTATION

While resort operations represent our largest greenhouse gas footprint, guest transportation to and from our properties is an important component of our low-carbon transition strategy. We plan to increase the number of guest electric vehicle (EV) charging stations, electrify our equipment and transition guest shuttle buses to EV and alternative fuel sources. We currently own 34 clean-energy guest shuttle buses powered by electricity or compressed natural gas, and we aim to achieve 100-percent incorporation in our fleet by 2023. We also intend to increase purchase of nature-based carbon offsets to lessen our transportation footprint.



The Venetian Macao

## ENHANCING BUILDING PERFORMANCE WITH SMART TECHNOLOGY

We operate some of Macao's largest buildings with multiple systems that manage building performance – from electricity to air conditioning and lighting. By connecting these systems through a building management system, we can better monitor, manage, operate and optimize energy usage while ensuring our guests' comfort.

We initiated enhancements to the central control and management systems at The Venetian Macao in 2021, and we will proceed with these improvements across all of our properties over the next few years. Upgrades support expansion of the number and type of unique systems that can be connected and pave the way for more advanced intelligence and automation.

This year, we also have completed three LED lighting retrofit projects at The Londoner Macao, The Cotai Arena and back-of-house areas, and began installing a high-temperature heat pump at The Plaza Macao, replacing the need for liquid petroleum gas boilers.



# WATER STEWARDSHIP

Water is one of the world's most precious resources, essential to supporting life on the planet, and we rely on water to cool our buildings.

Outside of resort operations, water ecosystems provide nature-based services, such as water purification, habitat creation and carbon sequestration. Our water strategy focuses on conserving water through efficiency, increasing water reuse and recycling, and protecting water ecosystems that benefit the local environment.

## 2025 TARGET

# 3%

decrease in potable water use per active square foot

## WATER EFFICIENCY

Reducing water use in our resorts means focusing on our pools, spas, fountains, hotel rooms, cooling systems, and food and beverage operations. Low-flow fixtures and high-efficiency equipment remain a core focus of our strategy to reduce overall water use. In addition, we are driving behavior change through team member training and collaboration with food and beverage, cleaning services and housekeeping teams to reap water-saving through process improvements.

## WATER REUSE

Our plan for water reuse conserves this precious resource by focusing on using rainwater capture and cooling condensate water recovery, when possible. We continuously evaluate creative ways to use non-potable water in our water features, landscaping and cooling towers and always seek new opportunities to expand our water recovery systems.

## ECOSYSTEMS

Situated on the southern coast of China, our properties in Macao are located in the Pearl River Delta near coastlines, making protection of these areas a priority for the Company. Our efforts to preserve ecologically significant waterways help safeguard biodiversity and provide ecosystem services that reduce flood risk and sequester carbon. Our investment through the Drop by Drop Project is intended to reinvigorate local water ecosystems, while engaging the community with awareness activities.

## DROP BY DROP COMMUNITY WATER STEWARDSHIP

Established to extend water stewardship beyond our own walls, the Drop by Drop Project is a partnership with Clean the World that invests our water savings in regional water initiatives. In 2021, Drop by Drop grants from Sands China supported impactful community water projects in the areas of ecosystem reinvigoration, physical climate risk adaptation and community engagement.

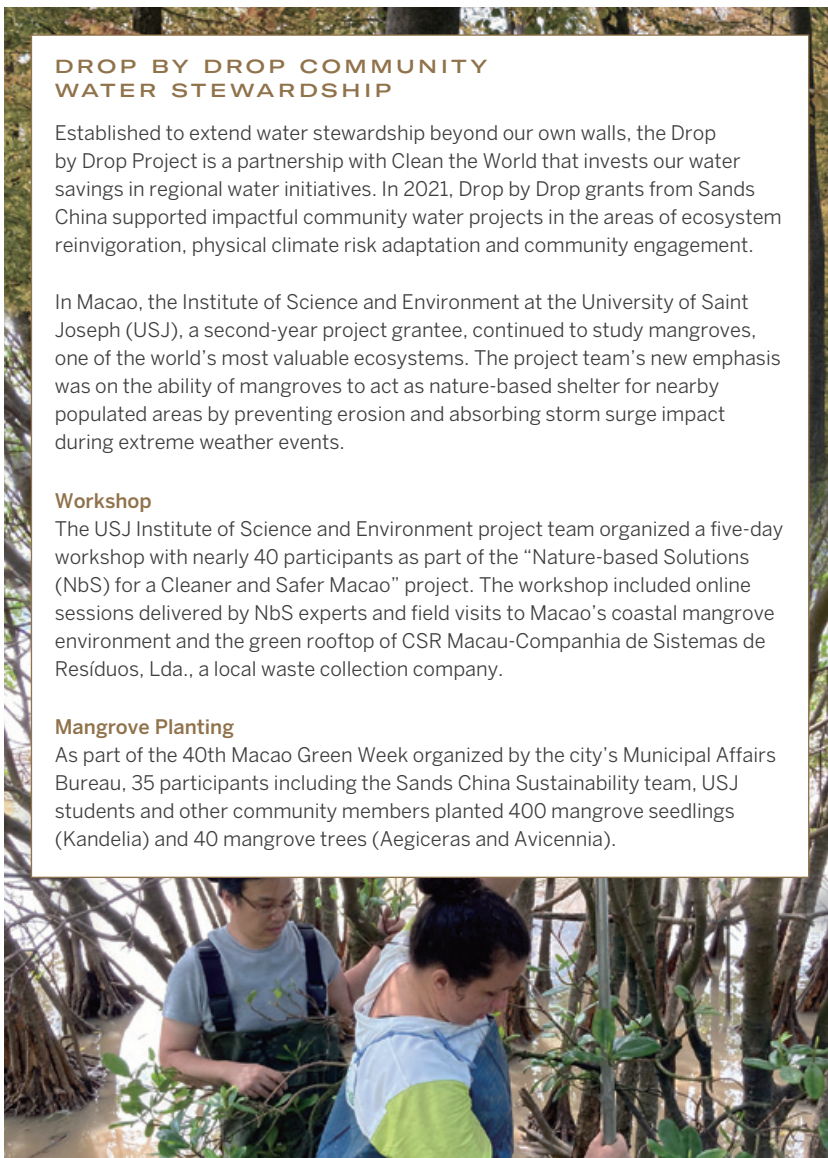
In Macao, the Institute of Science and Environment at the University of Saint Joseph (USJ), a second-year project grantee, continued to study mangroves, one of the world's most valuable ecosystems. The project team's new emphasis was on the ability of mangroves to act as nature-based shelter for nearby populated areas by preventing erosion and absorbing storm surge impact during extreme weather events.

### Workshop

The USJ Institute of Science and Environment project team organized a five-day workshop with nearly 40 participants as part of the "Nature-based Solutions (NbS) for a Cleaner and Safer Macao" project. The workshop included online sessions delivered by NbS experts and field visits to Macao's coastal mangrove environment and the green rooftop of CSR Macau-Companhia de Sistemas de Resíduos, Lda., a local waste collection company.

### Mangrove Planting

As part of the 40th Macao Green Week organized by the city's Municipal Affairs Bureau, 35 participants including the Sands China Sustainability team, USJ students and other community members planted 400 mangrove seedlings (Kandelia) and 40 mangrove trees (Aegiceras and Avicennia).



## USJ'S DROP BY DROP SCIENTIFIC FIELD WORK

The USJ Institute of Science and Environment project team conducted field work collecting 100 sediment samples for carbon analysis along the Macao coastline as part of a short course and monthly laboratory experiment to measure carbon content.

The project team also hosted two open lectures with 65 participants to promote the importance of mangroves to the ecosystem. In addition, the team organized two mobile mangroves exhibitions and four field trips with local schools to educate more than 3,000 students about wetland ecosystems and sustainability.



# PLASTIC AND PACKAGING

Increased reliance on single-use plastic and packaging materials over the past decade presents a significant sustainability challenge and a prime opportunity for businesses to rethink their practices.

We are committed to optimizing materials and resources by eliminating unnecessary forms of consumption, moving to reuse models where feasible, replacing single-use materials with renewable and sustainable alternatives and recycling as much as possible.

## PLASTIC AND PACKAGING STRATEGY

With a primary focus on single-use disposables and packaging materials, we aim to eliminate, reuse, replace and recycle. Through strategic assessment, we determined our top target items to be single-use water bottles, in-suite amenities and slippers, to-go containers, cutlery, coffee cups, straws and stirrers, cling film, laundry service disposables, trash bags, retail bags and cleaning gloves.

### SINGLE-USE DISPOSABLES

We strive to eliminate problematic single-use plastic items that are more prone to escaping into the environment, polluting waterways and harming recycling systems. In our quest to consider alternative materials, we ensure their sustainability with quantitative evidence backed by science, using the principles of life-cycle assessment for evaluation across many indicators.

### PACKAGING

Throughout our resorts, we utilize packaging in many forms, from primary packaging for products in our suites to tertiary packaging used to shrink wrap pallets in back-of-house facilities. We also use life-cycle assessment to identify sustainable packaging alternatives and aim to eliminate, reuse, replace and recycle materials of concern.

#### 2025 TARGET

# 100%

of Sands China-branded water bottles made from sustainable materials

## PROGRAMS AND INITIATIVES



### Eliminate: Phasing out single-use products and packaging

- We are reducing the use of problematic items such as plastic bags, straws and stirrers.
- We are testing use of larger bathroom amenity bottles.
- Our resorts have water dispensers installed in public areas to reduce bottle consumption.
- We are conducting pilots of water filtration systems in selected suites.

### Reuse: Employing reusable products and packaging

- Our resorts have replaced single-use plastic laundry bags with reusable fabric bags for team members, and guest laundry is delivered in reusable baskets.
- We are exploring the use of refillable glass water bottles.

### Replace: Transitioning to recyclable and recycled materials and packaging

- We are replacing plastic containers with biodegradable alternatives.
- We have replaced plastic guest slipper packaging with recycled paper wrap.
- We are using recycled polyethylene terephthalate (RPET) water bottles across our properties and testing various recycled material products for the best quality.

### Recycle: Improving recycling of single-use products and packaging

- We encourage upstream segregation of materials and train team members on material separation and recycling.
- We conduct regular performance reviews, audits and tours to ensure recyclable material is captured from the waste stream properly.

### Research and collaborate: Using intelligence, education and partnerships to make impact

- We have conducted life cycle analysis on plastics and plastic alternatives for guidance on selecting low-impact materials.
- We worked with a local supplier to develop sustainable food packaging options.
- We donated plastic bag levy collected from our retail shops to Green Future, a local nongovernmental organization (NGO) and member of the Sands Cares Accelerator program.
- We invited team members to join the Eco-friendly Soap Workshop conducted by Green Future in support of Plastic-Free July.



# SOURCING

Sustainable sourcing means considering impact on both people and the planet. We procure thousands of products and services and continually expand our sustainable sourcing guidelines for products, packaging and suppliers that meet our criteria for protecting against harmful effects on human health and the environment, while benefiting the community.

## SUSTAINABLE FOOD

Sustainability is embedded into all facets of our food and beverage operations, from menu curation to selecting foods with credible certifications such as organic, Aquaculture Stewardship Council, Best Aquaculture Practices, Ecocert SA and Marine Stewardship Council. We primarily target sustainable sourcing for vegetables, seafood, eggs, plant-based products and meat. At Sands China, five sustainable seafoods and one sustainable produce were added in 2021 to replace red-listed seafood. Use of free-range eggs was also introduced in 2021.

## BUILDING ENVIRONMENT

Running our buildings requires constant upkeep of fixtures and equipment, from changing lightbulbs to replacing carpet. We received Leadership in Energy and Environmental Design (LEED) Silver® certification and recognition from Macao's Green Hotel Awards by implementing ongoing purchase of energy- and water-efficient replacement products. For development of our newest resort, The Londoner Macao, we prioritized sustainable sourcing in line with our commitment to increasing sustainable products and materials. For example, we used Forest Stewardship Council-certified wooden furniture and Carpet and Rug Institute-certified sustainable carpets in the Londoner Court and Suites by David Beckham at The Londoner Macao Hotel. All light bulbs installed at The Londoner Macao are LED light bulbs.

## RESORT OPERATIONS

Providing exceptional guest service requires a myriad of products from cleaning chemicals to towels and linens. Every product has a unique set of characteristics that are carefully evaluated to minimize harm on the environment and impact on health. At Sands China, all bed linens purchased in 2021 were sustainable, and 49% of printed materials was sustainable.

### 2021 PROCUREMENT

**100%**

of bed linens sourced sustainably

**99%+**

of light bulbs procured are LEDs

**98%**

of hygiene products are paper-based

**27%**

seafood sourced sustainably

**US\$2.7 million**

in sustainable seafood sourced

► Further information and data on Sourcing can be found in the Appendix on **page 79**

## CELEBRATING SUSTAINABILITY WITH EXCLUSIVE MENU OFFERINGS



Collaborating with sustainable food producers, the culinary team at The Manor, The St. Regis Macao's signature restaurant, launched a six-course menu that showcased the finest sustainably sourced ingredients. With a product-centered vision, The Manor's Celebrate Sustainability menu featured the freshest produce in season in an effort to reduce greenhouse gas emission and increase awareness of climate change.

# WASTE

Addressing waste is an important element of our strategy because reduction not only conserves natural resources and protects ecological systems, it also decreases climate change impact. We tackle reducing our waste streams by consuming less when possible and reusing and recycling more.

Our waste streams are grouped into categories including food waste, operational waste and construction waste with sub-strategies to address each area. For the 2021-2025 reporting period, we have added dedicated food waste targets to complement our existing waste diversion goal.

## OPERATIONAL WASTE

Our resorts generate disparate waste items coming from many facets of our operations. The Sustainability team works closely with housekeeping, food and beverage, and stewarding teams to identify recycling opportunities, reduce waste and engage team members to recycle effectively. In September 2021, our Clean the Office recycling campaign collected more than 1,800 kilograms of recyclable items from 57 departments. For the full-year period, recycling volume continued to decrease because of global recycling market disruption and COVID-19-related supply chain issues. In the coming period, we aim to return recycling rates back to pre-pandemic levels.

## CONSTRUCTION WASTE

Developing and renovating resorts generates large amounts of waste, which are often challenging to recycle. From cement and steel to dry wall and glass, each type of construction waste requires specialized attention. We aim to divert waste from new development projects as much as possible.

### GAMIFYING FOOD WASTE REDUCTION

Each Sands China property is given a quarterly plate waste reduction target for team member restaurants. If achieved, team members get to enjoy a signature dish voted on by all.



### 2025 TARGETS

## 25%

of food waste is reduced through prevention, rescue or diversion (team member restaurants)

Increase operational waste diversion rate to

## 20%

## FOOD WASTE

Food represents a large portion of our waste stream and intersects both environmental considerations and social issues related to addressing food insecurity. Our commitment to managing food waste is twofold: minimizing food going to landfill and maximizing the value of food produced. To reach our goals, we employ technology, processes, training, engagement and measurement as key tools for managing food life cycle. We also conduct creative program pilots to find alternative food uses.

### FOOD WASTE STRATEGY

#### Food Waste Prevention

We aim to prevent or reduce the amount of food destined for the waste stream. Our actions include:

- Training team members and providing incentives to encourage minimal plate waste
- Safely transferring food between events and team member restaurants when possible
- Avoiding overproduction for events by obtaining accurate guest counts

#### Food Rescue

We aim to recover food for donation to feed people and animals. Our actions include:

- Donating surplus catered food to community organizations
- Partnering with Anima Society and Abandoned Animals Protect Association (AAPAM) of Macau to donate food to local animal shelters.

#### Food Waste Diversion

We aim to divert food from landfills and explore opportunities to generate additional value when possible. Our actions include:

- Treating segregated food waste at our resorts in onsite digestion systems to convert it to liquid form
- Partnering with local facilities to repurpose our cooking oil as biodiesel

► Further information and data on Waste can be found in the Appendix on **page 63**



## MEASUREMENT

We utilize several strategies to analyze food production and prevent waste. Pre-and post-consumption food is measured in our team member restaurants that serve the greatest number of meals, and we use digester data logs to track food waste. We also monitor food production in our kitchens using artificial intelligence technologies that deliver actionable insights to help kitchen teams identify opportunities for menu adjustments and change food orders to reduce waste. Finally, we conduct periodic audits and waste characterization studies to understand the amount of food remaining in our general waste stream.

## COLLABORATION

An important component of our food strategy is working with partners to repurpose food potentially headed to waste streams. We continue to work with Abandoned Animals Protect Association (AAPAM) of Macau and Anima Society to donate unused food. Collaboration also is key as we pursue alternatives for food waste, such as partnering with local facilities in Macao to repurpose used cooking oil.

## BIODIVERSITY

Biodiversity is an emerging topic that previously had been addressed as part of our strategies for water and sourcing. In particular, ocean biodiversity has been an area of focus over the past several years. We prioritize procurement of sustainable seafood for our restaurants and create region-specific sustainability strategies guided by international standards and in partnership with leading nongovernmental organizations.

In 2021, we furthered our sustainable seafood commitment by rolling out a global Bluefin Tuna policy that prohibits purchase of non-MSA or ASC-certified Bluefin Tuna and limits purchasing of certified products to restaurants where it is integral to their cuisine and cannot be replaced by an alternative. This narrow scope preserves the significance of Bluefin Tuna to Japanese culture, while improving our sustainable purchasing practices.

## USING ARTIFICIAL INTELLIGENCE TO MINIMIZE FOOD WASTE

All Sands China properties have implemented the Company's Food Waste Minimization Program with a six-percent annual reduction target. This program includes food waste education, separation and data analysis to achieve our goals.

In 2021, we added three Winnow Vision artificial intelligence (AI) units to incorporate this important measurement tool at all five properties. The units provide real-time data to our Committee that monitors progress and determines response, as well as to the kitchen team for menu adjustments. As a result, our properties realized a six-percent decrease in food waste per plate from 2020 volume. We are exploring future implementation of this technology in guest buffet restaurants and banqueting.





# SOCIAL



## MATERIAL ISSUES

### PEOPLE

Workforce Development  
Diversity, Equity and Inclusion  
Health, Safety and Wellbeing  
Human Rights  
Responsible Gaming & Financial Crime Prevention

### COMMUNITY

Hardship Relief  
Local Business and Partner Development  
Cultural and Natural Heritage  
Disaster Response and Preparedness  
Education

In the region we operate and amongst the people we engage with, Sands China is known for more than our iconic properties. We are highly regarded as a valued employer, contributor and collaborator in building the local workforce, promoting wellbeing and addressing critical community needs.

Our commitment to social issues is guided by our **People** and **Community** pillars, representing our efforts to serve our team members, guests, suppliers and partners, as well as to promote and protect the overall health of Macao. Our goal is to positively contribute to advancing all people and making our community an ideal place to live, work and visit.

## AREAS OF FOCUS

### People

#### Team Members

Our team members are the heart of our Company. That's why we are dedicated to delivering an outstanding work environment built on a culture of opportunity for advancement and grounded in the values of fairness, honesty, collaboration and inclusiveness.

#### Suppliers and Partners

We work closely with our suppliers and partners, especially local businesses in our host region, to create mutual opportunities and relationships based on service and integrity.

#### Guests

We earn the trust and loyalty of our guests by delivering amazing travel experiences and service excellence, providing a safe and inclusive environment, and promoting responsible and ethical actions.

### Community

#### Corporate Giving

We extend our hospitality leadership by being a good corporate citizen that positively impacts our host community. Through philanthropic giving, we partner with nonprofit organizations to address social issues and support people in need.

#### Capacity Building

A core focus of our social initiatives is helping build the capability of local business, SMEs and nonprofit partners to advance their programs and goals.

#### Volunteerism

Team members are valuable assets for extending our service into the community. Our volunteer program supports nonprofit partners in executing their missions, while allowing team members to experience fulfillment in making a difference.

# PEOPLE

We are committed to empowering and inspiring those who choose to work with and patronize our Company and its properties. We have both a responsibility and a desire to build strong relationships with the people we touch – our team members, suppliers, partners and guests.

Our initiatives focus on ensuring a thriving work environment for team members based on respect, integrity and opportunities for growth; helping team members cultivate a sense of happiness and well-being by promoting family harmony through various initiatives; advancing the success of our extensive supplier network, including dedicated support for small businesses in our local community; and maintaining trusted relationships built on service, excellence and inclusiveness with the guests who visit our properties.





## 2025 PILLAR AMBITION 7 MILLION HOURS OF WORKFORCE DEVELOPMENT TRAINING

### PATH FORWARD

In order to be the employer and partner of choice in our region, we focus on providing growth opportunities that lead to greater prosperity for our team members, suppliers and partners – along with the overall workforce in our community. Our investment in supporting a strong local workforce is not only part of our corporate responsibility initiatives, but also a smart business decision which contributes to the economic health of our community. A skilled and educated labor pool is an asset to the region, and

an engaged team member population with long-term career progression is a differentiating factor that contributes towards our growth and future success.

Whether focused on our own team members, future employees or the broader local workforce, we are dedicated to advancing career prospects and earning power through five categories of development: hospitality-related hard skills, business-related soft skills, personal wellbeing, hospitality and workforce education, and advancement of under-represented groups.

### FOCUS



#### WORKFORCE DEVELOPMENT

Empower career and business growth to promote prosperity and create a thriving local industry



#### DIVERSITY, EQUITY AND INCLUSION

Provide a collaborative, equitable environment for all and opportunities for under-represented groups



#### HEALTH, SAFETY AND WELLBEING

Protect physical security and promote overall wellness



#### HUMAN RIGHTS

Respect fundamental rights and freedoms of our team members, suppliers and guests



#### RESPONSIBLE GAMING AND FINANCIAL CRIME PREVENTION

Ensure safeguards and protocols for responsible, ethical and lawful behavior

### PROGRAMS

#### Sands China Academy



Our training and development program, led by our Human Resources group, helps team members accelerate job skills and advance their careers through a variety of learning opportunities. The Sands Retail Academy and Sands Procurement Academy provide complimentary training to employees working for our business partners.

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



Dedicated to helping our local partners succeed, the Sands China F.I.T. program is led by our procurement team and provides SMEs with financial support, invitational matching, and training and development opportunities to advance their business skills.

#### Sands Project Protect



We have established a stringent set of safeguards and formalized initiatives to encourage responsible gaming, prevent financial crimes and promote counter-trafficking measures.

### UN SDG ALIGNMENT



Gender  
Equality



Decent Work and  
Economic Growth



Reduced  
Inequalities

# WORKFORCE DEVELOPMENT

Sands China's resorts bring many benefits to Macao in terms of opportunities to work at and with our properties. Our culture of excellence empowers our team members to achieve their career goals through a variety of resources and tools, including a 360-degree focus on the whole person.

We also strive to promote a thriving hospitality and business industry by helping our suppliers and business partners, especially local SMEs, as well as the local labor pool build their capabilities through professional development programs. Our goal is to create a strong local workforce by facilitating forward progress, increasing earning power and supporting career and business success.

## 2025 TARGET

# 7 million hours

of workforce development training

## TEAM MEMBER ADVANCEMENT

When team members join our Company, they have the opportunity to build a lasting career by leveraging our job skills and professional education courses. Our Sands China Academy training and development program forms the foundation of our advancement initiatives and is augmented by programs that foster overall physical, mental and social wellbeing.

### Professional Growth

Sands China Academy facilitates career progression at every stage. The academy's extensive coursework begins with onboarding to integrate team members into the Company and supports team members' continual growth, starting with basic job skills and business acumen and moving into leadership development programs that cultivate future company leaders.

Our skills-based curriculum covers core training for job-specific abilities to support competency and performance in hospitality-related functions, such as guest engagement, dealer techniques or housekeeping protocols, as well as in professional service areas, such as technology systems and business analysis. Our resorts also host ongoing property knowledge tours to expand team member understanding of departments and operations outside their functional work areas.

Beyond hard skills trainings, we offer programs to help team members develop soft skills in areas such as collaboration, management strategies and leadership that are essential elements for their growth and career progression. Sands China offers 20 horizontal and vertical talent development programs to expand team member skills and expertise. For example, My Way is a Sands China horizontal development program that enables team members to add dual- or multi-skillsets for new career avenues or to expand in their current jobs. More than 2,200 team members have completed the My Way program, which enabled 375 people to transfer to other internal departments for new career opportunities.

To elevate team members stepping into a manager-level position, we offer a manager competence development program that incorporates subject matter expertise and effective team leadership. Sands China also provides an integrated talent development program in conjunction with Macau University of Science and Technology (M.U.S.T.), enabling manager-level staff to learn innovative management strategies by engaging in cross-departmental projects and with distinguished academics throughout Asia. The nine-month program welcomed its second cohort this past year. Also in 2021, we introduced a three-year business leader development program to invest in cultivating the world top talents and building effective future integrated resort leaders through developmental projects and mentorship by senior executives.

## CREATING PARTNERSHIPS TO SUPPORT TEAM MEMBER SUCCESS

Beyond the coursework and training programs offered through Sands China Academy, we help team members advance through outside education. In 2021, 46 team members completed the University of Macau's one-year diploma in business management, which was specifically designed for Sands China team members as a bridge between secondary education and a bachelor's degree. The Company also supports team members in obtaining professional certifications from the Macao Occupational Skills Recognition System to promote excellence in a number of services and disciplines.



## CULTIVATING VOCATIONAL SKILLS

Sands China won several awards at the third Macao Integrated Tourism and Leisure Enterprises Vocational Skills Competition in hotel room facilities maintenance, gaming customer service, room cleaning and themed arrangement, culinary arts, and food and beverage service. Organized by the Labour Affairs Bureau and the Macao Federation of Trade Unions, the competition enabled team members to gain experience and elevate service standards.





# 3,700

team members reached 15 years anniversary in 2021

# 9,900

team members reached 10 years anniversary in 2021

## Better-Self Development

Because we know physical, mental and social wellbeing is the foundation for success, Sands China offers a number of wellness and personal development programs to inspire our team members to focus on prevention, balance, connection and healthy lifestyles.

In 2021, Sands China launched the "Health Corner and Healthy Eating Habit" program to encourage healthy, productive and engaged team members through awareness of their overall health index and ideas for lifestyle and nutritional choices. Health Corner activities such as self-monitoring of body mass index and blood pressure provided personal insights, while dissemination of wellness tips and color-coded food labels designating nutritious food choices enabled team members to make informed, health-conscious choices.

To promote and strengthen family bonding, Sands China has joined with DSEDJ to provide a Parenting Education Programme for team members. The program offers parenting skills education and other knowledge about family dynamics, aiming to support strong and healthy families. For convenience, the program is offered on-site at Sands China properties and also enables team members to join related incentive programs.

► Further information and data on Workforce Development can be found in the Appendix on page 66

## PROMOTING STRESS MANAGEMENT

Sands China encourages work-life balance and time for family and personal relationships as a safeguard for the physical and mental health of team members. In 2021, the Company promoted a month-long stress management campaign that included self-evaluation, themed seminars, roadshows, free health consultations and recreational activities. More than 1,000 team members participated in the stress index survey, with 90 percent receiving a medium to low score. Sands China also launched a Family Health and Wellness series to strengthen family bonding, parent-child communication and overall family health.



## STRETCHING CHALLENGE

To encourage regular exercise among team members, Sands China held a stretching exercise contest in which to departments competed for prizes by creating stretch routines to suit the particular needs of each group. The Company also offered recreational activities such as yoga and stretching classes to team members.



## PROVIDING SUPPORTIVE RETIREMENT TRANSITIONS

Our dedication to team members continues even as our people move into the post-career phase. Sands China offers the Golden Age Program, an award-winning transitional initiative that provides short-term, long-term and lifetime benefits to help team members navigate their retirement years. As team members near the end of their careers, they are able to reduce work hours during a three-month transition period. After completing transition, they receive financial and other supportive assistance, including lifelong discounts and benefits on par with active team members. Sands China has welcomed 60 percent of eligible team members into the program since its inception in 2020.



## WORKFORCE DEVELOPMENT CONTINUED

### BUSINESS PARTNER AND SUPPLIER ENGAGEMENT

Our business partners and suppliers are critical to our Company's success, but our investment in increasing their capabilities not only supports the excellence we deliver at our resorts – it also creates a flourishing local business landscape. We are dedicated to developing skillsets that encourage supplier growth, especially for the local businesses and SMEs that propel the hospitality industry in our region.

**110**

SMEs participated in 2021

**338**

total graduates since 2017

### ADVANCING SMALL, MEDIUM AND MICRO SUPPLIER SUCCESS

Sands China supports Macao SMEs through a variety of avenues with efforts led by its core initiative, the F.I.T. program that has three key areas of focus: financial assistance such as advance payment on purchase orders for Macao SMEs with limited fiscal capacity; invitational matching to help SMEs access new procurement opportunities through tradeshows, events and other platforms; and training and development to build capability for working with large-scale enterprises and help improve business effectiveness to support the SME's overall growth in their specific area of focus.

In 2021, Sands China further addressed the needs of SMEs challenged with cash flow pressure because of the pandemic business environment by reducing payment terms from 30 to 7 days for new orders and contracts. In addition, the Sands Procurement Academy, a comprehensive training program focused on providing practical knowledge to SMEs, micro-enterprises, Macao young entrepreneurs and "Made-in-Macao" businesses, welcomed its ninth and tenth cohorts, with 110 SMEs completing training for a total of 338 graduates since 2017.



### FOSTERING RETAIL EXCELLENCE

Complementing the F.I.T. program, Sands China offers the Sands Retail Academy, a customer service and management training program for the employees of Sands Shoppes Macao retailers. The program aims to foster a high-quality consumer shopping experience and strengthens service quality in Macao's retail industry.

In 2021, 442 participants from more than 50 Sands China retail outlets participated in modules such as service enhancement, Because We Care core values and manager competence development. New programs introduced in 2021 include a practical retail service program, the Be-A-Professional program, a retail training program for mid-level employees and a management competence development program. Another academy initiative is the Celebrity Mentor Workshop Series through partnership with the Macao Government Tourist Office. The mentor series pairs leaders in their fields with retail employees to provide guidance and expertise.



Shoppes at Londoner



## SUPPORTING HOSPITALITY EDUCATION AND JOB SKILLS DEVELOPMENT

Another primary focus of our workforce development initiative is to help advance professional capability and service excellence in both the hospitality industry and among the larger labor pool. Sands China offers the Career Experience Opportunities program, which provides university students with on-the-job training in various operational areas. As a long-term learning platform, students receive professional training while gaining actual work experience and can become supervisory-level team members upon graduation if they complete program requirements with good performance. In 2021, seven participants gained full-time positions.

This past year, Sands China hosted a culinary career sharing session at the Institute for Tourism Studies, featuring career insights from its award-winning chefs.

**99**

school tours hosted since 2014

**3,600**

students participated in school tours

**MOP\$108 million**

donated to higher education institutions in 2021

### HIGHLIGHTING CAREER OPPORTUNITIES IN ALL DISCIPLINES

In addition to our focus on advancing hospitality industry professionals, we also work to create opportunities in all arenas and disciplines by leveraging our resorts and providing programmatic support.

#### Supporting Career Exploration

In 2021, Sands China provided three-month internships in a variety of roles and departments to 84 university graduates. As part of the internship program, we have extended permanent positions to nearly 200 candidates over the last two years.

#### Providing Real-World Experiences

We also introduced the Art Talent Development Showcase x Sands China in 2021, enabling students and recent alumni of Macao Polytechnic Institute's School of Arts to work on graphic design and video projects for our resorts.

#### Uplifting Through Training

Sands China tailor-made the Level Up Programme for two cohorts of interns with 12 training courses aimed at helping youth prepare for their future career paths by developing personal strengths and competitiveness.

#### Adding Value for Students

In 2021, we hosted sharing sessions, featuring local entrepreneurs and distinguished speakers, for more than 200 participants of Level Up and other programs to provide career planning and entrepreneurship insights.



# DIVERSITY, EQUITY AND INCLUSION

We believe a business culture that celebrates diverse perspectives and promotes inclusiveness can inspire positive outcomes in our host community. Though our diversity initiatives address different populations and issues, we are committed to removing systemic barriers and advancing all under-represented groups.

We identified five critical areas of our diversity, equity and inclusion (DEI) efforts: corporate governance, human resources and talent management, supplier diversity and inclusion, community investments in diverse organizations, and benchmarking and communications. Our ESG Committee sets the vision for the Company's overall DEI initiatives, and responsibility for planning and implementing resides with Sands China's senior leaders overseeing departments that manage each area of focus.

## CORPORATE GOVERNANCE

Reinforcing our commitment to foster diversity, equity and inclusion throughout the organization, Sands China established an ESG Committee of the Board of Directors this past year to oversee all ESG issues, including DEI. In addition, Board diversity is a priority for the Company, with directors representing various cultural and professional backgrounds. Our Legal department also continuously reviews corporate policies and procedures to protect against inadvertent discrimination.

## HUMAN RESOURCES AND TALENT MANAGEMENT

Over the past year, we have introduced several team member initiatives to further our DEI progress. We provide a variety of support programs to empower younger, older and disabled team members. For example, our well-rounded internship and training programs allow young graduates to grow academically and professionally, while the Golden Age Program provides a wide range of post-career benefits to our elderly team members. We also have incorporated more DEI focus into our hiring practices and engaged a DEI-focused recruiter.

Sands China continues to be the industry leader in delivering anti-harassment training and related policies. Our Code of Business Conduct and Ethics, which includes our Anti-Harassment and Discrimination Policy, provides regulations and guidelines to ensure an inclusive workplace for all team members.

## SUPPLIER DIVERSITY AND INCLUSION

Complementing our internal efforts, we advance DEI within our supply chain through a strong focus on cultivating relationships with diverse businesses. We set internal targets for diverse spending with small and micro enterprises, Macao young entrepreneur and "Made-in-Macao" businesses. To support the success of these local suppliers, we have offered the Sands China F.I.T. program since 2017 to assist in the areas of finance, opportunities matching, and training and development.

## COMMUNITY ENGAGEMENT

We extend our DEI efforts to the local community through the expansive support provided by our Sands Cares Ambassadors. In 2021, ambassadors participated in a number of activities to assist under-represented groups in Macao, including members of deaf community and students with special needs. For details, see the hardship relief section of this report on page 36.

## BENCHMARKING AND COMMUNICATIONS

To provide greater transparency, this ESG Report discloses DEI-related metrics including gender diversity by employment level, race/nationality, age and disability; racial diversity by employment level; and Board diversity. In addition, we track discrimination and harassment cases and periodically review pay equity studies to benchmark our performance.

### 2025 TARGETS

**45%**

female representation in management by 2025 on the path to gender parity

**47%**

female representation in junior management by 2025 on the path to gender parity

### SHOWCASING COMMUNITY GROUPS AT THE SANDS SHOPPING CARNIVAL

One way we extend our DEI commitment to the community is by supporting local organizations at the 2021 Sands Shopping Carnival. Social enterprises were invited to exhibit their services in booths at the carnival's Food Court and Cultural and Creative Zone, and we provided various levels of on-site support, including staffing community organization booths. Our team members also accompanied members from community organizations such as the Macau Autism Association and the Macau Down Syndrome Association to play at the carnival's game area.





# HEALTH, SAFETY AND WELLBEING

Ensuring the health and safety of our team members, partners and guests visiting our resorts was again of crucial importance as the COVID-19 pandemic continued to affect our daily operations in 2021. While we responded to varying global situations related to COVID-19 throughout the year, we maintained our focus on stringent health and safety practices while promoting the importance of overall wellbeing.

## COVID-19 PROTOCOLS

Our resorts continued following local mandates along with our established policies and procedures to create a safe environment at our resorts. Efforts spanned intensive cleaning and disinfecting, social distancing, face mask protocols, sanitizer stations, contactless service, testing, contact tracing and vaccination support.

Sands China has helped support public health initiatives to address COVID-19, including Macao's efforts to achieve herd immunity as quickly as possible, by offering group vaccination sessions for team members and their families. The Company also held vaccination education seminars, which covered the vaccine's role in ending the pandemic and provided safety information to make informed decisions.

## 2021 STATS

# 94%

of team members vaccinated

## HEALTH PROTECTION

In addition to COVID-19 measures, maintaining workplace safety is essential to the success of our operations. In 2021, all Sands China properties received the ISO 45001:2018 certification for occupational health and safety management systems in five departments – food and beverage, procurement and supply chain, housekeeping, security and facilities. Sands China maintains a number of other ISO certifications in food safety, facilities management, and convention and exhibition services to ensure high standards in our operations.

► Further information and data on Health, Safety and Wellbeing can be found in the Appendix on **page 70**



## ENCOURAGING SAFE AND HEALTHY HABITS

More than 11,000 team members participated in a variety of activities and initiatives during our annual Occupational Safety and Health (OSH) Month. In addition to offering general OSH knowledge, 2021 OSH Month activities highlighted safe and healthy habits. In collaboration with myFITNESS, team members were encouraged to eat a plant-based diet in support of better health, and back-of-house health booths provided team members with free health advice.



## PROMOTING SAFETY AWARENESS

Sands China is a pioneer in introducing and training OSH wardens – team members with specialized training in occupational safety and health. Appointed by individual departments, OSH wardens complete OSH and risk assessment workshops to handle safety issues within their areas. Regular meetings are held with various departments to formulate precautionary measures, supervise related practices and conduct follow-up to ensure all OSH objectives are met. The number of safety wardens increased from 450 in 2020 to 725 in 2021.

# HUMAN RIGHTS

We are firmly committed to protecting fundamental rights and freedoms for all people, without regard for race, color, religion, language, ancestry, age, gender, national origin, sexual orientation, gender identity, gender expression, mental or physical disability, genetic information, and marital or veteran status. Human rights protection is fully integrated into our business, with stringent processes and rigid standards to enforce our zero-tolerance policy for human rights violations.

## RISK IDENTIFICATION

We preemptively identify human rights risks and seek to prevent or mitigate adverse impacts in our direct operations and value chain. The process begins with conducting proactive due diligence on human rights issues and complying with the United Nations Guiding Principles on Business and Human Rights (UNGPR).

Issues related to human rights are governed at the highest level of the Company through oversight by the Board's Audit Committee as part of its overall ESG responsibility. Identification, assessment and management of human rights concerns and potential impacts are embedded in many areas of the organization, spanning operations, supply chain and business relations.

Our processes and protocols for addressing human rights risks are updated on an ongoing basis to ensure we maintain the latest intelligence and standards of performance. Significant risks are escalated, managed and reported to the Board through our enterprise risk management process. For more details, see the risk management section of this report on page 45.

## TARGET

Maintain a zero-tolerance policy for Human Rights violations.

## DUE DILIGENCE PROCESS

Potential human rights risks have been identified and are addressed in various areas of our business. Within our own operations, we have identified discrimination, harassment and human trafficking as potential human rights risks.

### Discrimination and Harassment

Ensuring team members are treated with dignity and respect and provided with an environment free of harassment and discrimination is a critical priority and firm commitment. To mitigate risk, we conduct background checks before hiring, and all team members must agree to our Code of Business Conduct and Ethics, as well as participate in mandatory anti-harassment and non-discrimination training upon hiring and annually.

We encourage team members to report incidents to human resources or through our confidential third-party ethics hotline, and reporting is reinforced by a non-retaliation policy. To maintain a pulse on the current environment, we review and establish metrics for discrimination and harassment cases. Team members also are asked to participate in periodic ethics surveys.

When issues arise, our remediation process includes conducting prompt, consistent, thorough and neutral investigations by human resources, compliance, investigations and legal teams, as well as other departments that may be impacted. We also employ outside resources to ensure neutrality. If investigations substantiate discriminating or harassing behavior, the team member is subject to immediate disciplinary action consistent with similar cases, which may include termination of employment.

### Human Trafficking

Human trafficking is a global human rights problem, and because of our business, this issue is of heightened concern. Sands China has a zero-tolerance policy for human trafficking in any form, and we have instituted proactive and reactive strategies through Sands Project Protect to safeguard our properties and patrons.

To form our approach, we engaged an external company to conduct a human trafficking assessment followed by an in-depth internal gap analysis based on best-practice guidance from leading nongovernmental organizations. Through this process, we established recommendations for our properties to further strengthen trafficking safeguards. We also have created a leadership Committee to review incidents and identify new measures and opportunities for addressing issues.

Our Global Human Trafficking Prevention Policy provides the foundation for risk mitigation. Ongoing management and implementation of counter-human trafficking initiatives is the responsibility of our compliance, security and surveillance teams who collaborate closely with law enforcement. While all team members are trained to identify suspicious activity, front line employees receive additional training. Team members and guests have several means to report suspected incidents, including alerting security or management personnel, contacting Sands China through our corporate and property websites, or using our anonymous ethics hotline, which is available in multiple languages.

## HUMAN RIGHTS POLICIES

- Human Rights Statement
- Code of Business Conduct and Ethics
- Supplier Code of Conduct
- Preventing Discrimination and Harassment Policy
- Global Human Trafficking Prevention Policy
- Reporting and Non-Retaliation Policy



**Staff:** We have measures in place to prevent trafficking associated with personnel, such as construction or migrant workers. We require all contractors and staffing firms to agree to our Supplier Code of Conduct and complete a third-party due diligence process that screens for human rights violations. Selected suppliers also must undergo third-party audits. In addition, we may require ongoing reports from vendors in businesses that may be more susceptible to trafficking or human rights violations.

Upon hiring of contract workers, we utilize questionnaires to evaluate if new team members have been subject to unreasonable fees by their staffing agencies. Occasionally, we also assess workers' living conditions to ensure they are safe and clean. As with our permanent team members and guests, incidents can be reported through our anonymous ethics hotline or to human resources and compliance personnel.

**Business partners:** We also screen for human rights risks when establishing new relationships or pursuing new business ventures. All prospective

partners are assessed for suitability via our third-party due diligence process before any relationship can begin. Our business partners are required to agree to our Code of Business Conduct and Ethics, or Supplier Code of Conduct, depending on the nature of our relationship.

**Supply Chain:** We require our suppliers to provide fair and safe conditions for all workers and treat their employees with dignity and respect. As a part of our supply chain management process, we mitigate and address adverse human rights impacts including child labor, forced labor, human trafficking, remuneration, discrimination, harassment, freedom of association and collective bargaining.

Our process includes third-party due diligence before a supplier is cleared to work with Sands China, mandatory adherence to our Supplier Code of Conduct, annual risk assessment, ongoing audits and evaluations, and corrective actions and remediation. A detailed description of our supply chain management process is outlined on page 48 of this report.

## RESPONSIBLE GAMING AND FINANCIAL CRIME PREVENTION

Covered by our comprehensive Sands Project Protect program, we aim to lead the industry in going beyond government regulations to safeguard our community through responsible gaming practices and financial crime prevention.

### RESPONSIBLE GAMING RESOURCES

Developed with leading industry experts, our best-in-class responsible gaming program works to reduce gambling risk by helping our guests make informed choices. We strive to reach patrons before problems develop through team member training incorporating the latest practices and information, 24/7 ambassador assistance, self-limit options, guest resources and educational partnerships.

In 2021, Sands China organized the Parent-Child Financial Management Challenge – "Responsible Gaming x Virtual Learning" – as part of the company's ongoing support of the Macao government's "Lost Control, Lose Family" responsible gaming campaign. With more than 1,400 families participating, the challenge promoted healthy habits for smart financial management and expenditure tracking, while encouraging meaningful parent-child interactions. Sands China also donated MOP\$450,000 (US\$56,100) to four Macao nongovernmental organizations for responsible gaming educational initiatives.

### FINANCIAL CRIME SAFEGUARDS

We invest significantly in policies and procedures to prevent illegal financial activity. Our extensive program spans customer screenings and due diligence, transactional controls, team member training, and reporting and record-keeping to safeguard our properties and community from criminal behavior.

#### 2025 TARGET

**80,000 hours**  
of responsible gaming team member training



#### STAYING ON THE FOREFRONT OF RESPONSIBLE GAMING PRACTICES

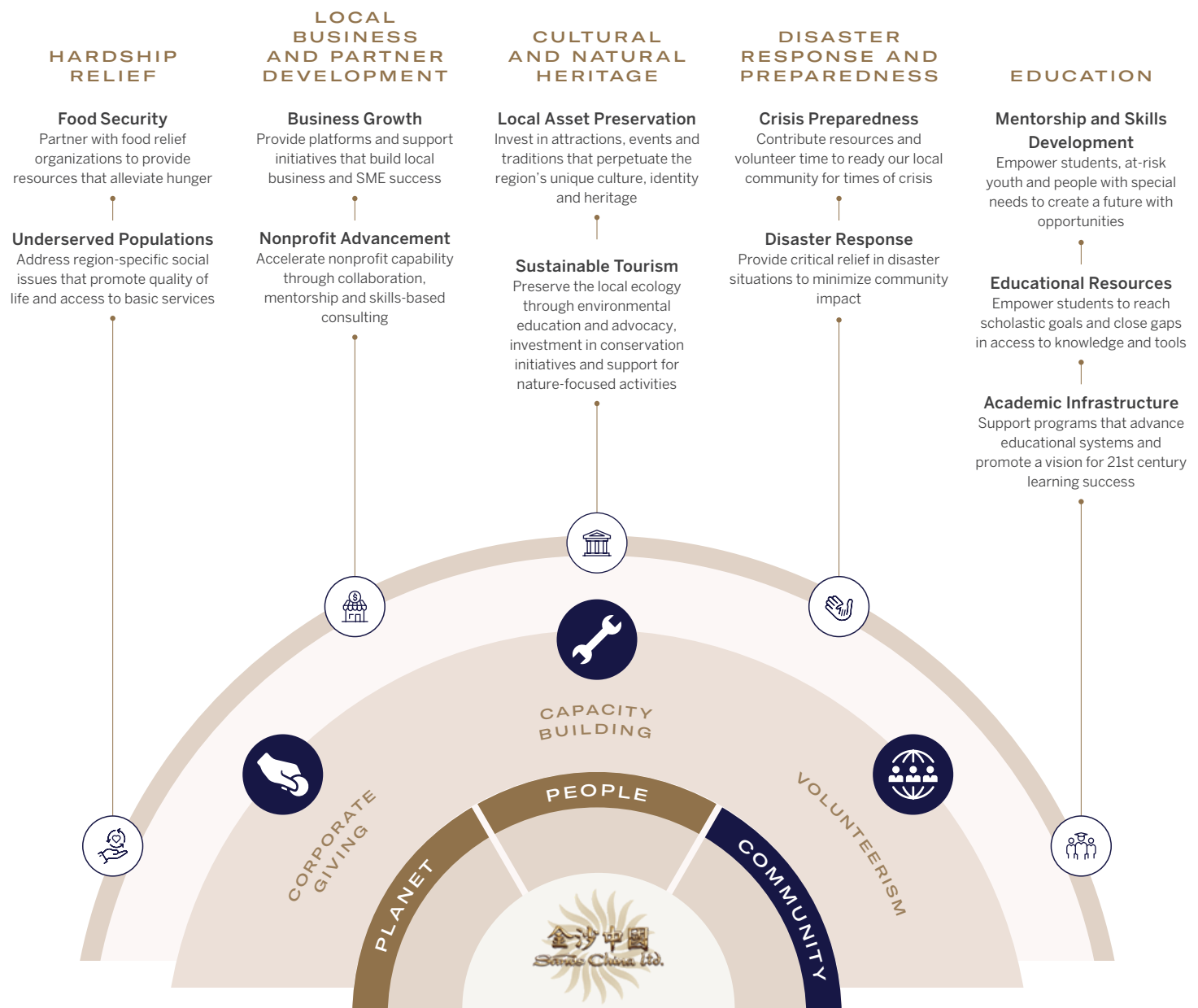
As part of our global responsible gaming initiative, we conduct a variety of ambassador and team member trainings using the most up-to-date science on gambling issues to ensure appropriate response and assistance to guests.

Our 2021 workshops, trainings and roadshows covered topics such as support services for problem gamblers and their families, self-exclusion and third-party exclusion, attitudes and behaviors related to responsible gaming, local regulations and Sands China's responsible gaming policies.

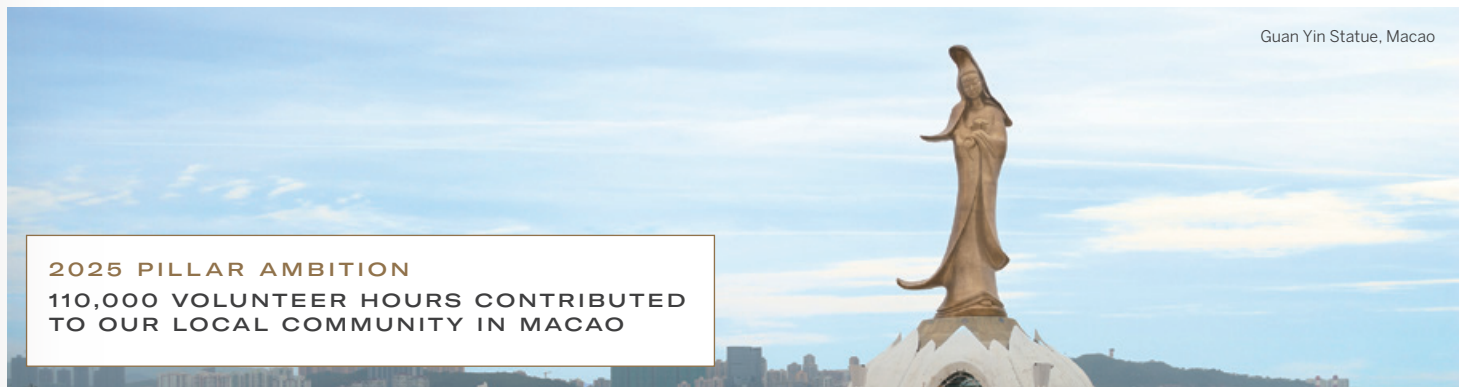
# COMMUNITY

We are a dedicated partner in building a thriving community that can capitalize on opportunities and address challenges. A fundamental part of our Company's culture is the commitment to helping our region maintain strong support for the local population. Led by our global community engagement program, Sands Cares, we focus on three areas: corporate giving, capacity building and volunteerism.

We contribute these resources to initiatives that promote the region's resilience around issues of concern and crisis situations, build local business and nonprofit capability to advance their success, and preserve the area's unique cultural and natural heritage as a global tourism destination.







Guan Yin Statue, Macao

**2025 PILLAR AMBITION**  
**110,000 VOLUNTEER HOURS CONTRIBUTED**  
**TO OUR LOCAL COMMUNITY IN MACAO**

## PATH FORWARD

We have identified five priority areas of focus in which Sands China can make the most meaningful impact. In the 2021-2025 reporting cycle, we are placing emphasis on accelerating our volunteer initiatives, while continuing our philanthropic giving and capacity-building efforts. We know that our team members want to make a difference and that volunteerism has a strong impact on building a positive work environment. We have created a

volunteering framework that consists of three categories of opportunities: participating in team member-selected community activities to encourage an overall spirit of giving back, engaging in company-coordinated volunteer programs to address community issues prioritized by the Company and lending skills-based volunteer time to provide high-impact support that leverages the internal talents and expertise of our workforce.

## FOCUS



### HARDSHIP RELIEF

Invest in solutions to create resiliency for people in need



### LOCAL BUSINESS AND PARTNER DEVELOPMENT

Support the success of SMEs, nonprofits and diverse organizations



### CULTURAL AND NATURAL HERITAGE

Preserve regional assets and ecology to promote sustainable tourism



### DISASTER RESPONSE AND PREPAREDNESS

Provide aid and assist in community crisis planning



### EDUCATION

Advance learning and mentorship opportunities to remove barriers and build the workforce of the future

## PROGRAMS

### Sands Cares



Our community engagement program guides our efforts to help solve pressing issues, create resiliency and maximize the inherent strengths of our region.

### Sands Cares Accelerator



This past year, we expanded this global nonprofit developmental program to Macao. During a three-year membership, invited nonprofits receive strategic guidance, mentorship and financial investment to help them advance to new levels of service or achieve specific goals.

## UN SDG ALIGNMENT



Zero Hunger



Quality Education



Sustainable Cities and Communities



Partnerships for the Goals

# HARDSHIP RELIEF

Ensuring our community aims for its highest potential means helping to lift up people facing challenges. Whether providing support for people in need or aiding disadvantaged populations in overcoming barriers, we contribute our expertise and resources to support solutions in areas where we can create the greatest impact.

## 19,236

total pounds of food donated in 2021

### FOOD SECURITY

In conjunction with our environmental strategy around food management, solving food insecurity issues is a priority for Sands China. Our focus is on repurposing food from our resorts, as well as engaging with food relief organizations to provide programmatic support, funding and volunteer time.

We donated MOP\$300,000 (US\$37,400) to Macau Holy House of Mercy's Welfare Shop in support of its year-round food hamper donation, bringing total funding to MOP\$2.6 million (US\$324,100) since the partnership began in 2013. For this past year's distribution, beneficiary families collected food baskets at Macau Holy House on different days and time slots, in response to the government's epidemic-prevention guidance on avoiding large-group gatherings. Team members also assisted in delivering 360 food hampers to celebrate Chinese New Year.



### SUPPORTING HEALTHY ATHLETES

In 2014, Sands China began providing sponsorship funding and volunteer support to the Macau Special Olympics (MSO) Healthy Athletes Program, which delivers free medical examinations and screening services to identify health issues for 5,000 MSO service users. With our help, 500 children and young adults with intellectual disabilities to date have enjoyed follow-up treatments fully funded by the program.

### CELEBRATING WORLD CHILDREN'S DAY

Sands Cares Ambassadors joined the Fuhong Society of Macau to show love and care to children in need, passing out more than 2,500 gift packs during visits to 63 providers of children's services, including the Vila Lok Tou Residential Care Service Unit, H.K.S.K.H. Astor Shore and the Child Protection Centre of the Against Child Abuse (Macau) Association.





## DISADVANTAGED POPULATIONS

In our community, we target support to the groups most in need of assistance and follow through with a commitment to helping raise up people through service.

Sands China's long-time partner is Caritas Macau, an organization that provides essential services to vulnerable community members. This past year, we supported the 52nd Annual Caritas Macau Charity Bazaar and Charity Run and raised additional funds through donation campaigns at each of our Macao properties. Sands China also donated MOP600,000 (US\$74,800) to the Macau Tung Sin Tong Society, which provides free medical services, medicine and education.

With the goal of supporting active lifestyles and social inclusion through sports, Sands Cares Ambassadors played lawn bowls with 100 special needs students and MSO participants at the 2021 MSO Flag Day Prize Ceremony and Lawn Bowls Experience at The Venetian Macao. Sands China was presented with "The Golisano Health Leadership Award 2021," Special Olympics' highest honor for health partners.

Another major Sands Cares Ambassador program is the annual spring cleaning for live-alone elderly to celebrate Lunar New Year. Through the volunteer initiative, 150 ambassadors provided house cleaning and free haircuts to 100 live-alone elderly people in 2021. The service was part of the Peng On Tung Tele-Assistance program organized by The General Union for Neighbourhood Associations. Sands China became the first integrated resort operator to support the program in 2010 and has donated MOP\$2.3 million (US\$286,700) to benefit nearly 9,700 live-alone elderly since then. Sands Cares Ambassadors also helped 100 elderly persons with dementia and their caregivers from Lar de Cuidados "Sol Nascente" da Areia Preta celebrate at a Mid-Autumn Festival by providing special activities at The Londoner Macao.



### HOSTING DEAF COMMUNITY MEMBERS AT TEAMLAB SUPERNATURE

Sands Cares Ambassadors treated deaf community members from St. Joseph the Worker Church to a guided tour of teamLab SuperNature at The Venetian Macao to promote social inclusion through enjoyment of the immersive art space. In preparation, ambassadors attended a fundamentals of sign language workshop to assist guests in enjoying the exhibit's interactive installations.

# LOCAL BUSINESS AND PARTNER DEVELOPMENT

Beyond our scope as major business generator and philanthropic funder, we focus on building partnerships that help propel local businesses, SMEs and nonprofits to succeed. Our capacity-building initiatives marry the resources and expertise of a leading resort operator with platforms for the growth and development of our partners, in line with our dedication to delivering lasting impact in our region.

## BUSINESS DEVELOPMENT

Our commitment to advancing local businesses and SMEs has been a long-term priority for Sands China because we know the value they bring to our properties and our local community. In Macao, our expansive support for SMEs has been a foundation of the Company since our entry into the region. Most recently, we established a new signature event to help SMEs promote their offerings to the local community – the Sands Shopping Carnival.

Begun in response to the pandemic's impact, the carnival is now an annual event that provides Macao's largest platform for retailers and SMEs to showcase their goods and services. The 2021 free-admission carnival attracted more than 110,000 visits in three days, an increase of 10 percent over last year, and featured shopping, activities and entertainment with more than 560 booths. In addition to the carnival, Sands China promotes business development for SMEs by hosting back-of-house roadshows at our properties to give vendors direct access to approximately 27,000 team members.

## NONPROFIT ADVANCEMENT

Inspired by the entrepreneurial and philanthropic spirit of LVS' late founder, Sheldon G. Adelson, the Sands Cares Accelerator is our signature global program designed to fast-track rising nonprofit members on the tipping point of making an organizational leap as catalyst for further strengthening their community impact. In Macao, the Company kicked off its first Sands Cares Accelerator engagement in late 2021 with an invitation to Green Future, a local environmental nongovernmental organization, to join the three-year membership program. Through the Sands Cares Accelerator, Green Future will receive significant funding, along with structured guidance and customized support aimed at helping the organization transform an identified initiative to deliver even greater service to the community.

**91%**

spend with local suppliers

**21%**

spend with SMEs

## EXPANDING MACAO SMEs SALES OPPORTUNITIES

New features at the Sands Shopping Carnival in 2021 included a Green Lifestyle Zone for eco-friendly products and the Macau Original IP Zone, which promoted local creativity and entrepreneurship.



## SUPPORTING LOCAL BUSINESS DEVELOPMENT

### Supporting Made in Macao Enterprise

As the largest integrated resort operator in Macao, Sands China has continuously strived to help "Made in Macao" enterprises and local SMEs thrive and grow. Following a comprehensive bidding process, local Macao company 853 Face Mask™ became one of Sands China's suppliers with an engagement to design and produce masks for the Company.

### Facilitating Local SMEs Expansion

Since 2014, Sands China has invested more than MOP\$10 million (US\$1.25 million) of its advertising budget with Zenith Advertising Company Ltd., which has helped boost the local company's development. Sands China now accounts for approximately 50 percent of the SMEs' business, which increased from 20 percent over the seven-year relationship. Zenith had more than 100 employees in Zhuhai and Macao at the peak of its expansion.

### Partnership with Local Supplier for Excellence in Hygiene and Sanitization

The cooperation between Sands China and Sun Fu Lon Trading began in 2004 with the opening of Sands Macao. As Sands China continued to develop other properties, Sun Fu Lon Trading extended its partnership with the company's integrated resorts, and the relationship has grown even stronger since the COVID-19 pandemic began. At the beginning of the outbreak in 2020, the availability of disinfection supplies across Macao was limited. With Sun Fu Lon Trading's reserves, the Company provided Sands China with sufficient disinfection products to accommodate cleaning needs for guests and team members.



# CULTURAL AND NATURAL HERITAGE

Sands China has prioritized preserving and promoting our local region's cultural and ecological assets because they are the foundation for building a thriving tourism industry. We support programs to highlight the rich heritage, unique identity and natural habitat of our home community, as well as celebrate them on a global stage.

## LOCAL ASSET PRESERVATION

Honoring our region's prestige as valued travel destination is intertwined with supporting and showcasing its unique attractions and cultural benefits. In Macao, Sands China's goal is to help the region build and promote an internationally influential arts and entertainment culture by bringing a wide spectrum of enriching events to the city and nurturing the success of local artists.

## NATURE CONSERVATION

Another element of promoting our region's inherent assets is working with our community to protect and preserve the natural environment. In Macao, Sands China team members are focused on mangrove planting in support of one of the most valuable ecosystems on earth and an important natural coastal treasure that protects the coastline from rising sea levels and extreme weather events. Macao is home to a thriving mangrove forest that spans approximately four kilometers of the Taipa-Cotai coastline. In conjunction with Drop by Drop grand recipient University of Saint Joseph, the Sands China sustainability team planted approximately 400 mangrove seedlings and 40 mangrove trees during the annual planting season.

## HIGHLIGHTING YOUNG ARTISTS IN THE GREATER BAY AREA

Sands China sponsored an exhibition of the winning art pieces from the Time is On My Side – 2021 Greater Bay Area Young Artists Scheme at The Londoner Macao. The event highlighted the younger generation's artistic and creative potential by showcasing their paintings and photography.



## BRINGING POSITIVITY THROUGH ANCIENT ARTS

Sands China hosted the Project Sands X: Beyond the Blue ceramics exhibition for the Macao government's three-month Art Macao extravaganza at The Venetian Macao. The exhibition's works featured a diversity of designs and palettes, demonstrating how the beauty of ceramics can go beyond the traditional colors of blue and white. By applying innovative techniques, technologies and designs, artists created pieces to bring positivity to the world through art during the pandemic's challenging times.

## SHOWCASING TRADITIONAL AND COSMOLOGICAL ART

Sands China presented the Abode of Immortals – Tai Xiangzhou Ink Paintings art exhibition at Grand Atelier (renamed as Sands Gallery in 2022), The Grand Suites at Four Seasons. The exhibition encompassed more than 38 of the international contemporary artist's groundbreaking artworks, including one of his bronze sculpture masterpieces – "Min Fanglei." Mr. Tai's pursuit of excellence and refinement complement The Grand Suites at Four Seasons' meticulous, low-key, yet luxurious approach, which delivers an elegant, inspiring guest experience.



# DISASTER RESPONSE AND PREPAREDNESS

A major component of our commitment to creating a resilient community is being a strong partner in recovery efforts when a crisis hits, while supporting planning and infrastructure initiatives that better equip our region to handle disaster situations. In 2021, we continued our dedicated efforts to help our community respond to the pandemic and other disasters, while maintaining focus on ongoing community preparedness.

## DISASTER RESPONSE

In 2021, Sands China provided MOP \$1.25 million (US\$155,800) in immediate financial assistance, to support recovery after the severe Zhengzhou floods in China's central Henan province. More than seven inches of rain fell in one hour, which led to severe flooding and evacuation of more than 100,000 people.

## CRISIS PREPAREDNESS

Our long-term partnership with Clean the World for the annual Sands Cares Global Hygiene Kit Build is the core way we offer ongoing preparation for disaster situations. Each year, our team members build thousands of hygiene kits to support people facing natural disasters, as well as personal hardships. Sands China and its community partners have assembled 300,000 kits over the past eight years.

In addition, Sands China collaborated with Macau Red Cross to prepare for increased typhoon activity by packing and distributing response kits and offering a free community seminar on typhoon preparedness and epidemic prevention. In 2021, 800 sanitization and emergency typhoon response kits were assembled and distributed. The Company's efforts have helped benefit 2,100 households in need over the past three years of participation in Macau Red Cross's emergency kit initiative.

### 800

emergency typhoon response kits distributed

### 20,000

Clean the World hygiene kits built

## GLOBAL PANDEMIC RELIEF

Throughout 2021, the COVID-19 pandemic continued making significant impact around the world, and we worked closely with our community to respond to situations as they arose. With a goal of helping Macao achieve herd immunity as quickly as possible, Sands China held its second round of group vaccination sessions at The Venetian Macao. The Company also provided comprehensive support for Macao's three-day mass testing program, including hosting testing in the Cotai Expo, providing service arrangements for 300 medical professionals and contributing volunteer time from more than 2,400 team members for 24-hour onsite coordination of the testing process. Approximately 65,000 tests were conducted at Cotai Expo during the two nucleic acid testing (NAT) drives. The Sheraton Grand Macao also continued serving as a medical observation hotel as part of the "designated hotel for quarantine and medical observation" and "optional medical observation hotel" initiatives during 2020 and 2021, providing a special isolated area and 4,000 rooms to the community at the peak of the "medical observation hotel" initiative.

### 41,392

hours for pandemic-related volunteer support





# EDUCATION

Sands China works to advance educational opportunities for students, people with special needs and under-represented groups who face barriers to learning. We know that a strong educational system creates an effective workforce of the future, which positively impacts the economic and social health of our community.

## MENTORSHIP AND SKILLS DEVELOPMENT

Supporting mentorship and youth development programs is the primary way we engage in improving educational opportunities, through both programmatic funding and leveraging team members to serve as mentors and volunteers. Our priority is supporting mentorship programs for underprivileged, at-risk and diverse youth.

## EDUCATIONAL RESOURCES

Providing students with scholarships, learning tools and other resources is another area in which we help advance academic opportunities and performance. In 2021, Sands China contributed MOP\$1.08 million (US\$134,600) for more than 100 scholarships to tertiary institutions, bringing total funding to more than MOP\$12.4 million (US\$1.55 million) and benefiting nearly 1,500 students since 2006. Our educational sponsorships allow students to take advantage of different learning opportunities.

## ACADEMIC INFRASTRUCTURE

Our third priority in the education space is supporting efforts to enhance, evolve or strengthen educational platforms in our local region, especially to ensure equitable access to learning opportunities.

## COLLABORATIVE PROJECTS WITH DSEDJ

The Macao Education and Youth Bureau (DSEDJ) and Sands China signed letters of intent for two collaborative projects: a Stage Technology and Event Production Course and a Parenting Education Programme, focusing on nurturing youth and parenting education. The collaboration with DSEDJ is part of Sands China's continued commitment to developing local talent and enhancing team members' quality of life.

The new Stage Technology and Event Production Course aims to develop skills and talents at the secondary school level. The curriculum was co-designed with the Macau Productivity and Technology Centre. Sands China provides students with professional assistance and opportunities to practice throughout the course and may grant job offers to those with outstanding performance.

The second project, the Parent Education Programme, addresses the needs of team members with children. The program provides guidance on parenting skills to help maintain healthy parent-child relationships. The first seminar on parenting education – A Person's Moral Character was conducted by Lou Pak Sang, the director of DSEDJ.



## FUNDING FOR TERTIARY INSTITUTIONS


Sands China annually provides funding to local educational institutions that select beneficiary students based on their academic performance and financial status during the previous academic year. The Company's 2021 MOP\$1.08 million (US\$135,000) donation was distributed among 108 students to support their studies for the academic year.



# GOVERNANCE







## MATERIAL ISSUES

Responsible Business

Supply Chain Management

The cornerstone of our corporate responsibility commitment is a culture deeply rooted in transparency to our stakeholders and accountability for our actions. Guided by a robust system of policies, procedures and oversight, we ensure that our business and our business relationships are managed responsibly against the backdrop of ESG issues material to the Company. Our goal is to maintain a high bar for ethical business performance and a strong foundation for our commitment to People, Community and the Planet.

## AREAS OF FOCUS

### Corporate Governance

Our comprehensive corporate governance structure provides the backbone for our responsible performance. From oversight of governance practices by our Board of Directors to risk management protocols and procedures embedded throughout the organization, we ensure strict adherence to the highest standards of performance for our business as a whole and the ESG topics that intersect our Company.

### Responsible Business

We have established a set of controls and processes to ensure responsible and ethical performance throughout the organization. Our Code of Business Conduct and Ethics mandates the overall guiding principles and actions to enforce our responsible business approach. Rounding out our practices are procedures for privacy protection, cybersecurity management and policy advocacy on issues that affect the health of our business.

### Supply Chain Management

Recognizing our supply chain is an extension of our Company, we have established a detailed approach to ensuring our ethics, values, governance practices and responsible business guidelines are maintained by the suppliers and partners who conduct business with Sands China. From stringent onboarding requirements to ongoing assessment and management, we work to ensure integrity throughout the value chain.

# CORPORATE GOVERNANCE

Sands China is incorporated in the Cayman Islands and listed on the Hong Kong Stock Exchange. The Group is subject to licensing and control under applicable Macao law and is required to be licensed by the Macao gaming authorities to operate a casino in Macao. Our Board and management team have a steadfast commitment to effective governance practices to fully and completely meet the requirements of these jurisdictions.

## BOARD OF DIRECTORS

Our corporate governance structure is defined and overseen by the Board, with our senior management spearheading execution and accountability to our Board's defined standards and processes. At the Board level, Sands China 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 eight Directors, four of whom are independent. The Board has five Committees, which include the Audit Committee, the Remuneration Committee, the Nomination Committee, the Capital Expenditures Committee and the ESG Committee. These Committees operate under their respective terms of reference 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. The Board is composed of 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 Board of Directors Corporate Governance Guidelines and Board Diversity Policy reflect our standards for inclusiveness.

### Governing Protocols

We have established a comprehensive corporate governance framework and practices for our Company's operations and applied the principles of the Corporate Governance Code set out in Appendix 14 of the Listing Rules. We put a number of policies and procedures in place to reflect key components of our governance framework. These include, but are not limited to, the Board of Directors Corporate Governance Guidelines, Board of Directors Approval and Authorization Policy, Code of Business Conduct and Ethics, Anti-Corruption Policy and the Reporting and Non-Retaliation Policy. Please refer to the Corporate Governance section in our 2021 Annual Report for more details. The 2021 Annual Report, along with other governing documents such as the Memorandum and Articles of Association, are available on our website at <https://www.sandschina.com/>.

## ESG OVERSIGHT

Corporate governance of ESG matters 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 firmly believe good corporate governance is key to creating shareholder value and ensuring proper management of the Company in the interests of all stakeholders.

The Board established the ESG Committee on April 16, 2021, with primary oversight of our ESG strategy assigned to the ESG Committee. The ESG Committee reviews and assesses the Company's ESG goals, policies, programs and reporting, and briefs the Board on topics as deemed necessary. The Audit Committee oversees the overall enterprise risk management (ERM) program (which includes all risks with ESG related risks included in the risk inventory). The ESG Committee via the ESG program assess and manage ESG risks. Priority risks (which may include ESG risks depending on materiality) will be escalated to the Audit Committee via the ERM program, while ESG risks will be assessed and managed by the ESG Committee. The Remuneration Committee oversees the Company's remuneration policy and structure, including compensation and incentive programs. In 2022, we will link a portion of performance-related compensation for the senior leadership team to strategic ESG goals for the Company.

The ESG Committee regularly receives ESG training and information about ESG-related market trends. In 2021, the Board received updates on the Hong Kong Stock Exchange's ESG reporting requirements and related Listing Rules, as well as insights from ESG research reports and ESG management guidelines.

### ESG Governance

The Board provides overall direction for our People, Community and Planet corporate responsibility pillars and oversees our performance in these areas through the ESG Committee. Working with the Board and the ESG Committee, the ESG Executive Sponsors and the ESG Steering Committee 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. Our ESG Committee is responsible for sustainability and climate-related topics, projects and initiatives, and leads the ESG Executive Sponsors, the ESG Steering Committee and the Sustainability team by providing guidance and oversight.

### Social

Governance of our People pillar initiatives in the area of workforce development falls under our Human Resources organization. Our world-class community engagement program, Sands Cares, which guides our initiatives to address the health of our community, and our DEI program are jointly managed by the Senior Vice President of Human Resources and Vice President of Corporate Communications and Community Affairs.

### Governance

The broad range of checks and balances and practical corporate governance policies and procedures are managed by Sands China's Legal and Compliance departments, under the leadership of our General Counsel and Company Secretary and Senior Vice President and Chief Compliance Officer. The Company's ERM program is the responsibility of our ERM Committee, under the review of the Audit Committee on behalf of the Board. Supply chain-related ESG topics and risks are overseen by the Chief Financial Officer.



## RISK MANAGEMENT

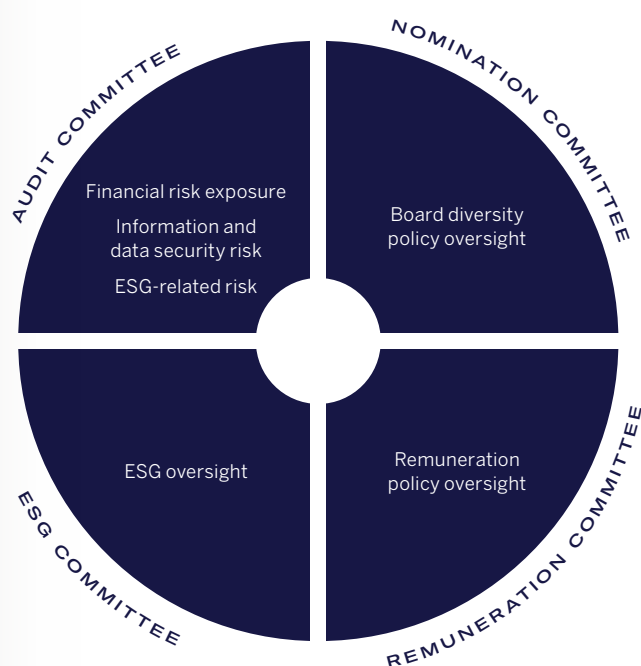
Through a comprehensive system of reporting, controls and mitigation procedures, our ERM program allows us to manage the potential for loss as well as reduced opportunities for gains, which may adversely affect achievement of our Company's objectives.

The ERM program facilitates identification of priorities through risk assessments conducted in collaboration with risk owners throughout the Company. Risk owners are then responsible for developing risk mitigation plans. Risks with potential material impact on the Company are outlined in the Sands China Annual Report, which can be found on our website at <https://www.sandschina.com/>. Non-material risks that are not included in the ERM process are managed and monitored by respective business units.

### Risk Governance

Risk owners monitor and address risks within the scope of their functions and expertise. Risk owners regularly meet with the ERM Program Management and the ERM Committee to engage in ongoing dialogue, review risk audit findings, establish control systems, evaluate progress and assess emerging trends and developments to inform Company action.

In addition, the Audit Committee is charged with overseeing the Company's risk management and internal control systems on an ongoing basis. The Audit Committee also assesses the steps management has taken to monitor, control and manage risk exposures and evaluates the Company's risk assessment and risk management guidelines and policies.



Shakespeare's Hall at The Londoner Macao

## ESG RISKS AND OPPORTUNITIES

Because ESG topics, such as cybersecurity, ethics, anti-money laundering and talent-related risks, are addressed in many areas of our business, risk assessments are undertaken by various risk owners and escalated to the ERM program when appropriate. Environmental and social risks are assessed as part of this program. We also evaluate these risks through the lens of our People, Planet and Community corporate responsibility platform to prevent and mitigate potential damages to society and the environment.

### Environmental Risk

Environmental risk assessment, including climate-related risk evaluation, was conducted through processes aligned with best practices from the COSO Enterprise Risk Management and Taskforce on Climate-related Financial Disclosure (TCFD) frameworks. The Sustainability team executes risk assessments at a minimum of every three years and often more frequently, depending on emerging developments or changes in our business.

The environmental risk assessment process uses multiple methods to identify risks including background research, ongoing risk monitoring and stakeholder engagement. Publicly available tools, research-based greenhouse gas concentration trajectories and internal analysis are used to complete the assessment.

Potential risks are categorized as transition risks or acute and chronic risks. Transition risks include policy and legal changes, new technologies, updated market requirements, emerging reputational considerations and value chain issues. Acute and chronic physical risks include conditions such as extreme weather events.

We then assess environmental risks on five-point scales for likelihood and impact. Climate-related risks such as sea level rise, severe weather, temperature fluctuations and flooding are projected on short-, medium- and long-term time horizons. Finally, identified risks are either included in the ERM program or managed by the Sustainability team, depending on their impact.

### Social Risk

Similar to environment risk, the Sands Cares team undertakes an evaluation of risks associated with our community engagement and philanthropic giving. In addition, we utilize an internal risk assessment framework to evaluate risks related to diversity, equity and inclusion.

- Our process for assessing and managing human rights risks can be found on page 32. Supply chain risk assessment can be found on page 48.

## CORPORATE GOVERNANCE CONTINUED

### Environmental Risk

In the last environmental risk assessment conducted in 2020, environmental risks were identified in the following areas:

#### Physical Risks:

- Increased severity of extreme weather events and humidity
- Long-term temperature increase
- Sea level rise and coastal flooding
- Water stress

#### Transition Risks:

- Carbon tax schemes and climate regulations
- Changes in consumer preferences
- Inability to meet our ESG commitments
- Reputation risk

► **Additional details on climate-related risk assessment can be found in the TCFD index in the appendix.**

### Social Risk

Assessment of our community engagement and philanthropic giving revealed the following potential reputational risks:

- Insufficient community investment
- Substandard NGO partner performance
- Inability to fulfill social commitments due to global or local events such as the pandemic or a downturn in business

Our DEI assessment, which is currently in process, is focused on evaluating whether there are opportunities to:

- Increase diverse representation at all levels of our organization
- Further incorporate DEI into recruiting and hiring practices
- Understand varying local workforce requirements or expectations for diversity in our operating jurisdictions

### Opportunities

We identified potential ESG opportunities, including:

- A better competitive position associated with the breadth of sustainable options, including our green meeting program and food and beverage selections, we offer to address consumer preferences
- Reduced operating costs driven by efficiency in building operations
- Implementation of alternative energy and water sources, such as nanofiltration systems and groundwater use and cooling condensate water recovery systems
- Attraction and retention of high-performing talent through value alignment

## MITIGATION

We recognize that insufficient environmental or social practices could have a negative impact on our business. We address these issues and mitigate risks through our commitment to People, Community and the Planet and investments in programs to address these three pillars of our corporate responsibility platform.

Priority risks escalated through the ERM program have formal mitigation plans that are reviewed and approved with periodic updates on the progress of their implementation. Results of environmental and social risk assessments are integrated into the Company's ESG materiality assessment for management of low-level risks. This process provides a foundation for developing strategies within the People, Community and Planet pillars of our corporate responsibility platform. Each strategy is supported by a topical brief, action plan, ESG benchmarking and other mitigation tools as needed. Where appropriate, we also develop specific goals to address priority issues.

Climate-risk mitigation measures include development of business continuity plans and acquisition of insurance policies to address severe weather events. In addition, energy and water efficiency projects, along with our approved science-based emissions reduction goal and renewable energy strategy, help lower utility consumption and offset costs related to potential increases in temperature.



St Regis Lobby at The Londoner Macao



# RESPONSIBLE BUSINESS

Entrenching beyond our governance practices, we have established a set of overarching policies and procedures that guide our Company as whole, protect our people and interests, and ensure we act responsibly and ethically in all facets of our business.

Our Code of Business Conduct and Ethics establishes the bar for our responsible business actions at every level of the Company, and specific initiatives in the areas of cybersecurity and data privacy management and policy engagement further ensure we do right by our people, region and industry.

## CYBERSECURITY AND DATA PRIVACY

Sands China provides all team members, as well as our guests and business partners, with the highest level of information security possible. We maintain strict administrative, technical and physical safeguards to protect personal information against accidental, unlawful and unauthorized disclosure or use. Our team members undergo annual cybersecurity training on a variety of topics, including exercises on email phishing and reporting malicious email.

In 2021, Sands China achieved ISO/IEC 27001 Certification for Global Cyber Security Operations and Vulnerability Management. Throughout the accreditation process, our cybersecurity team has developed and implemented a robust information security management system (ISMS), which enabled us to improve our overall performance and maintain a high level of information security. Our cybersecurity team continually aims to improve our services to meet and exceed the needs and expectations of our customers, while complying with relevant information security legislation and regulations.

## POLICY ENGAGEMENT

We believe our Company has a responsibility to advocate for policies that support the health of our business, our host community and our team members, contractors and suppliers. To better govern and communicate these activities, LVS has recently adopted a Corporate Political Contributions Policy that details our previously established approval guidelines and governance oversight for donations, as well as a new policy for disclosure of individual political contributions and expenditures.

### 2023 TARGET

# 100%

compliance with the Code of Business Conduct and Ethics and its guiding principles

## 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 strict Code of Business Conduct and Ethics ensures we act with integrity and meet our legal and ethical duties.

Supporting our overall Code of Business Conduct and Ethics, the Supplier Code of Conduct ensures our partners comply with applicable laws, codes and regulations for their business jurisdictions and meet our standards in the areas of protecting human rights, maintaining stringent health and safety practices, and being responsible to the environment.

## THE GUIDING PRINCIPLES



**WE RESPECT  
INDIVIDUALS**



**WE PROTECT  
OUR COMPANY  
AND OUR  
INVESTORS**



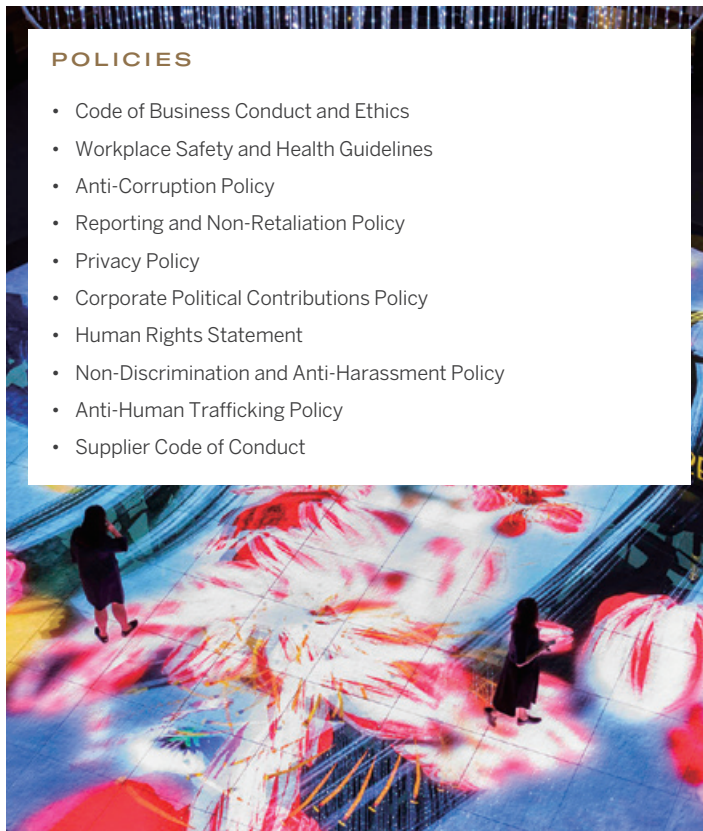
**WE DO  
BUSINESS  
ETHICALLY  
AND LEGALLY**



**WE ENHANCE  
OUR  
COMMUNITY**

## POLICIES

- Code of Business Conduct and Ethics
- Workplace Safety and Health Guidelines
- Anti-Corruption Policy
- Reporting and Non-Retaliation Policy
- Privacy Policy
- Corporate Political Contributions Policy
- Human Rights Statement
- Non-Discrimination and Anti-Harassment Policy
- Anti-Human Trafficking Policy
- Supplier Code of Conduct



# SUPPLY CHAIN MANAGEMENT

Sands China's 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 community. Our supply chain process ensures responsible performance through three phases of supplier engagement: onboarding, risk monitoring, and performance evaluation and relationship management.

## ONBOARDING

Before suppliers are cleared to work with Sands China, we conduct stringent assessments 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. Suppliers deemed high-risk must undergo a broader range of due diligence processes and procedures, such as more frequent TPDD rechecks and background investigations.

All 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 suppliers to promote the Supplier Code of Conduct or a similar code of conduct with their vendors

## RISK IDENTIFICATION

As part of our Supplier Risk Evaluation Framework, Sands China annually performs a risk assessment for suppliers that conducted business with us in the previous year. We 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, and child and forced labor risk). We categorize each supplier into low-, medium- and high-risk levels.

Critical suppliers are those determined to have the ability to significantly impact business operations. These suppliers may be non-substitutable, provide critical services, sourced at a high volume or have specific ESG risk factors.

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 high risk suppliers in the form of self-assessment surveys, site visits and audits performed by Sands China personnel or third-party auditors.

**100%**

of suppliers are screened and aligned with our Supplier Code of Conduct

**98%**

conformance with ESG requirements in 2021 per third party audit



## MONITORING AND EVALUATION

To ensure suppliers meet our standards, our supplier management team visits select suppliers to review their performance and detect signs of violations. 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.

Sands China 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 China's quality control team conducts audits of qualifications; on-site facilities, factories and project sites; data security; and other relevant areas for selected business 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 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

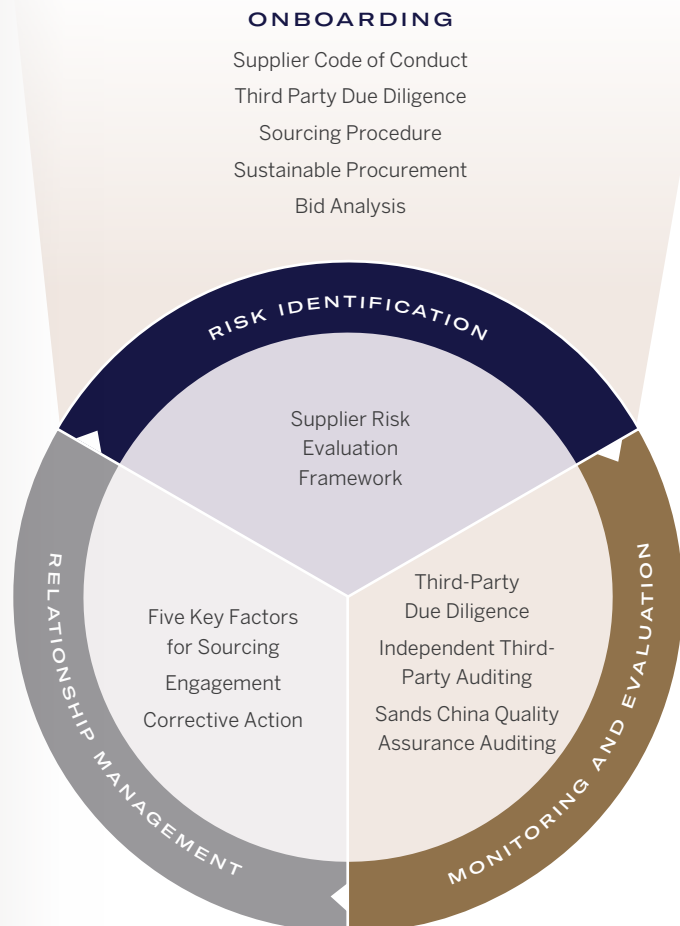


## RELATIONSHIP MANAGEMENT

If Sands China or an independent third-party auditor identifies a corrective need, we share audit findings and require an action plan to address the issue. For minor violations, we work with suppliers to address and remediate issues. Suppliers must follow an identified protocol to establish corrective action, and we diligently manage these relationships.

For existing suppliers, 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.

For suppliers beginning a new engagement with Sands China, 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 our criteria do not proceed into a business relationship with Sands China.



## ESG 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.

## ENVIRONMENT

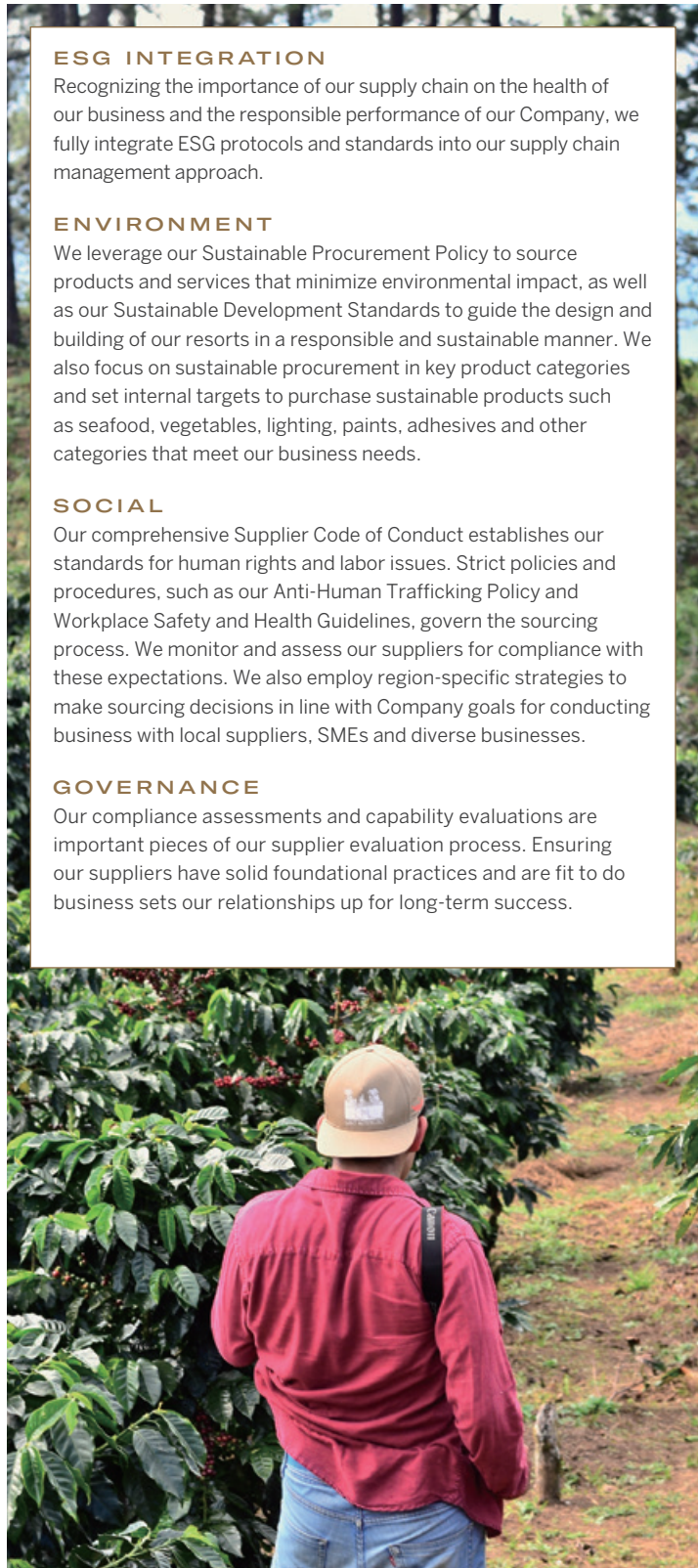
We leverage our Sustainable Procurement Policy to source products and services that minimize environmental impact, as well as our Sustainable Development Standards to guide the design and building of our resorts in a responsible and sustainable manner. We also focus on sustainable procurement in key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

## SOCIAL

Our comprehensive Supplier Code of Conduct establishes our standards for human rights and labor issues. Strict policies and procedures, such as our Anti-Human Trafficking Policy and Workplace Safety and Health Guidelines, govern the sourcing process. We monitor and assess our suppliers for compliance with these expectations. We also employ region-specific strategies to make sourcing decisions in line with Company goals for conducting business with local suppliers, SMEs and diverse businesses.

## GOVERNANCE

Our compliance assessments and capability evaluations are important pieces of our supplier evaluation process. Ensuring our suppliers have solid foundational practices and are fit to do business sets our relationships up for long-term success.





# PROPERTY SPOTLIGHT

## WORLD-CLASS DESTINATION RESORTS

Featuring an array of hotel, meeting and entertainment amenities, our portfolio of iconic properties has contributed to the prominence of our region as global tourism and meeting capitals. Our properties deliver significant economic benefits, sustained job creation, financial opportunities for local businesses and philanthropic investments to make our community ideal place to live, work and visit.



The Parisian Macao



## SANDS CHINA



### PROPERTY INFORMATION

<b>Location:</b> Macao, China	<b>26,019</b> <b>Team members</b>
<b>Year Opened:</b> 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 (2012), including: Conrad Macao (2012) Sheraton Grand Macao (2012) The St. Regis Macao (2016) The Londoner Macao Hotel (2021) Londoner Court (2021)	<b>12,373</b> <b>Rooms and suites</b>  <b>1,700,000</b> <b>Sq. ft. meeting space</b>  <b>2,100,000</b> <b>Sq. ft. retail space</b>  <b>150+</b> <b>Restaurants</b>  <b>20,351</b> <b>Theater Seats</b>

### AWARD & CERTIFICATION TITLES

<b>Dow Jones Sustainability Index (DJSI) Asia Pacific</b> (2021)	<b>Total Rewards Innovation Awards</b> Best Total Rewards Innovation Plan
<b>Hong Kong Business Sustainability Indices (HKBSI)</b> Ranked 9th (2020) Ranked 10th (2019)	<b>2021 HR Flag Awards</b> 2021 Best HR Teams of the Year 2021 Best HR Programs of the Year
<b>Greater Bay Area Business Sustainability Index (GBBSI)</b> Ranked 8th (2020) Ranked 9th (2019)	<b>2021 HRoot Awards</b> Best HR Teams in Greater China 2021
<b>Greater China Business Sustainability Index (GCBIS)</b> Ranked Top 20 (2020)	Best HR Shared Service Center in Greater China 2021
<b>Greater China Hotel Business Sustainability Index (HOTEL BSI)</b> Ranked Top 10 (2020)	<b>Employer Branding Creativity Awards 2021</b> Best Innovative Employee C&B Program
<b>FTSE4GOOD</b> (2018, 2019, 2020)	Best Innovative Employee Experience
<b>Macao Green Hotel Awards</b> Gold: The Londoner Macao, The Parisian Macao, The Plaza Macao, The Venetian Macao and Four Seasons Hotel Macao Silver: Sands Macao	Best Employer Brand Creative Copywriting Best Employer Brand Video Story
<b>ISO 12121: Event Sustainability Management Systems</b> The Venetian Macao, The Parisian Macao (Since 2014)	<b>Asia Best Workplace</b> Asia Best Workplace 2021 (Mainland China) Best Practices Award
<b>ISO 45001:2018 Occupational Health And Safety Management System</b> For facilities, food and beverage, housekeeping, procurement and security certification (2021)	<b>Human Resources Occupational Competence 2021</b> Outstanding Human Resources Management Team

# PANORAMIC VIEW

## ESG IMPACT ACROSS OUR CORPORATE RESPONSIBILITY PILLARS

Because many ESG issues can be seen through multiple lenses, our efforts are often interconnected. While the previous sections of this report outlined accomplishments by pillar, we also address priority topics holistically across the entire corporate responsibility platform to make lasting impact.

In this section, we provide highlights of our 2021 initiatives to address a priority issue spanning our People, Community and Planet pillars: advancing local businesses and SMEs.

### MAPPING OUR 2021 LOCAL BUSINESS AND SME INITIATIVES





## ADVANCING LOCAL BUSINESSES AND SMES

by **Charlie Cai**

Vice President of Procurement and Supply Chain



Throughout our Company, we have instilled a responsibility for creating and developing a strong network of local SMEs and diverse partners

because they are integral to the success of our business and health of our region. A flourishing local business environment leads to a thriving economy and community.

Our local business support has a distinct emphasis – we prioritize Macao SMEs for our significant procurement spending. We continually strive to drive business between Sands China and both existing and potential local SME suppliers.

Our responsibility to our partners was never more important than during the COVID-19 pandemic, which has severely impacted local businesses. We responded by enhancing existing programs with special efforts aimed at helping our partners uncover opportunities and manage challenges. In 2021, initiatives across our corporate responsibility pillars included the following efforts.

### People

Our training and professional development programs aim to increase our partners' capability for working with large international companies like Sands China. We help them navigate the intricacies of accounting and payment systems, as well as satisfy supply chain expectations. One example of our in-depth efforts to advance local partners is the Sands China F.I.T. program, which provides financial support, invitation matching to business opportunities, and training and development.

### Community

Beyond existing partner support, we also work with our community to promote local business development. For example, the Sands Shopping Carnival held in conjunction with the Macao Chamber of Commerce enabled more than 560 local retailers and SMEs to promote their goods and services to community members at Macao's largest sales event.

### Planet

We extend our environmental commitment through our supply chain by incentivizing local businesses that focus on sustainable offerings, such as eco-friendly packaging or sustainable seafood. At the Sands Shopping Carnival this past year, we added a "Green Lifestyle" zone and invited new types of local SMEs to sell eco-friendly products, organic food and more to the public. Our procurement teams diligently look for green products and services under the guidance of our Sustainable Procurement Policy. Beyond providing opportunities to sustainable suppliers, we also educate partners about the importance of environmental responsibility.

### Governance

Our supply chain management approach ensures we work closely with our local business partners to maintain the highest standards of business performance and ethics, in compliance with our stringent Supplier Code of Conduct.

These collaborations cover more than a decade of work to build capabilities and opportunities for local businesses and SMEs. We view our responsibility to promoting collaborative and mutual success with our local business community among our Company's top priorities.

## OUR INITIATIVES IN NUMBERS

### 2021 Sands Shopping Carnival

**560**

total businesses exhibited

**48%**

of exhibitors were SMEs

**110,000**

visits

### 2019-2021 Sands China Supplier Back-of-house Roadshows

**24**

back-of-house roadshows

**79**

local businesses participated

**US\$2.5 million**

in direct sales generated

### 2021 Sands Procurement Academy

**110**

local SMEs completed training

## 2021 PROCUREMENT SPEND

### Sands China

**US\$261 million**

spent with SMEs

**625**

SMEs received procurement spend

**91%**

of total procurement spend went to Macao enterprises



# APPENDIX: ENVIRONMENTAL SOCIAL AND GOVERNANCE REPORT 2021

## CONTENTS

About this Report

Environment

Social

Governance

Indices:

SDG

GRI

HKEX

TCFD



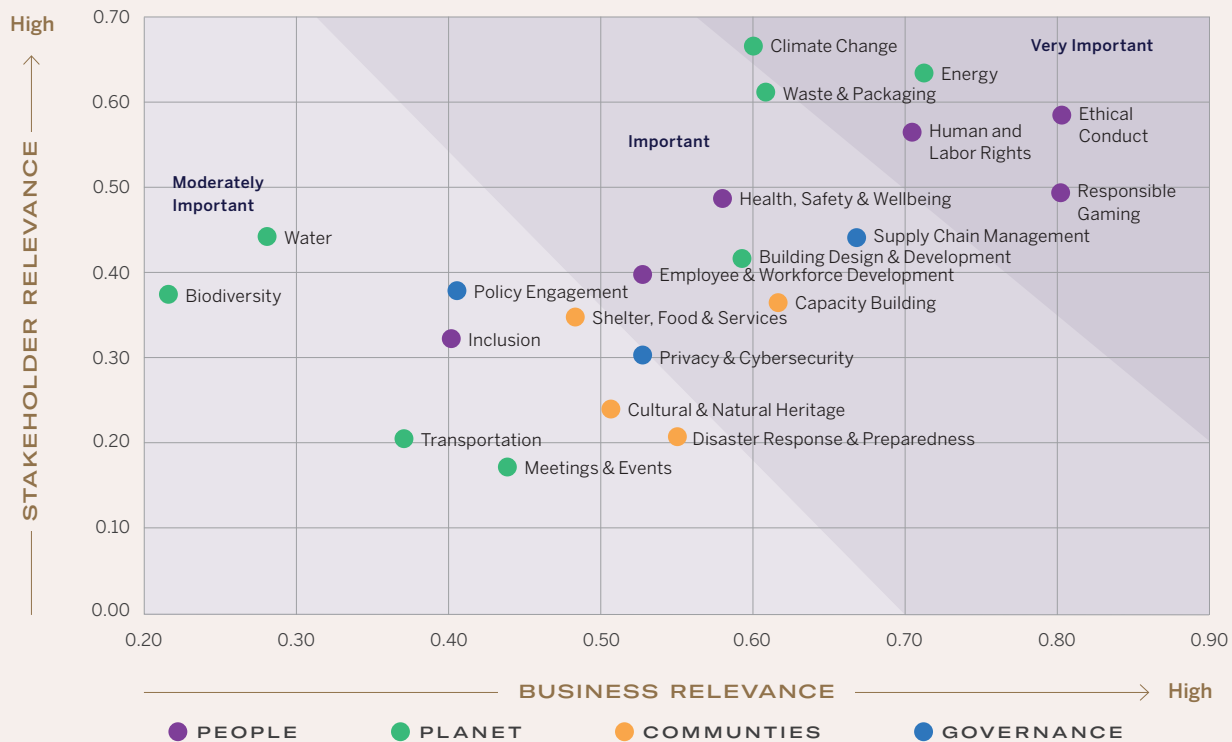


# ABOUT THIS REPORT

## SCOPE OF REPORT

Our report draws on the performance highlights of the calendar year 2021. It covers our five properties in Macao, namely The Venetian Macao, Sands Macao, The Plaza Macao, The Londoner Macao, and The Parisian Macao, as well as select data from our land and sea transportation services. It does not include off-site support services, as they do not represent our core business or data from properties managed by hotel partners, unless specified. 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 based on the combination of stakeholder engagement with relevance to Sands China. Results of the assessment are provided in the matrix below.

### ENVIRONMENT, SOCIAL, GOVERNANCE MATERIALITY MATRIX



## ESG DATA AND ASSURANCE

This report and the appendix to the report reflect 2021 annual or year-end data covering all Sands China operations unless otherwise stated. The data in this report and appendix was collected by Sands China team members. We believe this information fairly represents our ESG performance and efforts.

GHG emissions, energy, water and waste data, as well as the compliance of reporting principle (Materiality, Quantitative and Consistency), have been assured in accordance with ISO 14064-3: 2006 standard by Lloyd's Register Quality Assurance, Inc. We have not sought external assurance of all data in this report. Some of the data provided is estimated, as noted.





## 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 GRI index is available beginning on page 83.

### HKEX

As a publicly listed company on The Stock Exchange of Hong Kong Limited (the "Hong Kong Stock Exchange" or "HKEX"), we adhere to the Listing Rules, including Appendix 27: Environmental, Social and Governance Reporting Guide ("HKEX ESG Reporting Guide").

### 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 on pages 96-99.



# ENVIRONMENT





# MANAGEMENT APPROACH

## COVERING MATERIAL ISSUES:

LOW-CARBON TRANSITION

WATER STEWARDSHIP

PLASTICS AND PACKAGING

SOURCING

WASTE

BIODIVERSITY

The management approach for these 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.

## RESPONSIBILITIES:

Responsibility for managing these topics sits with our Executive Director of ESG Program & Sustainability, who reports directly to the ESG Sponsors and ESG Committee. The Sustainability team develops and implements sustainability strategies that address the most significant environmental impacts for our business and that are aligned with our Company's strategic direction. The Sustainability team partners with various internal teams, including facilities, development, procurement, food and beverage, and other relevant departments, to execute sustainability initiatives and track performance.

## POLICIES:

- Environmental Responsibility Policy
- Sustainable Development Standards
- Sustainable Procurement Policy

## TARGETS AND COMMITMENTS:

We are committed to the UN SDGs, see pages 80-82. Our publicly available targets can be found on page 15.

We are also committed to transparency and disclose our environmental performance through the S&P Global Corporate Sustainability Assessment (CSA) and CDP.

## EVALUATION:

We evaluate our environmental performance on an ongoing basis. Progress against our 2025 goals can be found in the Performance section of this report (page 10). Performance is tracked through a global environmental system, as well as property and operation-specific environmental management system. These management systems include ISO 20121 and APEX/ASTM for sustainable events.

To further our internal analysis, we conduct stakeholder engagement on ESG topics 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. In addition, we benchmark our environmental performance and material topics against our peers and other corporations during our materiality assessments and strategy refreshes.

Strategies, programs, activities and evaluations for each material topic and can be found in the Planet section of this report (pages 14-21) with corresponding data available on the subsequent pages of this appendix.

## ADJUSTMENTS:

Our strategy, program and material topics constantly evolve as we improve our approach and adjust to the changing ESG landscape. 2021 marks the beginning of our standard five-year planning and reporting cycle. Following the completion of a materiality assessment, we have refreshed the Sands ECO360 strategy and set new external and internal targets for 2025.

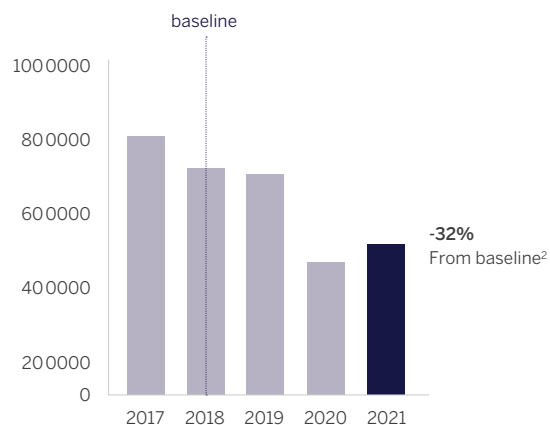
## LOW CARBON TRANSITION

GHG EMISSIONS					
SUMMARY	2017	2018	2019	2020	2021
SCOPE 1 (MT CO <sub>2</sub> e)	200,339	207,607	167,414	33,476	25,703
SCOPE 2 LOCATION-BASED (MT CO <sub>2</sub> e)	607,573	540,528	576,832	430,270	516,082
SCOPE 2 MARKET-BASED (MT CO <sub>2</sub> e)	607,573	540,528	576,831	406,144	483,282
SCOPE 3 WASTE ONLY <sup>1</sup> (MT CO <sub>2</sub> e)	24,525	33,251	46,824	42,041	39,308
GHG INTENSITY (S1 + S2 MT CO <sub>2</sub> e/1,000 CONDITIONED SQ.FT.)	30.3	26.5	26.4	15.6	18.1
GHG INTENSITY (S1 + S2 MT CO <sub>2</sub> e/MILLION US\$ REVENUE)	N/A	N/A	84.5	261.2	177.3
APPROVED SCIENCE-BASED TARGET	Yes	Yes	Yes	Yes	Yes

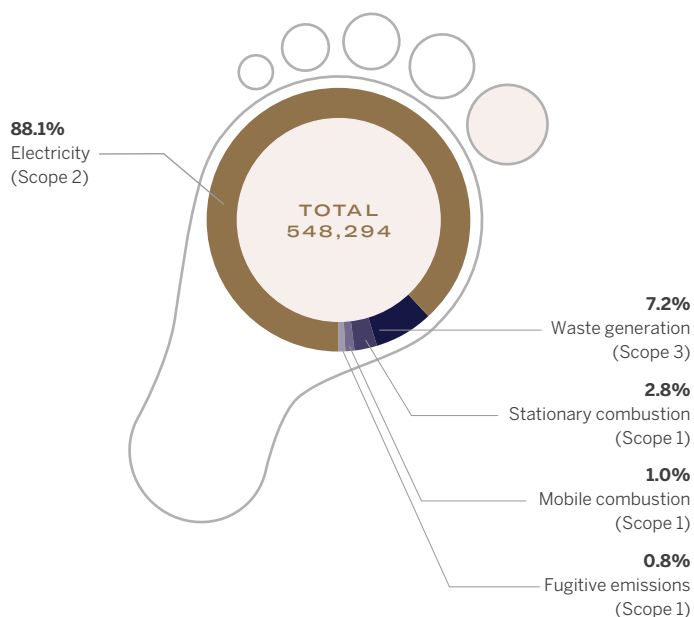
GHG EMISSIONS					
AIR EMISSION	FUEL CONSUMED (GJ)	DISTANCE TRAVELLED (KM)	NO <sub>x</sub> EMISSION (KG)	SO <sub>x</sub> EMISSION (KG)	PM EMISSION (KG)
NATURAL GAS	139,560	N/A	558.24	2.79	N/A
LPG	142,665	N/A	570.66	2.85	N/A
BUS FLEET — DIESEL FUEL	23,376	1,465,216	3,548.17	9.77	164.54
BUS FLEET — CNG	39,368	2,324,750	N/A	N/A	N/A
LIMOUSINES FLEET — UNLEADED GASOLINE FUEL	9,700	1,333,669	99.63	4.09	7.34
CWJ — MARINE FUEL	16,743	N/A	N/A	N/A	N/A

### ABSOLUTE EMISSIONS, SCOPE 1&2

2025 Target: 17.5% ↓ in emissions from 2018



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



In 2021, we reduced scope 1 and scope 2 absolute emission by 32% from the 2018 baseline for resort operations. Our 2021 performance was impacted both by COVID-19-related closures and sustainability initiatives, including implementation of energy efficiency, renewable and sustainable building design measures.

#### NOTES

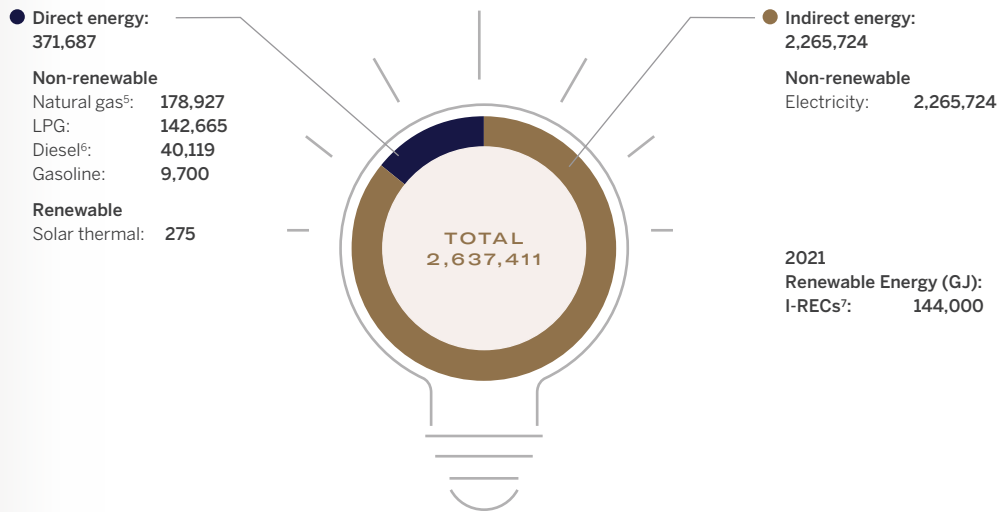
<sup>1</sup> Scope 3 waste emissions have been restated for 2017, 2018 and 2019.

<sup>2</sup> The operational downturn associated with the global pandemic impacted this result.

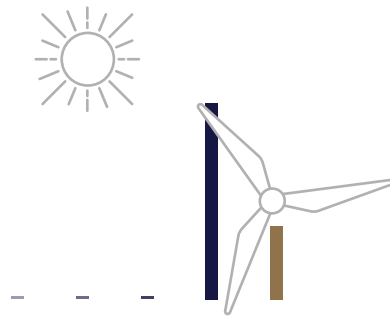
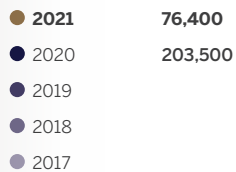


ENERGY					
SUMMARY	2017	2018	2019	2020	2021
ENERGY CONSUMPTION (GJ)	5,179,173	5,177,592	4,782,960	2,386,015	2,637,411
ENERGY INTENSITY (GJ/1000 CONDITIONED SQ.FT.)	0.19	0.18	0.17	0.08	0.09
GRID ELECTRICITY (% OF TOTAL ENERGY)	47%	45%	49%	82%	86%
RENEWABLE ENERGY (% OF TOTAL ENERGY)	0.0%	0.0%	0.0%	4.6% <sup>3</sup>	5.5%
ENERGY EFFICIENCY INITIATIVES <sup>4</sup> (GJ)	N/A	N/A	N/A	8,300	3,273
% OF SQ. FT. CERTIFIED TO LEED	N/A	N/A	13.6%	13.6%	13.6%

## ENERGY CONSUMPTION (GJ)



## INCREASING RENEWABLE ENERGY CONSUMPTION (kWh)



## NOTES

<sup>3</sup> Renewable energy have been restated for 2020 due to change of base from % of indirect energy to % of total energy.

<sup>4</sup> Energy saved.

<sup>5</sup> Natural gas includes CNG and natural gas.

<sup>6</sup> Diesel includes mobile diesel, stationary diesel, and marine fuel.

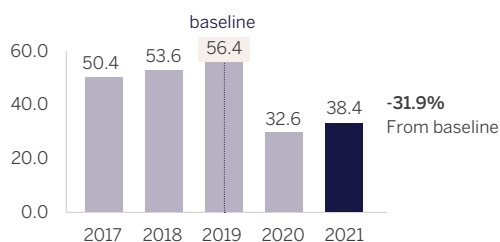
<sup>7</sup> RECs (Renewable Energy Certificates) are not counted as energy consumption, but demonstrate energy accounted for at a zero-emission factor.

## WATER

WATER USE					
WATER SUMMARY	2017	2018	2019	2020	2021
WATER WITHDRAWAL (MEGALITERS)	6,592	6,853	6,979	4,270	5,082
WATER DISCHARGE (MEGALITERS)	N/A	N/A	N/A	N/A	1,456
WATER CONSUMPTION (MEGALITERS)	N/A	N/A	N/A	N/A	3,626
WATER WITHDRAWAL IN HIGH-STRESS REGIONS	0%	0%	0%	0%	0%
POTABLE WATER USE INTENSITY (GAL POTABLE WATER/ACTIVE SQ. FT.)	50.4	53.6	56.4	32.6	38.4

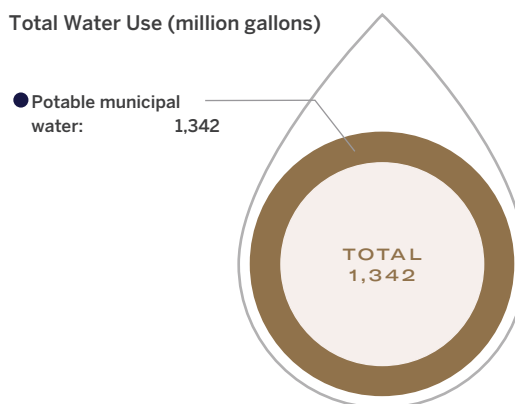
### WATER USE

2025 Target: 3% ↓ in potable water use per active sq. ft. from 2019<sup>8</sup>



### WATER

Total Water Use (million gallons)



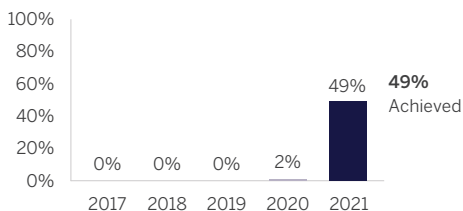
In 2021, we reduced water use per active square foot by 31.9% from the 2019 baseline for resort operations. Our 2021 performance was impacted both by COVID-19-related closures and sustainability initiatives, including implementation of water efficiency, water reuse and sustainable building design measures.

## PLASTIC AND PACKAGING

BRANDED WATER BOTTLE	2017	2018	2019	2020	2021
% BY WEIGHT OF TOTAL SANDS-BRANDED WATER BOTTLES MADE FROM SUSTAINABLE MATERIALS	0%	0%	0%	2%	49%
TOTAL WEIGHT OF SANDS-BRANDED WATER BOTTLES MADE FROM PLASTIC MATERIALS (MT)	466	467	428	67	118

### PLASTIC AND PACKAGING

2025 Target: 100% water bottles are reusable or made from sustainable materials



In 2021, we greatly increased the proportion of Sands-branded water bottles that are made from sustainable materials to 49% for resort operations.

### NOTES

<sup>8</sup> 2019 best reflects our performance when operating at full capacity prior to the pandemic.

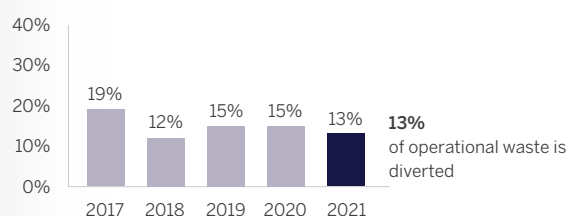


## WASTE

WASTE SUMMARY	2017	2018	2019	2020	2021
TOTAL WASTE GENERATED (MT) <sup>9</sup>	36,790	38,038	65,723	84,632	80,669
TOTAL WASTE INCINERATED OR LANDFILLED	29,894	33,425	57,227	77,203	73,300
HAZARDOUS WASTE	N/A	N/A	N/A	N/A	2.6
TOTAL WASTE RESCUED OR DIVERTED	6,896	4,613	8,496	7,429	7,369
TOTAL FOOD WASTE RESCUED OR DIVERTED (MT)	667	715	825	329	297
OPERATIONAL DIVERSION RATE	18.7%	12.1%	14.9%	15.0%	12.6%
CONSTRUCTION DIVERSION RATE	N/A	N/A	10.0%	7.2%	8.0%

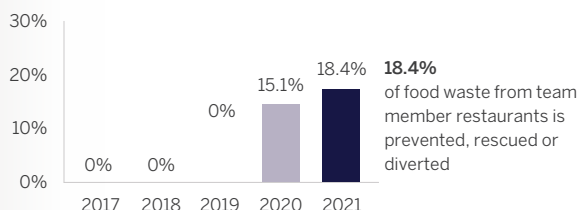
### WASTE DIVERSION

2025 Target: Increase operational diversion rate to 20%



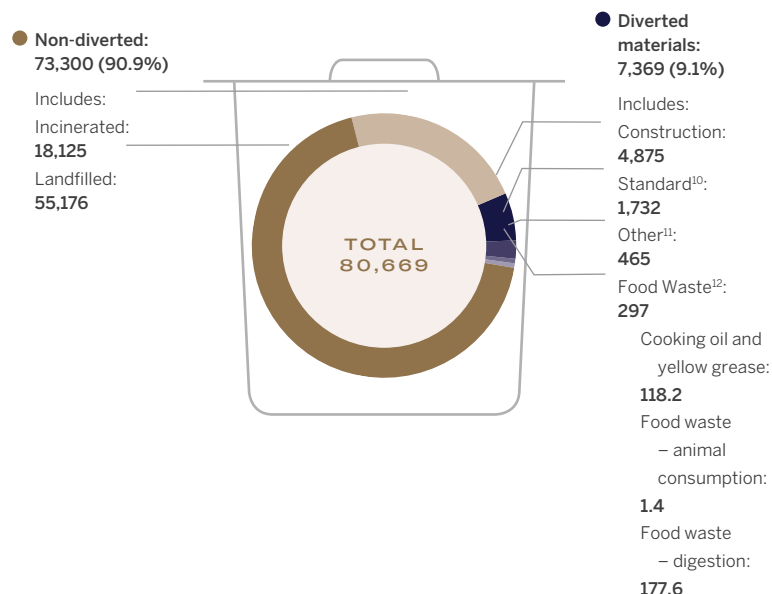
### FOOD WASTE DIVERSION (TEAM MEMBER RESTAURANTS)

2025 Target: 25% of food waste is prevented, rescued or diverted

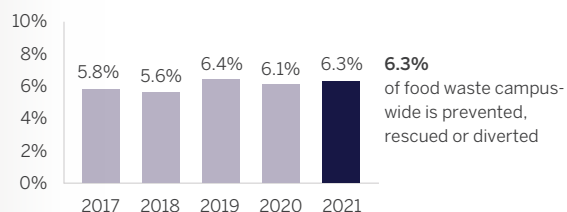


### WASTE

Diverted Materials (metric tons)



### FOOD WASTE DIVERSION (CAMPUS-WIDE)



In 2021, our waste diversion performance dropped to 12.6%. 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.

#### NOTES

<sup>9</sup> Total waste generated have been restated for 2017 and 2019.

<sup>10</sup> "Standard" includes: plastic, aluminum, cardboard, paper, glass and metal.

<sup>11</sup> "Other" includes: recovered assets, batteries, e-waste, donations, mattresses, light bulbs, soap and shampoo amenities, horticulture waste and other categories.

<sup>12</sup> "Food Waste" includes: food waste, food donations, and cooking oil.



# SOCIAL





# MANAGEMENT APPROACH

## COVERING MATERIAL ISSUES:

WORKFORCE DEVELOPMENT  
HEALTH, SAFETY AND WELLBEING  
DIVERSITY, EQUITY AND INCLUSION

## RESPONSIBILITIES:

Responsibility for managing impacts related to workforce development and health, safety and wellbeing sits with our Human Resources departments. The diversity, equity and inclusion program is led by the ESG Committee with support from senior leaders overseeing each area of focus, including Human Resources, Procurement and Legal teams.

## POLICIES:

- Code of Business Conduct and Ethics
- Preventing Discrimination and Harassment Policy
- Reporting and Non-Retaliation Policy
- Workplace Safety and Health Guidelines
- Board Diversity Policy

## TARGETS AND COMMITMENTS:

See page 26 for our workforce development target and page 30 for our gender parity targets.

We are committed to the UN SDGs, see pages 80-82.

We are also committed to transparency and disclose our performance through the S&P Global Corporate Sustainability Assessment (CSA) and CDP.

## EVALUATION:

We evaluate our performance on an ongoing basis through team member pulse surveys on various topics. Progress against our 2025 goals can be found in the Performance section of this report (page 11).

To further our internal analysis, we conduct stakeholder engagement on ESG topics 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. In addition, we benchmark our ESG performance and material topics against our peers and other corporations during our materiality assessments and strategy refreshes.

Strategies, programs, activities, and evaluations for each material topic and can be found in the Social Chapter of this report (pages 22-41) with corresponding data available on the subsequent pages of this appendix.

## ADJUSTMENTS:

Our strategy, program and material topics constantly evolve as we improve our approach and adjust to the changing ESG landscape. 2021 marks the beginning of our standard five-year planning and reporting cycle. Following the completion of a materiality assessment, we have refreshed our corporate responsibility platform, set a new ambition for investment in workforce development and new targets related to gender diversity.

## WORKFORCE

EMPLOYMENT TYPE	2018	2019	2020	2021
TOTAL WORKFORCE	26,100	26,373	27,547	26,019
PERMANENT FULL-TIME	25,965	26,212	27,319	25,751
PERMANENT PART-TIME	135	161	228	268
TEMPORARY	0	0	0	0

EMPLOYMENT TYPE (GENDER)	FEMALE	MALE
TOTAL WORKFORCE	13,589	12,430
PERMANENT FULL-TIME	13,447	12,304
PERMANENT PART-TIME	142	126
TEMPORARY	0	0

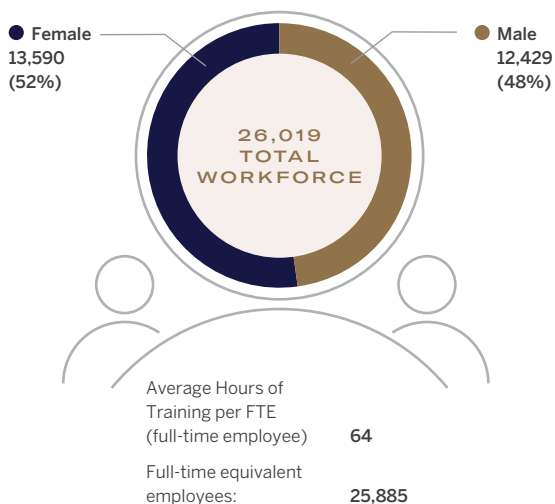
EMPLOYMENT TYPE (REGION)	MACAO	ZHUHAI	HONG KONG
TOTAL WORKFORCE	25,487	472	60
PERMANENT FULL-TIME	25,222	469	60
PERMANENT PART-TIME	265	3	0
TEMPORARY	0	0	0

## WORKFORCE DEVELOPMENT

WORKFORCE DEVELOPMENT TRAINING HOURS	2021
COMPLIANCE TRAINING	66,628
TEAM MEMBER HARD SKILLS	1,401,995
TEAM MEMBER SOFT SKILLS	179,335
OTHER TEAM MEMBER TRAINING	24,487
HOSPITALITY WORKFORCE TRAINING	4,445
TOTAL TRAINING HOURS	1,676,889

### PEOPLE

#### Gender diversity of workforce:



### WORKFORCE DEVELOPMENT

#### 2025 Target: 7 Million Training Hours in Workforce Development Training<sup>13</sup>



#### NOTE

<sup>13</sup> Including hotel partners



# TRAINING AND DEVELOPMENT

TRAINING AND DEVELOPMENT	2021	DATA COVERAGE
AVERAGE HOURS OF TRAINING PER FULL-TIME EMPLOYEE (FTE)	64	100%
AVERAGE SPEND/FTE ON TRAINING AND DEVELOPMENT	US\$892.9	100%

TRAINING AND DEVELOPMENT – BY GENDER AND LEVEL	MALE	FEMALE	DIRECTORS AND ABOVE	MANAGERS/SUPERVISORS	SALARIED/SPECIALISTS	HOURLY/OPERATIONS
AVERAGE HOURS OF TRAINING PER FULL-TIME EMPLOYEE (FTE)	61.92	64.73	11.82	51.79	49.98	67.87
% OF TEAM MEMBERS RECEIVED TRAINING	99.31%	99.54%	96.17%	99.17%	98.84%	99.58%

TRAINING AND DEVELOPMENT – BY TYPE	COMPLIANCE	HARD SKILLS	SOFT SKILLS	WELLNESS & BETTER SELF
AVERAGE HOURS OF TRAINING PER FULL-TIME EMPLOYEE (FTE)	2.57	54.16	6.93	0.95

CODE OF BUSINESS CONDUCT AND ETHICS TRAINING	NUMBER COMPLETED	% COMPLETED
DIRECTORS AND ABOVE	315	90%
MANAGERS/SUPERVISORS	4,678	98%
SALARIED/SPECIALISTS AND HOURLY/OPERATIONS	18,987	96%
TOTAL	23,980	97%

ANTI-CORRUPTION TRAINING	NUMBER COMPLETED	% COMPLETED
DIRECTORS AND ABOVE	315	90%
MANAGERS/SUPERVISORS	4,423	98%
SALARIED/SPECIALISTS AND HOURLY/OPERATIONS	17,952	96%
TOTAL	22,690	96%

COUNTER-HUMAN TRAFFICKING TRAINING	NUMBER COMPLETED	% COMPLETED
DIRECTORS AND ABOVE	301	90%
MANAGERS/SUPERVISORS	4,350	98%
SALARIED/SPECIALISTS AND HOURLY/OPERATIONS	18,049	96%
TOTAL	22,700	96%

NON-DISCRIMINATION TRAINING	NUMBER COMPLETED	% COMPLETED
DIRECTORS AND ABOVE	301	90%
MANAGERS/SUPERVISORS	4,329	98%
SALARIED/SPECIALISTS AND HOURLY/OPERATIONS	17,952	96%
TOTAL	22,582	96%

ANTI-MONEY LAUNDERING TRAINING <sup>14</sup>	COMPLETED	%	% OF TARGETED TEAM MEMBERS <sup>1</sup>
DIRECTORS AND ABOVE	106	91%	28%
MANAGERS/SUPERVISORS	1,925	97%	62%
SALARIED/SPECIALISTS	231	86%	9%
HOURLY/OPERATIONS	8,785	94%	44%
TOTAL	11,047	94%	42%

PERFORMANCE REVIEW	TOTAL	FEMALE	MALE
% OF TEAM MEMBERS RECEIVING REVIEWS	98%	48%	52%
DATA COVERAGE	100%		

PERFORMANCE REVIEW	DIRECTORS AND ABOVE	MANAGERS	SALARIED/SPECIALISTS	HOURLY/OPERATIONS
% OF TEAM MEMBERS RECEIVING REVIEWS	1%	19%	10%	70%

## NOTES

<sup>14</sup> Only certain departments and business functions are required to undergo anti-money laundering training. The percentage represents share of targeted team member across total workforce.

## DIVERSITY, EQUITY AND INCLUSION

GENDER DIVERSITY	FEMALE	MALE
SHARE OF TOTAL WORKFORCE	52%	48%
ALL MANAGEMENT POSITIONS	45%	55%
JUNIOR MANAGEMENT POSITIONS	46%	54%
TOP MANAGEMENT POSITIONS	33%	67%
REVENUE-GENERATING MANAGEMENT POSITIONS	57%	43%
STEM-RELATED WORKFORCE	19%	81%

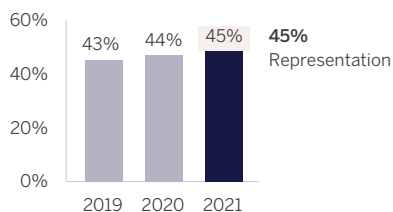
NATIONALITY	TOTAL WORKFORCE	SHARE IN ALL MANAGEMENT	DIRECTORS AND ABOVE	MANAGERS	SUPERVISORS/SPECIALISTS	RANK AND FILE
CHINESE	88%	79%	56%	82%	90%	89%
FILIPINO	4%	2%	1%	2%	3%	4%
VIETNAMESE	1%	0%	0%	0%	0%	1%
NEPALI	2%	0%	0%	0%	0%	2%
MALAYSIAN	1%	2%	2%	2%	1%	0%
OTHER ASIAN	1%	1%	2%	1%	1%	1%
PORTUGUESE	3%	12%	15%	12%	4%	2%
OTHER	0%	5%	25%	3%	1%	1%

AGE	FEMALE	MALE
LESS THAN 30 YEARS	11%	14%
30-40 YEARS	28%	38%
40-50 YEARS	23%	24%
50-60 YEARS	30%	16%
MORE THAN 60 YEARS	7%	9%

DISABILITY	FEMALE	MALE
DISABLED EMPLOYEES	0.2%	0.2%

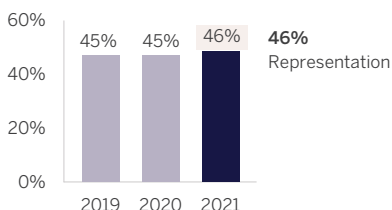
### FEMALE REPRESENTATION IN MANAGEMENT

2025 Target: 45% female representation



### FEMALE REPRESENTATION IN JUNIOR MANAGEMENT

2025 Target: 47% female representation





## TALENT MANAGEMENT

HIRING	2021
TOTAL NUMBER OF NEW EMPLOYEE HIRES	1,534
RATE OF NEW EMPLOYEE HIRES	6%
PERCENT POSITIONS FILLED BY INTERNAL CANDIDATES	13%
AVERAGE HIRING COST/FTE	MOP\$1,303 (US\$162)

HIRING BREAKDOWN – BY LEVEL	TOTAL	2021
DIRECTORS AND ABOVE	15	1%
MANAGERS/SUPERVISORS	184	12%
SALARIED/SPECIALISTS	263	17%
HOURLY/OPERATIONS	1,072	70%

HIRING BREAKDOWN – BY GENDER	TOTAL	2021
MALE	818	53%
FEMALE	716	47%

HIRING BREAKDOWN – BY AGE	TOTAL	2021
LESS THAN 30 YEARS	842	55%
30–40 YEARS	543	35%
40–50 YEARS	116	8%
50–60 YEARS	31	2%
MORE THAN 60 YEARS	2	0%

HIRING BREAKDOWN – BY REGION	TOTAL	2021
MACAO	1,457	95%
ZHUHAI	68	4%
HONG KONG	9	1%

TURNOVER	TOTAL	2021
TOTAL TEAM MEMBER TURNOVER	3,233	12%
VOLUNTARY TEAM MEMBER TURNOVER	2,086	8%

TURNOVER RATE – BY GENDER	TOTAL	2021
MALE	1,753	54%
FEMALE	1,480	46%

TURNOVER RATE – BY AGE	TOTAL	2021
LESS THAN 30 YEARS	981	30%
30–40 YEARS	1,099	34%
40–50 YEARS	386	12%
50–60 YEARS	176	5%
MORE THAN 60 YEARS	591	18%

TURNOVER RATE – BY REGION	TOTAL	2021
MACAO	3,145	97%
ZHUHAI	75	2%
HONG KONG	13	0%

EMPLOYEE ENGAGEMENT <sup>15</sup>	2019 <sup>16</sup>	2020 <sup>16</sup>	2021
DATA COVERAGE (NUMBER)	0	0	3,607
ACTIVELY ENGAGED EMPLOYEES (NUMBER)	0	0	2,333
DATA COVERAGE (%)	0%	0%	14%
ACTIVELY ENGAGED EMPLOYEES (%)	0%	0%	65%

EMPLOYEE ENGAGEMENT – BREAKDOWN	FEMALE	MALE	DIRECTOR AND ABOVE	MANAGER	SUPERVISOR/SPECIALISTS	HOURLY/OPERATIONS
ACTIVELY ENGAGED EMPLOYEES	67%	61%	15%	20%	65%	0%

## LABOR PRACTICES

% OF EMPLOYEE EARNING ABOVE MINIMUM WAGE	2021
MACAO	100%

FREEDOM OF ASSOCIATION <sup>17</sup>	2021
PERCENT OF WORKFORCE UNDER COLLECTIVE BARGAINING AGREEMENTS	N/A

### NOTES

<sup>15</sup> Employee engagement represents number or percentage of actively engaged team member determined via engagement surveys.

<sup>16</sup> No survey conducted in 2019 and 2020.

<sup>17</sup> Certain team members 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."

## HEALTH, SAFETY AND WELLBEING

WORK-RELATED INJURIES	2019	2020	2021	RATE
WORK-RELATED FATALITIES	0	0	0	0.0
HIGH-CONSEQUENCE WORK-RELATED INJURIES	419	3	8	0.1
RECORDABLE WORK-RELATED INJURIES	706	333	439	7.8

SAFETY DATA	2021
LOST DAYS DUE TO WORK-RELATED INJURY	9,884
TOTAL NUMBER OF HOURS WORKED	56,374,815
WORK-RELATED ILL HEALTH FATALITIES	0
CASES OF WORK-RELATED ILL HEALTH	0
ABSENTEE RATE	1.8%
DATA COVERAGE (ABSENTEE RATE)	100%
% OF GAMING FLOOR WHERE SMOKING IS ALLOWED	0%
% OF STAFF WORKING IN AREAS WHERE SMOKING IS ALLOWED	0%

PARENTAL LEAVE	TOTAL	FEMALE	MALE
EMPLOYEES ENTITLED TO PARENTAL LEAVE	676	360	316
EMPLOYEES THAT TOOK PARENTAL LEAVE	676	360	316
EMPLOYEES THAT RETURNED TO WORK AFTER PARENTAL LEAVE	634	328	306
RETURN TO WORK RATE OF TM THAT TOOK PARENTAL LEAVE	94%	91%	97%
EMPLOYEES WHO RETURNED AND STILL EMPLOYED AFTER 12 MONTHS	626	321	305
RETENTION RATE OF EMPLOYEES THAT TOOK PARENTAL LEAVE	93%	89%	97%

## BENEFITS

BENEFITS	2021
% OF EMPLOYEES PARTICIPATING IN HEALTH PROGRAMS	100%
% OF EMPLOYEES PARTICIPATING IN WELLBEING PROGRAMS	100%

### HEALTHCARE

The Company provides a range of best-in-class benefits. These include medical, dental, vision, short-term disability, life, and accidental death and dismemberment 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.

At Sands China, we have rolled out a Golden Age Programme for team members ages 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 continue to 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

The Company provides paid leave for eligible team members, male and female, who are new parents, according to local laws and regulations. Eligible female team members are entitled to 70 days of paid maternity leave, while male team members are entitled to five days of paid paternity leave with flexibility on when they take their leave. Accommodations are provided to support team members who chose to breastfeed upon returning to work.

### FLEXIBLE WORK AND WORKING FROM HOME

Working from home may be available, subject to operational needs and departmental approval. At Sands China, we provide flexible working arrangements for eligible team members to assist with their personal needs, such as childcare, study or health requirements.

We have also accommodated some team members with the resources to work from home, 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. These benefits include fitness centers; subsidized meals; discounts on retail goods, services, hotels and other offerings; tuition reimbursement; health screenings and various participative activities to boost team member engagement.





COVERING MATERIAL ISSUES:  
HUMAN RIGHTS

## MANAGEMENT APPROACH

### RESPONSIBILITIES:

Several internal departments are responsible for managing human rights, including the Human Resources, Legal and Compliance, and Procurement and Supply Chain teams supported by the Security and Surveillance teams and front line team members in several departments.

### POLICIES:

Please refer to page 32 for details.

### COMMITMENTS:

We are firmly committed to protecting fundamental rights and freedoms for all people, without regard for race, color, religion, language, age, gender, sexual orientation, gender identity, gender expression, mental or physical disability, genetic information and marital status.

The Company condemns Human Trafficking in any form, including Sex Trafficking, Forced Labor and Child Labor, in its operations and global supply chain.

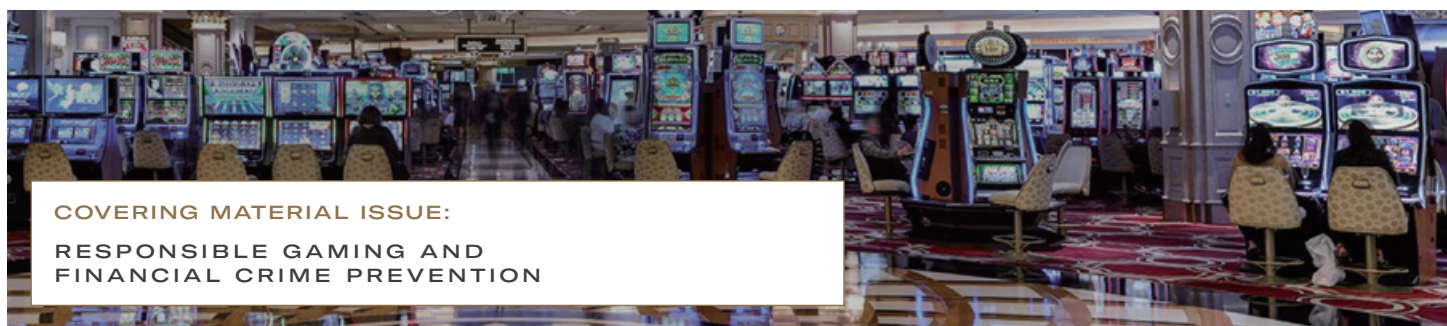
The Company is also strongly committed to fairness and equal opportunity in employment, and we will not tolerate harassment of or discrimination toward team members in any form, including sexual harassment, whether by fellow team members, supervisors, managers, officers, directors, or by anyone who interacts with the Company, such as vendors, contractors, consultants, agents or guests.

We require our suppliers to provide fair and safe conditions for all workers and to treat their employees with dignity and respect. As a part of our supply chain management process, we mitigate and address adverse human rights impacts including child labor, forced labor, human trafficking, remuneration, discrimination, and harassment.

### EVALUATION AND ADJUSTMENTS:

Our processes and protocols for addressing human rights risks are updated on an ongoing basis to ensure we maintain the latest intelligence and standards of performance.

COUNTER-HUMAN TRAFFICKING	TOTAL	2021
NUMBER OF TEAM MEMBERS TRAINED	22,700	87%
NUMBER OF TEAM MEMBERS TRAINED (SPECIALIZED)	1,733	7%
NUMBER OF TRAINING HOURS	6,765	0.4%



## MANAGEMENT APPROACH

### RESPONSIBILITIES:

Oversight and implementation of Sands Project Protect, our program that covers responsible gaming and financial crime prevention, lies with multiple internal stakeholders, primarily the Compliance and Casino teams. However, all team members undergo periodic training on these topics and are responsible for support and compliance.

### POLICIES:

- Code of Business Conduct and Ethics
- Anti-Corruption Policy

### COMMITMENTS:

Through Sands Project Protect, the Company's goal is to ensure we not only meet, but exceed, government regulations and lead the industry in addressing critical social issues such as including responsible gaming and anti-money laundering.

Sands China is committed to establishing an environment focused on promoting Responsible Gambling to its patrons, raising awareness on the potential effects associated with problematic gambling behaviors and providing information for patrons seeking help. We employ standard industry protocols, such as prominent posting of problem gambling helplines throughout our properties, careful restriction of gaming-related marketing and advertising materials to appropriate venues, and other resources to educate and create safeguards.

Team members participate in annual, comprehensive responsible gaming training to learn how to recognize potential signs of gambling related problems.

Our properties adhere to local laws on casino operations, advertising and marketing, which are heavily regulated.

As we carry out our mission to provide guests with the very best experience, we keep four principles of ethical conduct in mind at all times:

1. We respect individuals.
2. We do business ethically and legally.
3. We protect our Company and our investors.
4. We enhance our community.

### EVALUATION:

The Company Code of Business Conduct and Ethics is reviewed periodically, which was last updated in March 2022. We also conduct annual Ethical Culture and Compliance Perception Survey to review how effectively our Company trains and communicates expectations regarding our standards of ethics and professional conduct.

RESPONSIBLE GAMING	2021
NUMBER OF TEAM MEMBERS TRAINED	21,922
NUMBER OF TEAM MEMBERS TRAINED (SPECIALIZED)	190
NUMBER OF RESPONSIBLE GAMING TRAINING HOURS	10,294



Guan Yin Statue, Macao

**COVERING MATERIAL ISSUES:****HARDSHIP RELIEF****LOCAL BUSINESS AND PARTNER DEVELOPMENT****CULTURAL AND NATURAL HERITAGE****DISASTER RESPONSE AND PREPAREDNESS****EDUCATION**

## MANAGEMENT APPROACH

**RESPONSIBILITIES:**

Our community engagement program, Sands Cares, guides our initiatives to address the health of our community, is overseen by our Senior Vice President of Human Resources and Vice President of Corporate Communications and Community Affairs. Property Sands Cares teams are responsible for implementation of Sands Cares program and initiatives, as well as coordination of volunteer efforts.

**POLICIES:**

Charitable Contributions and Sponsorship Policy

**COMMITMENTS:**

A fundamental part of our Company's culture is the commitment to helping our region maintain strong support for the local population. Led by Sands Cares, we focus on three areas: corporate giving, capacity building and volunteerism.

We set an ambition for the 2021-2025 reporting cycle to contribute 110,000 volunteer hours in support of the community.

**EVALUATION AND ADJUSTMENTS:**

Our strategy, program and material topics constantly evolve as we improve our approach and adjust to the changing ESG landscape. 2021 marks the beginning of our standard five-year planning and reporting cycle. Following the completion of a materiality assessment, we have refreshed the corporate responsibility platform, and set a new ambition for volunteerism.

COMMUNITY CONTRIBUTIONS	2021 (US\$)
CASH DONATION	2,014,831
IN KIND DONATION	66,288
EVENTS AND SPONSORSHIPS	1,784,200
VOLUNTEER HOURS	45,145
VOLUNTEER HOURS DURING PAID WORKING HOURS	40,853
LBS. OF FOOD DONATED	19,236
NUMBER OF NGOS SUPPORTED	40
COMMUNITY EVENTS	58
DISASTER RELIEF KITS BUILT AND DONATED	20,800

**VOLUNTEER HOURS****2025 Target: 110,000 Volunteer Hours****COMMUNITY**

Volunteer hours by team members:  
**45,145**

Number of NGOs supported:  
**40**

Donated to charities:  
**\$2,081,119**



Disaster relief kits built and donated:  
**20,800**

Food donated:  
**19,236 LBS**

Volunteer hours during paid working time:  
**40,853**



# GOVERNANCE





# MANAGEMENT APPROACH

## COVERING MATERIAL ISSUE: RESPONSIBLE BUSINESS

### RESPONSIBILITIES:

All team members are responsible for following the Code of Business Conduct and Ethics and reporting any violations or concerns in accordance with the Company's Reporting and Non-Retaliation Policy. Managers, supervisors and our Company leaders have a special responsibility for ensuring this Code and Company policies are followed. Managers and supervisors are also responsible for maintaining a work environment in which constructive, candid, and open discussion is encouraged and expected, without fear of retaliation. Team members undergo annual compliance training developed by the Compliance department and executed by our Human Resources team, who also record and investigate any potential violations.

### POLICIES:

- Code of Business Conduct and Ethics
- Reporting and Non-Retaliation Policy

### COMMITMENTS:

At Sands China, honesty, integrity, and a commitment to high standards of ethical and moral conduct are core values. We take ethical concerns very seriously, and will not accept any misconduct by senior managers, team members, suppliers, contractors or other agents.

Company policy requires reporting of issues in good faith and prohibits retaliation, harassment or intimidation of anyone who reports suspected misconduct or participates or assists in the investigation of issues.

### EVALUATION:

All Company policies, including the Code of Business Conduct and Ethics, are periodically reviewed and updated.

## CORPORATE GOVERNANCE

BOARD OVERVIEW		2021
BOARD MEMBERS		8
FEMALE BOARD MEMBER		1
AVERAGE BOARD MEMBER ATTENDANCE		100% (excluding AGM) / 99% (including AGM)
AVERAGE BOARD MEMBER TENURE (YEARS)		7
SHARE OF INDEPENDENT DIRECTORS		50%

BOARD AND COMMITTEES MEETINGS	MEMBERS	INDEPENDENT DIRECTORS	MEETINGS
BOARD OF DIRECTORS	8	4	9
AUDIT COMMITTEE	4	4	7
REMUNERATION COMMITTEE	3	2	5
NOMINATION COMMITTEE	3	2	2
CAPEX COMMITTEE	3	1	2
ESG COMMITTEE	3	2	1

BOARD ESG TRAINING	2021
NUMBER OF ESG-RELATION TRAININGS THE BOARD HAS RECEIVED	6 <sup>18</sup>

### BOARD REPRESENTATION

#### 8 Board Members



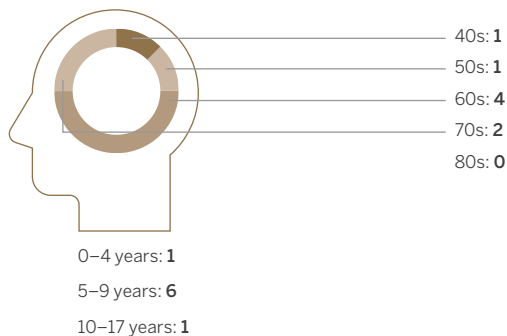
#### 4 Independent Directors (50%)



#### 1 Female Director



### AGE DISTRIBUTION



### NOTES

<sup>18</sup> The trainings include in-house briefing, seminars, research materials sharing by HKEX on latest ESG trends, corporate governance and climate risk disclosure, etc.



## RESPONSIBLE BUSINESS

ETHICAL CONDUCT	2021
CONFIRMED BRIBERY/CORRUPTION CASES OR INVESTIGATIONS	0
NUMBER OF ONGOING EXTERNAL INVESTIGATIONS RELATED TO CORRUPTION & BRIBERY	0
AMOUNT OF LEGAL AND REGULATORY FINES AND SETTLEMENTS ASSOCIATED WITH MONEY LAUNDERING	0
NUMBER OF VIOLATIONS OF ANTI-TRUST AND MONOPOLY LEGISLATION IN WHICH THE ORGANIZATION HAS BEEN IDENTIFIED AS A PARTICIPANT	0
INCIDENTS OF NON-COMPLIANCE WITH ENVIRONMENTAL LAWS AND REGULATIONS	0
INCIDENTS OF NON-COMPLIANCE WITH SOCIAL OR ECONOMIC LAWS AND REGULATIONS	0
INCIDENTS OF NON-COMPLIANCE WITH REGULATIONS CONCERNING THE HEALTH AND SAFETY IMPACTS OF PRODUCTS AND SERVICES	0
INCIDENTS OF NON-COMPLIANCE WITH REGULATIONS CONCERNING PRODUCT AND SERVICE INFORMATION AND LABELING	0
INCIDENTS OF VIOLATIONS INVOLVING THE RIGHTS OF INDIGENOUS PEOPLES	0

CUSTOMER SATISFACTION <sup>19</sup>	2021
OVERALL SCORE	87.3%
TARGET	86%
COVERAGE	0.32%

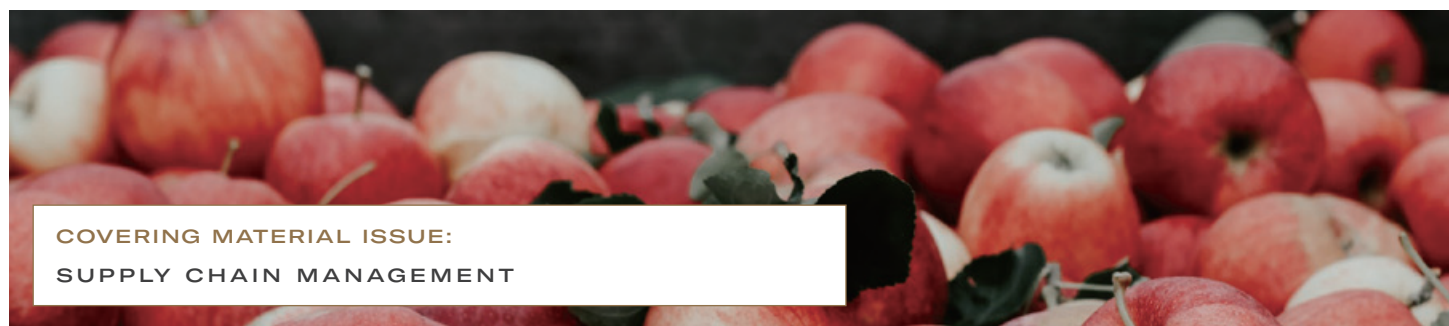
DATA PRIVACY/CYBERSECURITY	2021
NUMBER OF SUBSTANTIATED COMPLAINTS CUSTOMER PRIVACY COMPLAINTS (OUTSIDE PARTIES)	0
NUMBER OF SUBSTANTIATED COMPLAINTS CUSTOMER PRIVACY COMPLAINTS (REGULATORY BODIES)	0
NUMBER OF INFORMATION SECURITY/CYBERSECURITY INCIDENTS	0
NUMBER OF DATA BREACHES	0
NUMBER OF CUSTOMERS/EMPLOYEES AFFECTED BY BREACH	0
FINES/PENALTIES PAID IN RELATION TO INFORMATION SECURITY BREACHES OR OTHER CYBERSECURITY INCIDENTS	0

POLITICAL CONTRIBUTIONS AND OTHER SPENDING	2021
CONTRIBUTIONS TO LOBBYING, INTEREST REPRESENTATION OR SIMILAR	N/A
CONTRIBUTIONS TO LOCAL, REGIONAL OR NATIONAL POLITICAL CAMPAIGNS/ORGANIZATIONS/CANDIDATES	N/A
CONTRIBUTIONS TO TRADE ASSOCIATIONS OR TAX-EXEMPT GROUPS (E.G. THINK TANKS)	MOP\$35,000 (US\$4,000)
OTHER CONTRIBUTIONS (E.G. SPENDING RELATED TO BALLOT MEASURES OR REFERENDUMS)	N/A
TOTAL CONTRIBUTIONS AND OTHER SPENDING	N/A

NUMBER OF PRODUCTS AND SERVICES RELATED COMPLAINTS	2021
INCIDENTS REPORTED TO THE INCIDENTS PLATFORM	90
CLOSED INCIDENTS REPORTED	48%
TOTAL REPLIES TO GOVERNMENT AUTHORITIES WERE REQUIRED	4
REPLIES SUBMITTED TO THE MACAO GOVERNMENT TOURISM OFFICE	2
REPLIES SUBMITTED TO THE MACAO CONSUMER COUNCIL	2

### NOTES

<sup>19</sup> A New Guest survey was launched in October 2021, hence only limited sampling collected. NPS Net Promoter Score methodology was adopted.



**COVERING MATERIAL ISSUE:  
SUPPLY CHAIN MANAGEMENT**

## MANAGEMENT APPROACH

### RESPONSIBILITIES:

The Procurement and Supply Chain department is responsible for all aspects of supply chain management and is assisted by the Compliance team during the supplier onboarding process. The Sustainability team provides support for integration of ESG criteria. Further responsibilities are outlined on pages 48-49.

### POLICIES:

- Supplier Code of Conduct
- Sustainable Procurement Policy

### COMMITMENTS:

We maintain strict adherence to ethics, compliance and sustainability throughout our supply chain. Suppliers must meet the standards outlined in our Supplier Code of Conduct, and we leverage our Sustainable Procurement Policy to source products and services that minimize environmental impact.

We prioritize working with local businesses, SMEs, and diverse suppliers to be a catalyst for business growth in the community.

### EVALUATION:

All Company policies, including the Supplier Code of Conduct and Sustainable Procurement Policy, are periodically reviewed and updated.

NUMBER OF SUPPLIERS BY REGION	2019	2020	2021
ASIA	2,307	2,054	2,084
WORLDWIDE (EXCLUDING ASIA)	224	198	177
NORTH AMERICA	123	112	106
SOUTH AMERICA	2	2	0
EUROPE	72	66	53
AFRICA	0	0	2
OCEANIA	27	18	16

ONBOARDING	2018	2019	2020	2021
NEW SUPPLIERS THAT WERE SCREENED USING SOCIAL AND ENVIRONMENTAL CRITERIA	100%	100%	100%	100%
NEW SUPPLIERS THAT AGREE TO THE SUPPLIER CODE OF CONDUCT	100%	100%	100%	100%

SUPPLIER AUDITS	2018	2019	2020	2021
ESG CONFORMANCE TARGET	95%	95%	95%	95%
PERCENT OF SUPPLIERS IN CONFORMANCE WITH ESG REQUIREMENTS	95%	97%	95%	98%
NUMBER OF ON-SITE THIRD PARTY AUDITS <sup>20</sup>	14	14	8	11
NUMBER OF ON-SITE COMPANY AUDITS	34	29	35	41

CRITICAL SUPPLIERS	2021
NUMBER OF CRITICAL SUPPLIERS	237
PERCENT OF CRITICAL SUPPLIERS FROM TOTAL	10%

LABOR INCIDENTS	2018	2019	2020	2021
NUMBER OF LABOR INCIDENTS	0	1 <sup>21</sup>	0	0

### NOTES

<sup>20</sup> As determined by third-party audit, areas assessed include: laws and regulations, child labor, forced labor, harassment, wages and benefits, hours of work, health and safety, non-discrimination, women's rights, freedom of association and collective bargaining, environment, subcontracting, communication and monitoring and compliance.

<sup>21</sup> In 2019, our third-party audits found one labor incident that violated our Supplier Code of Conduct. The issue was addressed with the supplier immediately. The issue has no direct impact to our business.



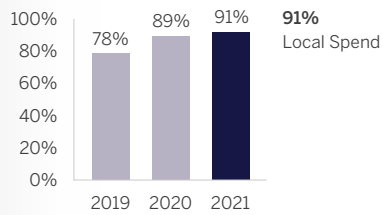
SUPPLIER SPEND (IN US\$) BY REGION	2019	2020	2021
ASIA	\$1,794,047,620	\$1,533,410,369	\$1,215,016,927
WORLDWIDE (EXCLUDING ASIA)	\$46,898,153	\$39,258,891	\$24,970,751
NORTH AMERICA	\$25,565,559	\$22,248,578	\$14,553,434
SOUTH AMERICA	\$30,658	\$47,833	\$0
EUROPE	\$16,376,991	\$13,546,377	\$7,787,542
AFRICA	\$0	\$0	\$16,533
OCEANIA	\$4,924,946	\$3,416,102	\$2,613,243

LOCAL SPEND	2018	2019	2020	2021
LOCAL SPEND TARGET	70%	70%	70%	70%
MACAO ACTUAL	77%	78%	89%	91%

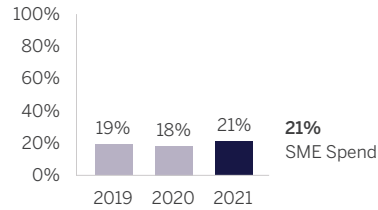
SME SPEND	2018	2019	2020	2021
SME SPEND TARGET	15%	15%	15%	15%
MACAO ACTUAL	19%	19%	18%	21%

SUSTAINABLE SPEND <sup>22</sup>	2021
SEAFOOD	27%
LED LIGHTBULBS	99%+
PAPER HYGIENE	98%
BED LINEN	100%
PRINTED MATERIALS	49%

## SPEND WITH LOCAL SUPPLIERS







## SPEND WITH SMEs



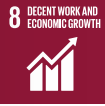


## NOTES





<sup>22</sup> Sustainable spend is considered to be products and services that meet our sustainability criteria and requirements.

# SDG INDEX

SDGS	RELEVANT/ WHY IT MATTERS	SDG TARGETS	PROJECTS, INITIATIVES AND TARGETS
PLANET			
<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.	6.4: Substantially increase water-use efficiency across all sectors.	<p>In 2020, we implemented 6 water conservation projects, estimated to save 8.8 million gallons annually savings by upgrading fixtures and systems across our properties. We focused on retrofitting sinks and faucets in our hotel rooms with more efficiency fixtures and improved operational efficiencies in food and beverage operations.</p> <p>In 2021, we continuously evaluate ways to use non-potable water in our water features, landscaping and cooling towers and seek new opportunities to expand our water recovery systems through the water Eco Tracker Savings project. We estimate to save 55,320,000 gallons of potable water and 10,000,000 gallons of non-potable water by 2025.</p> <p>The drop by drop project is a partnership with Clean the World that invests our water savings in Regional Water Initiatives. In 2021, Drop by Drop grants from Sands China supported impactful community water projects in the areas of ecosystem reinvigoration, physical climate risk adaptation and community engagement.</p> <p><b>2025 Target:</b> Reduce potable water use per active square foot by 3% from a 2019 baseline.</p>
<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. We plan to increase purchasing of renewable energy certificates and offset hard-to-decarbonize sources, such as guest shuttle buses and ferry operations.	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.	<p>We have several initiatives in place to reduce energy consumption. Our resorts leverage cutting-edge building technology for energy savings and our Sands ECOTracker program drives additional conservation initiatives. In 2021, 909,262 kWh energy was saved through the implementation of 5 energy efficiency projects.</p> <p>Although the Macao region is spatially constrained for expansive renewable energy projects, we have committed to increasing our purchase of renewable energy certificates in nearby regions to support the transition to zero-carbon grids. We also continually search for and evaluate onsite renewable energy generation to complement our existing solar photovoltaic and solar thermal systems. In 2021, 40,000 MWh of renewable energy was sourced through Renewable Energy Certificates (RECs).</p> <p>As part of our low-carbon transition strategy, we currently own 34 clean-energy guest shuttle buses powered by electricity or compressed natural gas, and we plan to increase the number of guest electric vehicle (EV) charging stations, electrify our equipment and transition guest shuttle buses to EV and alternative fuel sources.</p> <p>In 2021, we completed three LED lighting retrofit projects at The Londoner Macao, The Venetian Arena and back-of-house areas, and began installing a high-temperature heat pump at The Plaza Macao, replacing the need for liquid petroleum gas boilers.</p> <p><b>2025 Target:</b> Reduce scope 1 and 2 emissions by 17.5% from a 2018 baseline.</p>
<b>SDG 12</b> 	We host thousands of guests and visitors in our resorts each day and procure thousands of products and services. As a result our resorts generate a variety of waste items that reflect many facets of our operations.	12.5: Substantially reduce waste generation through prevention, reduction, recycling and reuse.  12.3: Halve per capita global food waste.  12.7: Promote public procurement practices that are sustainable.	<p>The sustainability group works closely with other departments to identify recycling opportunities, reduce waste and engage team members to recycle effectively. Our aim is to increase recycling of key categories such as cardboard, linen and plastic packaging, and to restoring playing card recycling to pre-pandemic levels, despite supply chain challenges and disruptions.</p> <p><b>2025 Target:</b> Increase operational diversion rate to 20%.</p> <p>Our commitment to addressing food waste is twofold: minimizing food going to landfill and maximizing the value of food produced.</p> <p>To reach our goals, we employ technology, processes, training and engagement, and measurement as key tools for managing food life cycle. In 2021, we added three additional Winnow Vision artificial intelligence (AI) units to monitor and manage food waste at all five SCL properties.</p> <p>Our properties noted a 6% decrease in food waste per plate from 2020 volume.</p> <p>Collaboration is also key as an alternative for food waste, such as partnering with Abandoned Animals Protect Association (AAPAM) of Macau and Anima Society to donate unused food.</p> <p><b>2025 Target:</b> Food waste per cover prevented or diverted (team member restaurants) by 25%.</p> <p>We are committed to optimizing materials and resources by eliminating unnecessary forms of consumption, moving to reuse models where feasible, replacing single-use materials with renewable and sustainable alternatives and recycling as much as possible. Single use water bottles has been identified as a top plastic item to manage and so far 49% of Sands-branded water bottles are made for eco-friendly materials.</p> <p><b>2025 Target:</b> 100% Sands-branded water bottles made from sustainable materials.</p> <p>In addition our Sustainable Procurement Policy guides of efforts to procure products and services that meet our criteria for protecting against harmful effects on human health and the environment, while benefiting the community. Sands China achieved sustainable sourcing for 100% of bed linens purchased.</p>
<b>SDG 14</b> 	Our resorts are located along delicate coastlines that are affected by a warming climate and tourism impacts, while our food and beverage operations depend on healthy oceans to source seafood for our hotels and restaurants.	14.2: Sustainably manage and protect marine and coastal ecosystems.  14.4: End overfishing and destructive fishing practices.	<p>In 2021, Sands China sourced 27% seafood sustainably, representing US\$2.7 million in sustainable seafood sourced.</p> <p>We furthered our sustainable seafood commitment by rolling out a global Bluefin Tuna policy that prohibits purchase of non-ASC or MSC-certified Bluefin Tuna and limits purchasing of certified products to restaurants where it is integral to their cuisine and cannot be replaced by an alternative.</p> <p>As part of our Drop by Drop water stewardship program, grant recipient University of Saint Joseph continued study of mangrove forests which are native wetland plants in Macao with new emphasis on the forests' ability to act as a nature-based solution for climate change adaptation and mitigation. Together with Sands China team members approximately 400 mangrove seedlings and 40 mangrove trees were planted along the coastal line of Taipa, Macao as natural purifiers for water pollution.</p>



SDGS	RELEVANT/ WHY IT MATTERS	SDG TARGETS	PROJECTS, INITIATIVES AND TARGETS
<b>PEOPLE</b>			
<b>SDG 8</b> 	<p>Our resorts provide job and career path opportunities with a focus on robust training and professional development, supplier engagement, and hospitality education and job skills. Human rights protection is fully integrated into our business, with stringent processes and rigid standards to enforce our zero-tolerance policy for human rights violations.</p>	<p>8.5: Achieve full and productive employment and decent work for all women and men.</p> <p>8.7: Eradicate forced labour, end modern slavery and human trafficking.</p> <p>8.8: Protect labour rights and promote safe and secure working environments for all workers.</p> <p>8.3: Encourage the formalization and growth of micro-, small- and medium-sized enterprises.</p> <p>8.9: Promote sustainable tourism that creates jobs and promotes local culture and products.</p>	<p>In 2021, we provided 1.67 million hours of workforce development training at Sands China, and we are dedicated in advancing career prospects and earning power through: hospitality-related hard skills, business-related soft skills and personal wellbeing. Our team members have the opportunity to build a lasting career by leveraging job skills and professional education courses. In 2021, there were 3,700 Sands China team members who reached 15-Year and 9,900 team member reached 10-Year anniversaries.</p> <p>We are dedicated to developing skillsets that encourage supplier growth, especially for the local businesses and SMEs that propel the hospitality industry in our region. In 2021, Sands China invested MOP\$108 million (US\$13.5 million) in support of workforce development in the hospitality industry including the support of 110 Sands Procurement Academy participants, and 442 Sands Retail Academy participants.</p> <p><b>2025 Target:</b> 7 million workforce development training hours.</p> <p>Human trafficking is a global human rights problem. Our Company has a zero-tolerance policy for human trafficking in any form, and we have instituted proactive and reactive strategies through Sands Project Protect to safeguard our properties and patrons. Team members and guests have several means to report suspected incidents, including alerting security or management personnel, contacting Sands China through our corporate and property websites, or using our anonymous ethics hotline, which is available in multiple languages.</p> <p>Throughout Sands China, we have instilled a responsibility for creating and developing a strong network of local SME and diverse partners because they are integral to the success of our business and health of our region. In 2021, Sands China procurement spend supported local businesses with US\$261 million spent with SMEs in Macao.</p> <p>We support programs to highlight the rich heritage, unique identity and natural habitat of our home community, as well as celebrate them on a global stage. Sands China hosted the Project Sands X: Beyond the Blue ceramics exhibition and the Time is On My Side – 2021 Greater Bay Area Young Artists Scheme as part of the Macao government's three-month Art Macao extravaganza.</p>
<b>SDG 5</b> 	<p>We believe a business culture that celebrates diverse perspectives and promotes inclusiveness can inspire positive outcomes in our host community.</p>	<p>5.5: Ensure women's full and effective participation and equal opportunities for leadership at all levels.</p>	<p>Sands China provides paid leave to eligible team members according to local laws and regulations. Female team members may also be able to extend maternity leave beyond the statutory period. Accommodations are provided to support those who choose to breastfeed upon returning to work. We provide flexible working arrangements for eligible team members to assist with their personal needs, such as child care.</p> <p>In 2021, Sands China achieved 45% female workforce in all management positions and 46% female workforce in junior management position.</p> <p><b>2025 Targets:</b> 45% female representation in management positions and 47% female representation in junior management positions on the path to gender parity.</p>
<b>SDG 10</b> 	<p>As an international company 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 community and making all guests feel welcome</p>	<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.</p>	<p>We ensure the highest levels of ethics, fairness and protection for team members and contract labor, and provide services to promote overall wellbeing of our guests and team members. We are committed to protecting fundamental rights and freedoms for all people, without regard to race, color, religion, language, age, gender, sexual orientation, gender identity, gender expression, mental or physical disability, genetic information, and marital. Human rights protection is fully integrated into our business, with stringent processes and rigid standards to enforce our zero-tolerance policy for human rights violations.</p> <p>To provide transparency, we disclosure diversity, equity and inclusion (DEI) related-metrics in our ESG Report. These metrics include gender diversity by employment level, race/nationality, age and disability; racial diversity by employment level; and Board diversity. In addition, we track discrimination and harassment cases and periodically review pay equity studies to benchmark our performance.</p> <p>We continue to be the industry leader in delivering anti-harassment training and related policy. Our Code of Business Conduct and Ethics, which includes our Preventing Discrimination and Harassment Policy, provides regulations and guidelines in keeping an inclusive workplace for all team members.</p>

SDGS	RELEVANT/ WHY IT MATTERS	SDG TARGETS	PROJECTS, INITIATIVES AND TARGETS
COMMUNITY			
<b>SDG 2</b> 	<p>Sands China is uniquely positioned to assist in solving food insecurity issues. In conjunction with our environmental strategy around food management, we repurpose food from our resorts, and engage with food relief organizations to provide programmatic support, funding and volunteer time.</p>	<p>2.1: Ensure access to safe, nutritious and sufficient food.</p>	<p>Solving food insecurity issues is a priority for Sands China. Our focus is on repurposing food from our resorts, as well as engaging with food relief organizations to provide programmatic support, funding and volunteer time.</p> <p>We donated MOP\$300,000 (US\$37,000) to Macau Holy House of Mercy's Welfare Shop in support of its year-round food hamper donation, bringing total funding to MOP\$2.6 million since the partnership began in 2013. In 2021, beneficiary families collected food baskets at Macau Holy House on different days and time slots, in response to the government's epidemic-prevention guidance on avoiding large-group gathering.</p> <p>In 2021, we donated 19,236 pounds of food and our team members assisted in delivering 360 food hampers to celebrate Chinese New Year to disadvantaged families.</p> <p><b>2025 Target:</b> Contribute 110,000 volunteer hours to local community in Macao.</p>
<b>SDG 4</b> 	<p>A strong educational foundation helps to create the effective workforce of the future, which positively impacts the economic and social health of our community.</p>	<p>4.4: Substantially increase the number of youth and adults who have relevant skills for employment.</p>	<p>We work in advancing educational opportunities for students, people with special needs and under-represented groups who face barriers to learning.</p> <p>In 2021, we donated MOP\$1.08 million (US\$135,000) among 108 students to support their studies at tertiary institutions, bringing total funding to more than MOP\$12.4 million (US\$1.5 million) and benefiting nearly 1,500 students since 2006.</p>
<b>SDG 11</b> 	<p>Ensuring our community aim for their highest potential means helping to lift up people facing challenges. Whether providing support for people in need or aiding disadvantaged populations in overcoming barriers, we contribute our expertise and resources to support solutions in areas where we can create the greatest impact.</p>	<p>11.1: Ensure access for all to adequate, safe and affordable housing and basic services.</p>	<p>In 2021, we provided MOP\$1.25 (US\$156,000) million in immediate financial assistance, to support recovery after the severe Zhengzhou floods in China's central Henan province.</p> <p>Our long-term partnership with Clean the World for the annual Sands Cares Global Hygiene Kit Build is the core way we offer ongoing preparation for disaster situations. In 2021, our team members prepared 20,000 hygiene kits to support people facing natural disasters, as well as personal hardships.</p> <p>We also collaborated with Macau Red Cross to prepare for increased typhoon activity by packing and distributing response kits and offering a free community seminar on typhoon preparedness and epidemic prevention. In 2021, 800 sanitization and emergency typhoon response kits were assembled and distributed, and the Company's efforts have helped benefit 2,100 households in need over the past three years of participation in Macau Red Cross's emergency kit initiative.</p> <p><b>2025 Target:</b> Contribute 110,000 volunteer hours to local community in Macao.</p>
<b>SDG 17</b> 	<p>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>	<p>17.16: Enhance the global partnership for sustainable development.</p>	<p>The Sands Cares Accelerator helps community organizations further entrench in their missions to deliver greater community impact. During 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 2021, the first stage of Sands Cares Accelerator Program counted with US\$50,000 funding.</p> <p>In 2021, team members focused on mangrove planting. In conjunction with Drop by Drop grand recipient, University of Saint Joseph, our Sustainability team planted approximately 400 mangrove seedlings and 40 mangrove trees. The program supported one of the most valuable ecosystems on earth.</p> <p>We also sponsored Young Artists in the Greater Bay Area by showcasing their paintings and photography. We hosted Ancient Arts exhibition for the Macao government's three-month Art Macao extravaganza at The Venetian Macao. We also showcasing traditional and cosmological art at Grand Atelier, The Grand Suites at Four Seasons, which encompassed more than 38 international contemporary artists's artworks.</p>



# GRI INDEX

GRI STANDARD	REQUIREMENT	LOCATION AND NOTES
<b>ORGANIZATIONAL PROFILE</b>		
102-1	Name of the organization	Sands China Ltd.
102-2	Activities, brands, products, and services	2021 ESG Report: Who We Are p.4 2021 ESG Report: Property Spotlight. p.51 2021 Annual Report (p.20-35) More information about Sands China is available on the Company's website: <a href="https://www.sandschina.com">https://www.sandschina.com</a>
102-3	Location of headquarters	The Venetian Macao Resort Hotel, Executive Offices, L2, Estrada da Baía de N. Senhora da Esperança, s/n, Taipa, Macao.
102-4	Location of operations	2021 ESG Report: Property Spotlight. p.51 2021 Annual Report (p.20.-35)
102-5	Ownership and legal form	2021 ESG Report (p.4-5) 2021 Annual Report (p.128)
102-6	Markets served	2021 ESG Report: Property Spotlight. p.51 2021 Annual Report (p.20-35)
102-7	Scale of the organization	2021 ESG Report: Appendix, Social; Workforce. p.66 2021 Annual Report (p.20-35)
102-8	Information on employees and other workers	2021 ESG Report: Appendix, Social; Workforce. p.66 2021 Annual Report (p.69-70) Only a small fraction of the organization's work is performed by contracted workers and seasonal workforce changes are small. The data is compiled and recorded in the HR Information Systems.
102-9	Supply chain	2021 ESG Report: Sourcing. p.19 2021 ESG Report: Supply Chain Management. p.48-49 Our largest expenditures include food and beverage, furniture fixtures and equipment, technology, development and outside services that support our operations. For information on number of suppliers and geographical location, refer to KPI B5.1: Number of suppliers by geographical region.
102-10	Significant changes to the organization and its supply chain	2021 ESG Report: Property Spotlight. p.51 Our newest resort, The Londoner Macao opened in 2021.
102-11	Precautionary principle and approach	2021 ESG Report: Corporate Governance; Risk Management. p.45 We apply the precautionary approach through our commitment to green buildings environmentally responsible operations, and green meetings and events, see the Environment and Green Procurement pages of our website for more details: <a href="https://www.sandschina.com/">https://www.sandschina.com/</a>
102-12	External initiatives	Initiatives include: <ul style="list-style-type: none"> <li>• U.S. Green Building Council</li> <li>• ASHRAE Macau</li> <li>• United Nations Sustainable Development Goals</li> <li>• Science-Based Targets</li> <li>• The Macau IEF Rehabilitation Centre for Problem Gamblers</li> <li>• Sheng Kung Hui Macau Social Services Coordination Office</li> <li>• Young Men's Christian Association of Macau</li> <li>• Clean the World</li> <li>• Green Monday</li> </ul>

GRI STANDARD	REQUIREMENT	LOCATION AND NOTES
<b>ORGANIZATIONAL PROFILE</b>		
102-13	Membership of associations	Memberships include: <ul style="list-style-type: none"> <li>• U.S. Green Building Council</li> <li>• ASHRAE Macau</li> <li>• Macau European Chamber of Commerce</li> <li>• Macau Responsible Gaming Association</li> <li>• Macau Gaming Management Association</li> <li>• Macau Management Association</li> <li>• Macao Chamber of Commerce</li> <li>• American Chamber of Commerce</li> <li>• American Gaming Association</li> <li>• The Women's General Association of Macau</li> <li>• Macao Association for Promoting Community Economic Development</li> <li>• Macao Federation of Trade Unions</li> <li>• General Union of Neighborhood Associations of Macau</li> <li>• Macau Association of Composers, Authors &amp; Publishers</li> <li>• Macau Association of Retailers &amp; Tourism Services</li> <li>• Macao Convention &amp; Exhibition Association</li> <li>• Macau Hotel Association</li> <li>• Portuguese Chinese Chamber of Commerce and Industry</li> <li>• Macao Association of Young Employees in the Gaming Industry</li> </ul>
102-14	Statement from senior decision maker	2021 ESG Report: Message from Our President. p.3
<b>ETHICS AND INTEGRITY</b>		
102-16	Values, principles, standards, and norms of behavior	2021 ESG Report: Our Strategy. p.6-7 Please refer to our Code of Business Conduct and Ethics and Supplier Code of Conduct for more information.
<b>GOVERNANCE</b>		
102-18	Governance structure	2021 ESG Report: Corporate Governance; ESG Oversight. p.44
<b>STAKEHOLDER ENGAGEMENT</b>		
102-40	List of stakeholder groups	Sands China's stakeholder groups include Company executives, team members, investors, government agencies, nongovernmental organizations, suppliers, industry associates, peers and competitors, guests and customers, and our community.
102-41	Collective bargaining agreements	There are no collective negotiation or collective bargaining agreements in Macao as there are no trade unions or workers' committees.
102-42	Identifying and selecting stakeholders	2021 ESG Report: Stakeholder Engagement and ESG Materiality. p.8-9 Individual stakeholder selection involves a selection process in which stakeholders for each identified group are first shortlisted by the Sands Cares and sustainability 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. <ol style="list-style-type: none"> <li>1. Balance – Evenly or appropriately representative of environmental, social and governance issues, selected stakeholder groups and region of operation</li> <li>2. Recency – Stakeholders are assessed based on their frequency of engagement</li> <li>3. Inclusivity – Stakeholder engagement mechanisms are inclusive of language and regional context. Stakeholder groups are representative of a diverse set of stakeholders</li> <li>4. Context – Stakeholder selection is aligned with the goal of the engagement exercise</li> </ol>
102-43	Approach to stakeholder engagement	2021 ESG Report: Stakeholder Engagement and ESG Materiality. p.8-9 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: <ol style="list-style-type: none"> <li>1. Desktop research to identify the universe of issues</li> <li>2. Stakeholder engagement surveys or interviews to define the most important issues to our stakeholders</li> <li>3. Multi-platform scan to understand the trending and sentiment toward the issues identified by our stakeholders</li> </ol>
102-44	Key topics and concerns raised	2021 ESG Report: Stakeholder Engagement and ESG Materiality. p.8-9 2021 ESG Report: Appendix: About this Report. p.56



GRI STANDARD	REQUIREMENT	LOCATION AND NOTES
<b>ORGANIZATIONAL PROFILE</b>		
<b>REPORTING PRACTICE</b>		
102-45	Entities included in the consolidated financial statements	2021 Annual Report (p.200-202)
102-46	Defining report content and topic boundaries	2021 ESG Report: Appendix; About this Report. p.56 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.
102-47	List of material topics	2021 ESG Report: Stakeholder Engagement and ESG Materiality. p.8-9 2021 ESG Report: Appendix; About this Report. p.56
102-48	Restatements of information	2021 ESG Report: Appendix, Environment; Low Carbon Transition. p.60 2021 ESG Report: Appendix, Environment; Waste. p.63
102-49	Changes in reporting	To begin the 2021–2025 reporting cycle, we undertook a new materiality assessment to prioritize ESG issues. The results of this assessment are included in this report.
102-50	Reporting period	January 1–December 31, 2021.
102-51	Date of most recent report	Sands China Ltd. 2020 ESG Report, published in April 2021.
102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding the report	SCL.Sustainability@sands.com.mo
102-54	Claims of reporting in accordance with the GRI Standards	Sands China Ltd. 2021 ESG Report is in accordance with the GRI Standards: Core option.
102-55	GRI content Index	This GRI Index can be found in the 2021 ESG Report Appendix.
102-56	External assurance	2021 ESG Report: Appendix; About this Report. p.56 The GHG emissions, energy consumption, water withdrawal, and waste generation data included in the report was assured by a third-party verifier.
<b>ECONOMIC</b>		
<b>GRI 103: MANAGEMENT APPROACH 2016</b>		
103-1	Explanation of the material topic and its boundary	2021 ESG Report: Appendix, Social, p.72 For information on transparency and anti-corruption, refer to Aspect B7: Anti-Corruption.
103-2	The management approach and its components	Boundary: Internal: all entities; External: our community. Management Approach for relevant economic material issues can be found as noted below:
103-3	Evaluation of the management approach	Disaster Relief and Preparedness; Hardship Relief; Cultural and Natural Heritage: 2021 ESG Report: Appendix, Social, p.73 Responsible Business: 2021 ESG Report: Appendix, Governance, p.75 Supply Chain Management: 2021 ESG Report: Appendix, Supply Chain Management, p.78 Low-Carbon Transition: 2021 ESG Report: Appendix, Environment, p.59
<b>GRI 201: ECONOMIC PERFORMANCE 2016</b>		
201-1	Direct economic value generated and distributed	2021 ESG Report: Value Creation, p.5 2021 ESG Report: Appendix, Social, Community Contributions, p.63 Revenues: 2021 Annual Report – Consolidated Income Statement, p.122 Operating expenses: 2021 Annual Report, p.45-46
201-2	Financial implications and other risks and opportunities due to climate change	2021 ESG Report: Appendix, TCFD, p.96-99
201-3	Defined benefit plan obligations and other retirement plan	2021 ESG Report: Appendix, Social, Benefits, p.70
<b>GRI 203: INDIRECT ECONOMIC IMPACTS 2016</b>		
203-2	Significant indirect economic impacts	2021 ESG Report: Panoramic view, p. 52 2021 ESG Report: Community, p. 24 Our region where we operate is not just place of business. It is the place we call home. We are committed to making our community a great place to live, work and visit. Not only are we a major economic contributor in our region by spurring tourism, jobs and tax revenue, but we also aim to help solve local issues, promote the assets and health of our region and improve our community' ability to respond to challenges. Our support is reflected through our corporate responsibility platform centered around People, Community and Planet.

GRI STANDARD	REQUIREMENT	LOCATION AND NOTES
ECONOMIC		
GRI 204: PROCUREMENT 2016		
204-1	Proportion of spending on local suppliers	2021 ESG Report: Supply Chain Management, p.48 2021 ESG Report: Panoramic View; Advancing Local Businesses and SMEs, p.53 2021 ESG Report: Appendix, Governance; Local Spend p. 79
GRI 205: ANTI-CORRUPTION 2016		
205-1	Operations assessed for risks related to corruption	100% of operations is assessed for risks related to corruption.
205-2	Communication and training about anti-corruption policies and procedures	2021 ESG Report: Appendix, Social; Training and Development, p.67 Our Code of Business Conduct and Ethics and Anti-Corruption Policy have been communicated to all Sands China 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. All Board Members received anti-corruption training in 2021. 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. Last year, we communicated our Anti-corruption procedures with 732 suppliers.
205-3	Confirmed incidents of corruption and actions taken	2021 ESG Report: Appendix, Governance; Responsible Business p.77
GRI 206: ANTI-COMPETITIVE BEHAVIOR 2016		
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	2021 ESG Report: Appendix, Governance; Responsible Business p.77
ENVIRONMENT		
GRI 103: MANAGEMENT APPROACH 2016		
103-1	Explanation of the material topic and its boundary	2021 ESG Report: Environment p.12-21 2021 ESG Report: Appendix: Environment p.59-60 Boundary: Internal: all entities; External: our supply chain.
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
GRI 302: ENERGY 2016		
302-1	Energy consumption within the organization	2021 ESG Report: Environment, Low Carbon Transition, p.16 2021 ESG Report: Appendix, Environment; Low Carbon Transition, p.61
302-2	Energy consumption outside of the organization	Not Applicable. Outside energy consumption is not material to Sands China.
302-3	Energy intensity	2021 ESG Report: Environment, Low Carbon Transition, p.16
302-4	Reduction of energy consumption	2021 ESG Report: Appendix, Environment; Low Carbon Transition, p.61
302-5	Reductions in energy requirements of products and services	
GRI 303: WATER AND EFFLUENTS 2018		
303-1	Interactions with water as a shared resource	2021 ESG Report: Water Stewardship, p.17
303-2	Management of water discharge-related impacts	All discharge is sent to municipality.
303-3	Water withdrawal	2021 ESG Report: Appendix, Environment; Water p.62
303-4	Water discharge	
303-5	Water consumption	



GRI STANDARD	REQUIREMENT	LOCATION AND NOTES
ENVIRONMENT		
GRI 304: BIODIVERSITY 2016		
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	None of our properties are located near protected areas or areas of high biodiversity value outside protected areas.
304-2	Significant impacts of activities, products, and services on biodiversity	Cotai Water Jet is a ferry service that operates between Hong Kong and Macao and within the habitat of the endangered Chinese white dolphin. There has been limited ferry activity in 2020 and 2021 due to the pandemic.
304-3	Habitats protected or restored	We support organizations that have a positive impact on habitats and biodiversity through the Drop by Drop Project. We also procure a small amount of nature-based carbon offsets. However we have not directly restores any habitats.
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	See 304-2.
GRI 305: EMISSIONS 2016		
305-1	Direct (Scope 1) GHG emissions	2021 ESG Report: Environment, Low Carbon Transition, p.16 2021 ESG Report: Appendix, Environment; Low Carbon Transition, p.60
305-3	Energy indirect (Scope 2) GHG emissions	
305-4	GHG emission intensity	
305-5	Reduction of GHG emissions	
305-6	Emissions of ozone-depleting substances (ODS)	Our operation does not involve emissions of ozone-depleting substances.
305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	2021 ESG Report: Appendix, Environment; Low Carbon Transition, p.60
GRI 306: WASTE (2020)		
306-1	Waste generation and significant waste-related impacts	2021 ESG Report: Environment: Waste p.20-21
306-2	Management of significant waste-related impacts	2021 ESG Report: Environment: Waste p.20-21 2021 ESG Report: Appendix, Environment; Management Approach p.59
306-3	Waste generated	2021 ESG Report: Appendix, Environment; Waste p.63
306-4	Waste diverted from disposal	
306-5	Waste directed to disposal	
GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT 2016		
308-1	New suppliers that were screened using environmental criteria	2021 ESG Report: Appendix, Governance; Supply Chain Management, p.78
308-2	Negative environmental impacts in the supply chain and actions taken	51 critical suppliers (2.3%) identified as more vulnerable to environmental or social risk out of 2,261 assessed in 2021.

GRI STANDARD	REQUIREMENT	PAGE, REFERENCE OR ADDITIONAL COMMENT
SOCIAL		
GRI 103: MANAGEMENT APPROACH 2016		
103-1	Explanation of the material topic and its boundary	2021 ESG Report: Social: People p.24-33 2021 ESG Report: Appendix, Social, p.65
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
GRI 401: EMPLOYMENT 2016		
401-1	New employee hires and turnover	2021 ESG Report; Appendix, Social; Talent Management p.69
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	2021 ESG Report: Appendix, Social; Benefits, p.70 Majority of standard Company-sponsored benefits are available to both full-time and part-time team members. Stock ownership is not applicable, except for selected team members.
401-3	Parental leave	2021 ESG Report: Appendix, Social; Health, Safety and Wellbeing, p.70
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018		
403-1	Occupational health and safety management system	2021 ESG Report: Social; Health, Safety and Wellbeing, p.31 2021 ESG Report: Appendix, Social; Management Approach, p.65
403-2	Hazard identification, risk assessment, and incident investigation	Risk Assessment Methodology is used to identify work-related hazards and assess risks. Hazard identification is performed for each work activity and determined using a 5x5 risk matrix. A risk evaluation process gives an assessment of existing controls measures to manage the risk associated with an identified hazard. If risk level is high, control actions are implemented. Reports from previous incidents are reviewed and meeting are held periodically with Medical Service Providers to discuss trends and best practices.
403-3	Occupational health services	2021 ESG Report: Social; Health, Safety and Wellbeing, p.31 Sands China provides: <ul style="list-style-type: none"><li>• 24/7 Employee Assistance Program: Including a free 24-hour confidential counseling service for all team members and their family members.</li><li>• Counseling, accident prevention and risk control workshops.</li><li>• Onsite team member clinic in each property for regular and emergency situations.</li><li>• Annual body check for applicable team members.</li></ul>
403-4	Worker participation, consultation, and communication on occupational health and safety	2021 ESG Report: Social; Health, Safety and Wellbeing, p.31 Team members 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 Company has an Occupational Safety and Health (OSH) Committee that meets regularly, and team members are welcome to bring safety-related concerns or questions to the Committee meetings or reach out to the safety departments directly. The OSH Committee provides information about safety and health strategies, practices and policies; discuss pertinent safety issues and solutions; and also assist departments with training. It promotes cooperation between management and team members in achieving and maintaining safe and healthy working conditions by providing an open forum where team members are welcome to participate. OSH Committee usually meet monthly but at minimum annually.
403-5	Worker training on occupational health and safety	7,044 (incl. hotel partners) / 6,457 (excl. hotel partners) team members have attended the hotel and catering safety card training, of which 6,735 (incl. hotel partners) / 6,135 (excl. hotel partners) team members have obtained the cards, representing a 96% (avg.) passing rate. New team members automatically receive the training when coming on board. The training is specific to the nature of our work in the industry, covering common hazardous situation and risk mitigation. In addition, OSH Wardens and Risk Assessment workshops and annual internal safety training are held to team members for refreshment of knowledge.
403-6	Promotion of worker health	2021 ESG Report: Social; Health, Safety and Wellbeing, p.31
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	2021 ESG Report: Social; Health, Safety and Wellbeing, p.31 2021 ESG Report: Governance; Supply Chain Management, p.48-49
403-8	Workers covered by an occupational health and safety management system	Occupational Health and Safety Management System at Sands China covers all team members.
403-9	Work-related injuries	2021 ESG Report: Appendix, Social; Health, Safety and Wellbeing, p.70
403-10	Work-related ill health	



GRI STANDARD	REQUIREMENT	PAGE, REFERENCE OR ADDITIONAL COMMENT
<b>SOCIAL</b>		
<b>GRI 404: TRAINING AND EDUCATION 2016</b>		
404-1	Average hours of training per year per employee	2021 ESG Report: Appendix, Social; Training and Development, p.67
404-2	Programs for updating employee skills and transition assistance programs	2021 ESG Report: Workforce Development, p.26-29
404-3	Percentage of employees receiving regular performance and career development reviews	2021 ESG Report: Appendix, Social; Training and Development, p.67
<b>GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016</b>		
405-1	Diversity of governance bodies and employees	2021 ESG Report: Appendix, Social; Diversity, Equity and Inclusion, p.68
405-2	Ratio of basic salary and remuneration of women to men	We ensure the equity in remuneration of our team member to support gender diversity. In 2021, the mean gender pay gap between male and female in Sands China is 8%, with a mean bonus gap of 15%.
<b>GRI 409: FORCED OR COMPULSORY LABOR 2016</b>		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	2021 ESG Report: Human Rights, p.32 2021 ESG Report: Supply Chain Management, p.78-79 See HKEX ESG Index Aspect B4 for more information.
<b>GRI 411: RIGHTS OF INDIGENOUS PEOPLES 2016</b>		
411-1	Incidents of violations involving rights of indigenous peoples	2021 ESG Report: Appendix, Social; Responsible Business, p.77
<b>GRI 412: HUMAN RIGHTS ASSESSMENT</b>		
412-1	Operations that have been subject to human rights reviews or impact assessments	2021 ESG Report: Human Rights, p. 32 100% of operations that have been subject to human rights assessment.
412-2	Employee training on human rights policies or procedures	2021 ESG Report: Appendix, Social; Training and Development p. 67 2021 ESG Report: Appendix, Social; Counter Human Trafficking p. 71
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	2021 ESG Report: Human Rights, p.32 All suppliers must agree to our Supplier Code of Conduct, which includes human rights clauses.
<b>GRI 413: LOCAL COMMUNITY 2016</b>		
413-1	Operations with local community engagement, impact assessments, and development programs	2021 ESG Report: Community, p.34-41 All of our properties participate in local community engagement and development programs through Sands Cares. Our local community is represented in the stakeholder engagement process through participation by our nonprofit and other civic partners: see GRI 102-40
413-2	Operations with significant actual and potential negative impacts on local community	2021 ESG Report: Human Rights, p.32-33 2021 ESG Report: Community, p. 34-41 2021 ESG Report: Responsible Gambling and Financial Crime Prevention, p.33 2021 ESG Report: Waste, p.20-21
<b>GRI 414: SUPPLIER SOCIAL ASSESSMENT 2016</b>		
414-1	New suppliers that were screened using social criteria	2021 ESG Report: Appendix, Environment; Supply Chain Management, p.78
414-2	Negative social impacts in the supply chain and actions taken	51 critical suppliers (2.3%) identified as more vulnerable to environmental or social risk out of 2,261 assessed in 2021.

GRI STANDARD	REQUIREMENT	PAGE, REFERENCE OR ADDITIONAL COMMENT
<b>SOCIAL</b>		
<b>GRI 416: CUSTOMER HEALTH AND SAFETY 2016</b>		
416-1	Assessment of the health and safety impacts of product and service categories	2021 ESG Report: Responsible Gaming and Financial Crime Prevention, p. 33 All of our properties maintain robust responsible gaming program.
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	2021 ESG Report: Appendix, Responsible Business, p. 77
<b>GRI 417: MARKETING AND LABELING 2016</b>		
417-2	Incidents of non-compliance concerning product and service information and labeling	We have had no incidents of non-compliance with regulations or voluntary codes in 2021 relating to product and service information or labelling, and have received no fines, penalties or warnings.
417-3	Incidents of non-compliance concerning marketing communications	We have had no incidents of non-compliance with regulations or voluntary codes in 2021 relating to marketing communications, and have received no fines, penalties or warnings.
<b>GRI 418: CUSTOMER PRIVACY 2016</b>		
418-1	Incidents of non-compliance concerning product and service information and labeling Substantiated complaints concerning breaches of customer privacy and losses of customer data	2021 ESG Report: Appendix, Governance; Data privacy/Cybersecurity, p. 77 2021 ESG Report: Appendix, Governance; Data privacy/Cybersecurity, p. 77
<b>GRI 419: SOCIOECONOMIC COMPLIANCE 2016</b>		
419-1	Non-compliance with laws and regulations in the social and economic area	2021 ESG Report: Appendix, Governance; Ethical Conduct, p. 77
<b>GOVERNANCE</b>		
<b>RESPONSIBLE BUSINESS</b>		
<b>GRI 103: MANAGEMENT APPROACH 2016</b>		
103-1	Explanation of the material topic and its boundary	2021 ESG Report: Governance: Responsible Business, p.43-44, 47-49 2021 ESG Report: Appendix, Social: Governance: Responsible business, p.75-77
103-2	The management approach and its components	
103-3	Evaluation of the management approach	



# HKEX ESG INDEX

The table below lists the requirements of the HKEX ESG Reporting Guide, alongside the relevant page reference, notes, and additional links to other Sands China or LVS documents. Unless otherwise specified, the chapters and page numbers refer to the Sands China 2021 ESG Report. Please refer to our Board Statement on the Sands China website for the Board's oversight of ESG issues, management approach and ESG targets.

DISCLOSURE AND KPI	REQUIREMENT	LOCATION AND NOTES
<b>A. ENVIRONMENTAL</b>		
<b>ASPECT A1: EMISSIONS</b>		
<b>General disclosure</b>	Information on: a) the policies; and b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.	2021 ESG Report (p.12-16) Appendix to the 2021 ESG Report (p.58-59)  We continuously aim to reduce our environmental footprint, including energy and water use, and emission and waste generation. The fundamentals are driven from International Energy Conservation Code ("IECC") 2015, ISO 50001, LEED, ASHRAE Standards, amongst others.  We measure and manage our environmental performance by recording and analyzing utility data to improve our operations. Environmental reports are compiled monthly by the Sustainability team and submitted for review to the Finance department and management.  We seek third-party certifications to demonstrate our commitment to environmental sustainability. For example, our Green Meetings and Events program is managed through the application of our certified ISO 20121 Event Sustainability Management System.  For more information on our approach to environmental sustainability, please refer to our Environmental Responsibility Policy, Sustainable Procurement Policy, and our Sustainable Development Standards.
<b>KPI A1.1</b>	The types of emissions and respective emissions data.	2021 ESG Report (p.10,16) Appendix to the 2021 ESG Report (p.60-61)  As the Hong Kong Stock Exchange does not provide emission factors for CNG and marine fuel, this disclosure is incomplete.
<b>KPI A1.2</b>	Direct (Scope 1) and energy indirect (Scope 2) GHG emissions (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	2021 ESG Report (p.10,16) Appendix to the 2021 ESG Report (p.60)  The unit used (MT CO2e) is applied at a group level. Our figures for GHG emissions are verified by third-party experts.
<b>KPI A1.3</b>	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	2021 ESG Report (p.10,20) Appendix to the 2021 ESG Report (p.63)  Our figures for waste are verified by third-party experts.
<b>KPI A1.4</b>	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	
<b>KPI A1.5</b>	Description of emission target(s) set and steps taken to achieve them.	2021 ESG Report (p.15-16) Appendix to the 2021 ESG Report (p.58-60)
<b>KPIA1.6</b>	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	2021 ESG Report (p.15,18, 20-21) Appendix to the 2021 ESG Report (p.58-59,63)  Waste management, including hazardous waste, is a core theme of Sands ECO360. We treat hazardous waste such as paint, paint oil, and chemicals in accordance with local regulation and divert it via Macao's Hazardous Waste Management Plant.
<b>ASPECT A2: USE OF RESOURCES</b>		
<b>General Disclosure</b>	Policies on the efficient use of resources, including energy, water and other raw materials.	2021 ESG Report (p.12-18) Appendix to the 2021 ESG Report (p.58-59)  For more information, please refer to General disclosure for Aspect A1: Emissions.
<b>KPI A2.1</b>	Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).	2021 ESG Report (p.10,16) Appendix to the 2021 ESG Report (p.61)  The unit used (gigajoules, GJ) is applied at a group level. Our figures for energy consumption are verified by third-party experts.
<b>KPI A2.2</b>	Water consumption in total and intensity (e.g. per unit of production volume, per facility).	2021 ESG Report (p.10) Appendix to the 2021 ESG Report (p.62)  Our figures for water consumption are verified by third-party experts.
<b>KPI A2.3</b>	Description of energy use efficiency target(s) set and steps taken to achieve them.	2021 ESG Report (p.15-16) Appendix to the 2021 ESG Report (p.58-59,61)
<b>KPI A2.4</b>	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	2021 ESG Report (p.15,17) Appendix to the 2021 ESG Report (p.58-59,62)  All water is supplied from municipal sources, and therefore we do not have any issues in sourcing water for our operations. For more information, please refer to GRI 303: Water and Effluents 2018.
<b>KPI A2.5</b>	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	2021 ESG Report (p.10,18) Appendix to the 2021 ESG Report (p.62)

DISCLOSURE AND KPI	REQUIREMENT	LOCATION AND NOTES
<b>A. ENVIRONMENTAL</b>		
<b>ASPECT A3: THE ENVIRONMENT AND NATURAL RESOURCES</b>		
<b>General Disclosure</b>	Policies on minimizing the issuer's significant impacts on the environment and natural resources.	2021 ESG Report (p.12-15,19,21) Appendix to the 2021 ESG Report (p.58-59,63) Our commitment to reducing the impact our operations have on the natural environment is part of the Environmental Responsibility Policy and Sustainable Procurement Policy's mission statement. As part of our efforts to deliver on this mission, minimizing our impact on biodiversity and natural ecosystems is important for us. In addition, our mission towards combating climate change and pollution will have an indirect impact on restoring biodiversity and ecology at large.
<b>KPI A3.1</b>	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	2021 ESG Report (p.15-19,21) Appendix to the 2021 ESG Report (p.58-59,63,79)
<b>ASPECT A4: CLIMATE CHANGE</b>		
<b>General Disclosure</b>	Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer.	2021 ESG Report (p.12-16,45-46) Appendix to the 2021 ESG Report (p.58-59,63) For more information, please refer to TCFD Index (p.96-99).
<b>KPI A4.1</b>	Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.	
<b>B. SOCIAL</b>		
<b>EMPLOYMENT AND LABOR PRACTICE</b>		
<b>ASPECT B1: EMPLOYMENT</b>		
<b>General Disclosure</b>	Information on: a) the policies; and b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, antidiscrimination, and other benefits and welfare.	2021 ESG Report (p.22-25, 30, 32-33) Appendix to the 2021 ESG Report (p.64-65) To demonstrate our commitment to equal opportunities, an Equal Employment Opportunities Policy is in place, allowing all equal access to career opportunities (aside from those who are under 21 who are legally restricted from working on gaming floors, as regulated by the DICJ).
<b>KPI B1.1</b>	Total workforce by gender, employment type (for example, full- or part-time), age group and geographical region.	2021 ESG Report (p.11) Appendix to the 2021 ESG Report (p.66,68)
<b>KPI B1.2</b>	Employee turnover rate by gender, age group and geographical region.	Appendix to the 2021 ESG Report (p.69)
<b>ASPECT B2: HEALTH AND SAFETY</b>		
<b>General Disclosure</b>	Information on: a) the policies; and b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	2021 ESG Report (p.22-25, 31) Appendix to the 2021 ESG Report (p.64-65) For information on occupational health and safety, refer to GRI 403: Occupational Health and Safety 2018.
<b>KPI B2.1</b>	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	Appendix to the 2021 ESG Report (p.70)
<b>KPI B2.2</b>	Lost days due to work injury.	
<b>KPI B2.3</b>	Description of occupational health and safety measures adopted, how they are implemented and monitored.	2021 ESG Report (p.31) Appendix to the 2021 ESG Report (p.64-65, 70)



DISCLOSURE AND KPI		REQUIREMENT	LOCATION AND NOTES
B. SOCIAL			
EMPLOYMENT AND LABOR PRACTICE			
ASPECT B3: DEVELOPMENT AND TRAINING			
General Disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	2021 ESG Report (p.22-29,33) Appendix to the 2021 ESG Report (p.64-65,67,71-72)	
KPI B3.1	The percentage of employees trained by gender and employee category. (e.g. senior management, middle management).	2021 ESG Report (p.11) Appendix to the 2021 ESG Report (p.67,71-72)	
KPI B3.2	The average training hours completed per employee by gender and employee category.		
ASPECT B4: LABOR STANDARDS			
General Disclosure	Information on: a) the policies; and b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labor.	2021 ESG Report (p.22-25,32-33,47,49) Appendix to the 2021 ESG Report (p.71) Sands China adheres to the Macao Labour Law. No child or forced labor cases have ever been identified. Suppliers shall not employ any persons under the age of 16 under Macao Labour Law or the applicable minimum legal age for employment, whichever is higher. For more information, please refer to the Supplier Code of Conduct.	
KPI B4.1	Description of measures to review employment practices to avoid child and forced labor.	2021 ESG Report (32-33,48-49) Appendix to the 2021 ESG Report (p.71) All team members are required to have written contracts and to provide true identification (“ID”) copies. Non-local team members are also required to get approval from the Macao government in which their ID and ages are checked. The Company does not hire team members of age less than 18 years. Minors of age under 21 years cannot work on gaming floors. The following is also implemented to ensure we comply with legislation and regulatory requirements: <ul style="list-style-type: none"><li>Dos &amp; Don'ts session</li><li>Internal Audits</li><li>Annual Compliance training</li><li>Reviewing and addressing team members' complaints</li></ul> Team members' onboarding training and annual compliance training includes human trafficking modules for those who are responsible for global supply chain as well those who manage other team members. There is also targeted training for those who are involved in public facing roles and certain departments on how to spot and respond to suspected instances of human trafficking at our properties.	
KPI B4.2	Description of steps taken to eliminate such practices when discovered.	2021 ESG Report (p.32-33,48-49)	
OPERATING PRACTICES			
ASPECT B5: SUPPLY CHAIN MANAGEMENT			
General Disclosure	Policies on managing environmental and social risks of the supply chain.	2021 ESG Report (p.48-49) Appendix to the 2021 ESG Report (p.78)	
KPI B5.1	Number of suppliers by geographical region.	Appendix to the 2021 ESG Report (p.78-79)	
KPI B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	2021 ESG Report (p.48-49) Appendix to the 2021 ESG Report (p.78-79)	
KPI B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.		
KPI B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.		

DISCLOSURE AND KPI	REQUIREMENT	LOCATION AND NOTES
<b>B. SOCIAL</b>		
<b>OPERATING PRACTICES</b>		
<b>ASPECT B6: PRODUCT RESPONSIBILITY</b>		
<b>General Disclosure</b>	Information on: a) the policies; and b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	2021 ESG Report (p.47) Appendix to the 2021 ESG Report (p.74-75,77) The Company has launched the Sands China's Incidents Platform, an incident reporting platform in 2020 to track on the number of complaints related to health and safety incidents of hotel customers received and the share of which were escalated for remediation. The Incidents Platform is managed by our Legal department, and is intended to record incidents occurred in our properties which require legal assistance. Upon receiving a complaint, the relevant departments communicate with the Legal department through the Incidents Platform by seeking legal assistance, reporting measures taken and preparing a draft reply wherever necessary.
<b>KPI B6.1</b>	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	Appendix to the 2021 ESG Report (p.77)
<b>KPI B6.2</b>	Number of products and service related complaints received and how they are dealt with.	Appendix to the 2021 ESG Report (p.77) In 2021, there were 90 incidents reported to the Incidents Platform, which 48% of all incidents reported were closed within 2021. Legal department's assistance in handling replies to government authorities was required in 4 incidents, of which 2 were submitted to the Macao Government Tourism Office and 2 to the Macao Consumer Council.
<b>KPI B6.3</b>	Description of practices relating to observing and protecting intellectual property rights.	Not relevant for Sands China as a service-based business.
<b>KPI B6.4</b>	Description of quality assurance process and recall procedures.	Not relevant for Sands China as a service-based business.
<b>KPI B6.5</b>	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	2021 ESG Report (p.47) Appendix to the 2021 ESG Report (p.74-75,77)
<b>ASPECT B7: ANTI-CORRUPTION</b>		
<b>General Disclosure</b>	Information on: a) the policies; and b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.	2021 ESG Report (p.42-43, 47) Appendix to the 2021 ESG Report (p.72,74-75) Transparency and anti-corruption are the ultimate responsibility of the Compliance department, with strong support from Sands China's Board of Directors and Audit Committee, with several policies and management controls in place to prevent corruption throughout operations. We prohibit any bribes or kickbacks whether to a Government Official or anyone else with whom we do business with. We refuse to pay "grease" or make "facilitation" payments to speed up Government Official in carrying out their duties and limit the gifts and entertainment we may accept from or give to other Covered Persons or entities with whom we do business. We also comply with our own Charitable Contributions and Sponsorship Policy, which requires management and Compliance department approvals. We are subject to the following laws and regulations governing corruption: Macau Penal Code, which criminalizes corruption, OECD Convention on Combating Bribery of Foreign Public Officials in International Business Transactions, and the U.S. Foreign Corrupt Practices Act ("FCPA"). We are required to report all suspicious transactions as part of our Anti-Money Laundering ("AML") controls. This is enforced by local regulators, including DICJ, Monetary Authority of Macao and the Financial Intelligence Office ("GIF"). We are required to file Large Sum Transactions Reports with the DICJ while Suspicious Transactions Reports are filed with GIF. In addition to verifying a customer's identity through reliable, independent source documents, LVS authenticates identification documents and screens customers against various sanctions including the Politically Exposed Persons ("PEP") and other watch lists using an outside vendor. We conduct regular screenings of our customer database against the published lists by the U.S. Treasury Office of Foreign Assets Control to search for terrorists, drug traffickers and specially designated nationals. At several points during a customer's interaction, we also screen for PEP status. For identified PEPs, we research and document their sources of wealth, monitor their transactions and in some circumstances, restrict their transactions. Our Company policies require increased levels of management review and approval for PEP customers based on transaction value thresholds. We monitor our performance through several mechanisms, including our Audit Committee and our ethics hotline. Policies are reviewed at a minimum every two years while spot checks are conducted annually by the Audit Services Group. Details of Sands China's compliance with relevant laws and regulations are provided in the Business Review section and the Corporate Governance Report within our 2021 Annual Report. For more information, please refer to our Code of Business Conduct and Ethics, Supplier Code of Conduct and Anti-Corruption Policy.

DISCLOSURE AND KPI	REQUIREMENT	LOCATION AND NOTES
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<b>B. SOCIAL</b>		
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<b>OPERATING PRACTICES</b>		
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<b>ASPECT B7: ANTI-CORRUPTION</b>		
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<b>OPERATING PRACTICES</b>		
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<b>KPI B7.1</b>	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	Appendix to the 2021 ESG Report (p.77) In 2021, there were no confirmed cases regarding bribery, extortion, fraud, or money laundering.
<b>KPI B7.2</b>	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	Reports of alleged misconduct come into the Company in a variety of ways, including the ethics hotline, direct emails, and through management reporting. Whistleblowers are protected from retaliation and all information obtained during investigations remains confidential (aside from details needed to take remedial action and/ or when complying with applicable laws). Once a report is made, an appropriate investigator will conduct a prompt, fair, and thorough investigation. If it is determined that a violation has occurred, the Company will take action commensurate with the severity of the offense. This may include disciplinary action against the accused party, up to and including termination. Reasonable and necessary steps will also be taken to prevent any further violation of the policy at issue. For more information, please refer to our Reporting and Non-Retaliation Policy.
<b>KPI B7.3</b>	Description of anti-corruption training provided to directors and team members.	Appendix to the 2021 ESG Report (p.67,72) Anti-corruption training is mandatory for all team members of all grades and refreshed on an annual basis. Training is delivered during onboarding and refresher training takes place during the year for existing team members.

<b>COMMUNITY</b>		
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<b>ASPECT B8: COMMUNITY INVESTMENT</b>		
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<b>General Disclosure</b>	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	2021 ESG Report (p.22-23,34-41) Appendix to the 2021 ESG Report (p.73)
<b>KPI B8.1</b>	Focus areas of contribution (e.g. education, environmental concerns, labor needs, health, culture, sport).	
<b>KPI B8.2</b>	Resources contributed (e.g. money or time) to the focus area.	



# TCFD INDEX

## INTRODUCTION

Sands China undertook an initial internal climate risk assessment with LVS in 2021. The conclusion of this assessment was that these risks are relevant, but are not material to Sands China at this time and the Company will continue to monitor them moving forward. We are planning to engage outside experts in the future to assist with refinement of the climate risk assessment. Alignment and references have been made with LVS documents.

TOOLS UTILIZED	INDICATORS ASSESSED
WRI Aqueduct Water Risk Atlas	Coastal flood risk Water stress
WWF Water Risk Filter	Flooding Water scarcity
Climate Central Coastal Risk Screening Tool	Below tideline Below annual flood level
IPCC	GMSL rise Formation of paths of tropical cyclones
NOAA	Tropical cyclone formation regions

SCENARIOS ASSESSED	TIME HORIZONS
Pessimistic (RCP 6.0-8.5)	Current, 2030, 2050
Business-as-usual (RCP 4.5-6.0)	Current, 2030, 2050
Optimistic (RCP 2.6-4.5)	Current, 2030, 2050

## GOVERNANCE

GOVERNANCE OF CLIMATE RISK & OPPORTUNITY	INDICATORS ASSESSED
<b>BOARD RESPONSIBILITIES</b>	
Board of Directors	The Board of Directors has overall responsibility for the Sands China's ESG Program and reporting. In this regard, the Board established an ESG Committee on April 16, 2021.
ESG Committee	Primary oversight of our ESG strategy has been delegated to the ESG Committee of the Board. The Committee reviews and assesses the Company's ESG goals, policies, programs and reporting, and briefs the Board on topics as deemed necessary.
Nomination Committee	The Nomination Committee, assists the Board by making recommendations on the appointment or re-appointment of Directors and succession planning for Directors, and reviews the nomination policy and board diversity policy.
Audit Committee	The Audit Committee, among other responsibilities, oversees financial risk exposure, information and data security risk, and general enterprise risk management, which covers ESG-related risks.
Remuneration Committee	The Remuneration Committee oversees and approves remuneration and incentive programs for members of senior management. We linked a portion of performance-related compensation for the senior management team to strategic ESG goals for the Company.
<b>EXECUTIVE LEADERSHIP</b>	
ESG Executive Sponsor	On behalf of the ESG Committee, the Committee members assist the President, Chief Operating Officer, General Counsel and Company Secretary and Senior Vice President of Resort Operations review the Company's ESG program. This is to ensure that management is fulfilling its duties in achieving the ESG targets; and identify priority or material ESG issues that might require the attention of the Board or its Committees and report these accordingly.
<b>MANAGEMENT LEVEL</b>	
Enterprise Risk Management (ERM) Committee	The ERM Committee is comprised of senior management across the organization, including the Chief Financial Officer, Chief Compliance Officer, General Counsel and Company Secretary, and Vice President of Audit. The ERM Committee meets each quarter in advance of the Audit Committee meeting to discuss items from the ERM program that may represent material risks, including risks of fraud, to the organization and its financial reporting.
ESG Steering Committee	<p>ESG Steering Committee consists of members of management as appointed by the ESG Executive Sponsors, this includes representation from Procurement &amp; Supply Chain, Hotel Operations, Gaming Operations, Legal, Human Resources, and Sustainability.</p> <p>They are responsible for assisting the ESG Executive Sponsors with overseeing the Company's ESG Program and its implementation; Communicate with the ESG Executive Sponsors on key ESG-related matters. Enhancements are proposed to the ESG Program, including those required to fulfill any changes in regulatory requirements, ensuring that a culture of continuous monitoring and improvement is fostered and developed and that ESG management is appropriately integrated into the Company's daily operations.</p> <p>Other key responsibilities of the Committee include: Review and approve the global ESG risk assessment, stakeholder engagement and materiality assessment to determine what material ESG issues should be addressed; Ensure sufficient resources are provided to departments/functions of the Company commit to achieving the ESG targets or objectives set; Participate in strategy planning and targets-setting for the ESG targets and ensure that the plan and goals represent the priorities of the Company; Present the plan and goals to the ESG Committee for approval and define an execution action plan; Review the performance of the Company in achieving targets or key initiatives; and Ensure ESG related risks are appropriately captured and reported to the ERM Committee.</p>

## STRATEGY

CLIMATE-RELATED OPPORTUNITIES	IMPACT	PRELIMINARY RISK ASSESSMENT	MITIGATION STRATEGY
<b>PHYSICAL RISKS</b>			
<b>ACUTE</b>			
Increased severity of extreme weather events and humidity	Reduced revenue from business disruption Increased costs from repairs Increased insurance premiums	Macao is located in the Northwest Pacific basin and thus in the tropical cyclone formation region. We continue to study available research and trends on increase in severity of extreme weather in the Macao region mid-term and long-term.	The Company continuously seeks energy and water efficient alternatives and initiatives to implement throughout our resort portfolio. We created a low carbon transition roadmap that outlines our approach to reducing energy consumption. We established stringent efficiency goals in line with the Science Based Targets initiative that further support our focus on operational efficiency.
<b>CHRONIC</b>			
Long-term temperature increase	Increased utility costs due to increased cooling needs	We have been trending temperature variability and its impact on utility usage for more than 5 years. The increase in costs due to weather have been immaterial (<1% of annual utility costs). Based on our historical data, we expect the temperature to increase in all time horizons, we do not expect the impact of the temperature increase to have material impact short-term.	The Company actively invests in and implements energy efficiency projects to reduce consumption, and thus, exposure to utility cost variability. We also continue to identify alternative sources of energy to reduce reliance on one utility where possible.
Sea level rise and coastal flooding	Increase repair costs due to coastal flooding	The IPCC projects that a global mean sea level rise of 0.24-0.32m by 2050. Our properties in Macao designed and built above the tideline and/or there is local infrastructure in place to manage flood risk long-term.	While often identified as an emerging climate related risk, our properties are designed and constructed in a manner that significantly reduces sea level rise risk forecasted by current science.
Water stress	Increased utility costs due to increased demand on water supply Reduced revenue due to water supply curtailment	All properties in Macao are located in areas that are currently considered low water stress regions. WWF Water Risk Filter does not indicate water stress increase in Macao mid-term or long-term.	Similar to energy efficiency projects, the Company also implements water efficiency and reuse projects to reduce our water consumption and reliance on scarce freshwater. We launched the Drop by Drop Project, a water initiative designed to provide funding for innovative regional water stewardship and resiliency projects in our region.
<b>TRANSITION RISKS</b>			
<b>POLICY AND LEGAL</b>			
Carbon tax schemes and climate regulations	Increased utility and compliance costs due to carbon tax & other regulations	Currently, we are not directly a subject to carbon tax schemes. We do not currently have sufficient information to forecast impact of carbon tax schemes long-term.	To mitigate the exposure, the Company established stringent efficiency goals in line with the Science Based Targets initiative and continuously invests in projects intended to reduce energy consumption.
<b>MARKET</b>			
Changes in consumer preferences	Reduced revenue from shift in consumer travel & stay preferences due to climate change	Consumer preferences are relevant to our Company. However, currently, we do not believe to be experiencing changes in consumer preferences due to climate change. In the hospitality, tourism and gaming sector, consumer preferences tend to be primarily driven by service offerings, customer service, and destination desirability. We do not currently have sufficient information to forecast impact of changes in customer preferences mid-term or long-term.	We continue to expand our services to address shifting consumer preferences based on consumer feedback, stakeholder engagement, and market trends and research. For example, our green meetings program offers solutions for those clients that value sustainability. Many food and beverage outlets offer sustainable menu options for eco-conscious customers.
Reputation risk	Reduced revenue due to missed business opportunities	Reputation risk is relevant to our Company. We believe that our low carbon strategy and Sands ECO360 program reduces our reputational risk as it relates to climate change.	We developed a comprehensive corporate responsibility platform that covers three pillars - People, Community and Planet - in addition to Governance. We value transparency and share our progress through our annual ESG report and various other ESG frameworks.
<b>TECHNOLOGY</b>			
Inability to meet our ESG commitments	Increase costs of renewable energy to meet our ESG commitments	Unavailability of renewable energy or high cost of renewable energy credits may impact our ability to meet our ESG commitments in the future. While the impact on our 2025 ESG commitments is likely insignificant, we are currently assessing renewable energy supply for the 2030 timeframe.	We have created detailed roadmaps to meeting our ESG commitments and continue to pursue multiple solutions simultaneously. The Company has an appointed ESG Steering Committee responsible for implementation of ESG-related projects and initiatives.

## STRATEGY (CONTINUED)

CLIMATE-RELATED OPPORTUNITIES	IMPACT	OPPORTUNITY TYPE	MANAGEMENT APPROACH
<b>RESOURCE EFFICIENCY</b>			
Building operations efficiency	Reduced operating costs	While relevant to meet our ESG commitments, the operating cost reduction associated with efficiency projects is not material. Nevertheless, the Company expects to continue implementation of efficiency projects long-term.	The Company continuously seeks energy and water efficient alternatives and initiatives to implement throughout our resort portfolio. We created a low carbon transition roadmap that outlines our approach to reducing energy consumption. We established stringent efficiency goals in line with the Science Based Targets initiative that further support our focus on operational efficiency.
Alternative energy and water sources	Reduced operating costs	While relevant to meet our ESG commitments, the operating cost reduction associated with alternative energy and water sources is not material. Nevertheless, the Company expects to continue implementation of alternative energy and water sources long-term.	In line with our building operational efficiency, we continue to research, test and implement alternative sources for energy and water. We believe that piloting of innovative technologies will allow us to scale them in the future when the need arises.
<b>SERVICE OFFERINGS</b>			
Sustainable options	Better competitive position Customer retention Potential revenue opportunity	While relevant for customer satisfaction and overall reputation of the Sands China ESG program, the potential revenue opportunity associated with sustainable options is negligible in short-term.	We continue to extend sustainable options mainly to our MICE and food and beverage customers. We continue expanding sustainable menu options by offering plant-based alternatives, local food, sustainable seafood or organic or otherwise certified items. Our green meetings program for MICE clients has been in place for about a decade and we continue to enhance it to meet the current demand and expectations.

## RISK MANAGEMENT

<b>ENTERPRISE RISK MANAGEMENT</b>	
ASSESSMENT	MANAGEMENT
Through a comprehensive system of reporting, controls and mitigation procedures, our ERM program allows us to manage the potential for loss as well as reduced opportunities for gains, which may adversely affect achievement of our Company's objectives. Our ERM program facilitates identification of priorities through risk assessments conducted in collaboration with operational risk owners throughout the Company.	<p>Risks escalated through the ERM process, including ESG-related risks, have formal mitigation plans that are reviewed and approved with periodic updates provided on the progress of their implementation. Risk owners are then responsible for developing risk mitigation plans.</p> <p>Risks with potential material impact on the Company are outlined in the Sands China Annual Report, which can be found on our website at <a href="https://www.sandschina.com/">https://www.sandschina.com/</a>. Nonmaterial risks that are not included in the ERM process are managed and monitored by respective risk owners.</p>
<b>ENVIRONMENTAL RISK</b>	
ASSESSMENT	MANAGEMENT
<p>Sands China conducts environmental risk assessment, including climate-related risk evaluation, through processes aligned with best practices from the COSO Enterprise Risk Management and Taskforce on Climate-related Financial Disclosure frameworks.</p> <p>The Sustainability team executes risk assessments at a minimum of every three years and often more frequently, depending on emerging developments or changes in our business.</p> <p>The environmental risk assessment process uses multiple methods to identify risks including background research, ongoing risk monitoring and stakeholder engagement. We use publicly available tools, research-based greenhouse gas concentration trajectories and internal analysis to complete the assessment. Potential risks are categorized as transition risks or acute and chronic risks. Transition risks include policy and legal changes, new technologies, updated market requirements, emerging reputation considerations and value chain issues. Acute and chronic physical risks include conditions such as extreme weather events or long-term drought.</p> <p>We then assess environmental risks on five-point scales for likelihood and impact. Climate-related risks such as sea level rise, severe weather, temperature fluctuations and flooding are projected on short-, medium- and long-term time horizons.</p>	<p>Identified risks are either included in the ERM process or managed by the Sustainability team, depending on their impact.</p> <p>Results of environmental and social assessments are integrated into the Company's ESG materiality assessment for further management of low-level risks. This process provides a foundation for developing strategies within the People, Community and Planet pillars of our corporate responsibility platform. Each strategy is supported by a topical brief, action plan, ESG benchmarking and other mitigation tools as needed.</p> <p>Where appropriate, we also have developed specific goals to address priority issues. Climate-risk mitigation measures include acquisition of insurance policies to address severe weather events and development of business continuity plans. The business continuity plans and disaster recovery plans are updated periodically with the most recent revision being completed.</p> <p>In addition, energy and water efficiency projects, along with our approved science-based emissions reduction goal and renewable energy strategy, help lower utility consumption and offset costs related to potential increases in temperature.</p>



## METRICS AND TARGETS

CLIMATE RELATED TARGETS	2025	NOTES
Reduction in emissions from a 2018 baseline	17.5%	Aligned with a science-based target methodology and approved by the SBTi
Increase operational diversion rate to	20%	Waste generation and diversion impacts company's Scope 3 emissions
Prevention, rescue or diversion of food waste from team member restaurants	25%	Waste generation and diversion impacts company's Scope 3 emissions
Sands-branded water bottles made from sustainable materials	100%	Indirectly impacts climate change through Scope 3 emissions
Reduction in potable water use per active square foot	3%	Tracking and measurement of potable water use per square foot has been adjusted since the last reporting cycle to reflect more accurate accounting and performance monitoring. The scope of the denominator, total developed square footage, has been expanded from the previous cycle to include exterior areas such as pool decks, parking lots, and landscaping which all require water for ongoing maintenance. Further a proration methodology has been applied to the square footage to only account for areas within our resorts that are operational. Lastly, our water intensity target only includes potable water use in order to incentivize use of non-potable water where possible.

CLIMATE RELATED METRICS AND TOOLS	REFERENCE	RISKS AND OPPORTUNITIES
Scope 1, 2 and 3 emissions	ESG Report p.16	Long-term temperature increase Carbon tax schemes and climate regulations Inability to meet our ESG commitments
Energy (consumption, intensity and renewable energy)	ESG Report p.16	Long-term temperature increase Carbon tax schemes and climate regulations Inability to meet our ESG commitments
Efficiency projects	ESG Report p.16	Building operations efficiency
Operational diversion rate	ESG Report p.20	Carbon tax schemes and climate regulations Reputation risk
Food waste prevention, rescue and diversion	ESG Report p.20-21	Carbon tax schemes and climate regulations Reputation risk
Sustainable branded water bottle use	ESG Report p.18	Reputation risk
Water (consumption, intensity, withdrawal, discharge, and reclaimed)	ESG Report p.17	Water stress
Energy costs (electricity, chilled water, hot water, natural gas, LPG, renewable energy)	Internal	Long-term temperature increase Carbon tax schemes and climate regulations Inability to meet our ESG commitments Building operations efficiency Alternative energy and water sources
Cooling degree hours	Internal	Long-term temperature increase
Efficiency savings	Internal	Building operations efficiency
WRI Aqueduct Water Risk Atlas	Publicly Available	Sea level rise and coastal flooding Water stress
WWF Water Risk Filter	Publicly Available	Sea level rise and coastal flooding
Insurance Costs	Internal	Increased severity of extreme weather events and humidity
Stakeholder Engagement	Internal	Changes in consumer preferences Reputation risk Sustainable options
Legal and Regulatory Registry	Internal	Carbon tax schemes and climate regulations
ESG frameworks (DJSI, CDP)	Publicly Available	Reputation risk

**Sands China Ltd.**

[SCL.sustainability@sands.com.mo](mailto:SCL.sustainability@sands.com.mo)

[sandschina.com](http://sandschina.com)

**On the cover:** The Londoner Macao