

**Labor Practice Indicators**

Diversity (Gender)	SCL	SCL Hotel Partners	Other
Total workforce (#)	24,835	2,176	536
Female share of total workforce (%)	51%	44%	71%

Total management workforce (#)	3,102	470	157
Females in management positions (#)	1,364	205	98
Females in management positions (%)	44%	44%	62%

Total junior management workforce (#)	2,376	453	129
Females in junior management positions (#)	1,077	196	81
Females in junior management positions (%)	45%	43%	63%

Total top management workforce (#)	81	17	1
Females in top management positions (#)	22	9	1
Females in top management positions (%)	27%	53%	100%

Total revenue-generating functions management workforce (#) (excl. support functions e.g. HR, IT, legal, etc.)	2,111	306	39
Females in revenue-generating functions management positions (#)	966	126	33
Females in management revenue-generating functions management positions (%)	46%	41%	85%

Total STEM-related workforce (#)	2,215	75	117
Females in STEM-related positions (#)	307	2	47
Females in STEM-related positions (%)	14%	3%	40%

Diversity (Disability)	SCL		SCL Hotel Partners		Other	
	Female	Male	Female	Male	Female	Male
Total workforce (#)	24,835		2,176		536	
Disabled employees (#)	16	19	2	3	3	3
Disabled employees as % of total workforce	0.06%	0.08%	0.09%	0.14%	0.56%	0.56%

**Human Capital Development**

Training & Development - General	SCL		SCL Hotel Partners		Other	
Total workforce (#)	24,835		2,176		536	
Avg \$ spent/FTE on T&D (USD)	\$	909	\$	122	\$	739
Total # open positions	651		164		43	
# open positions filled by internal candidates	11		23		8	
% open positions filled by internal candidates	2%		14%		19%	

COC Training - By Level	SCL		SCL Hotel Partners		Other	
	#	%	#	%	#	%
Directors and above	274	1.1%	17	0.8%	25	4.7%
Managers/supervisors	4,171	16.8%	546	25.1%	121	22.6%
Salaried/Specialists	1,036	4.2%	1,609	73.9%	156	29.1%
Hourly/Operations	17,927	72.2%	4	0.2%	215	40.1%
<b>Total</b>	<b>23,408</b>	<b>94.3%</b>	<b>2,176</b>	<b>100.0%</b>	<b>517</b>	<b>96.5%</b>

**Talent Attraction & Retention**

Hiring - General	SCL	SCL Hotel Partners	Other
Total workforce (#)	24,835	2,176	536
Number of new Hires (#)	881	158	40
% open positions filled by internal candidates	2%	14%	19%

Type of Individual Performance Appraisal	SCL	SCL Hotel Partners	Others
Total workforce (#)	<b>24,835</b>	<b>2,176</b>	<b>536</b>
Management by objectives: systematic use of agreed measurable targets by line superior (#)	24,578	2,070	535
Management by objectives: systematic use of agreed measurable targets by line superior (%)	99.0%	95.1%	99.8%
Multidimensional performance appraisal (e.g. 360 degree feedback) (#)	0	11	58
Multidimensional performance appraisal (e.g. 360 degree feedback) (%)	0%	1%	11%
Formal comparative ranking of employees within one employee category (#)	3,062	113	58
Formal comparative ranking of employees within one employee category (%)	12%	5%	11%

Employee Turnover, Hiring Cost	SCL	SCL Hotel	Others
	2020	2020	2020
Total workforce (#)	24,835	2,176	536
Total employee turnover (#)	2,474	566	89
Voluntary employee turnover (#)	819	387	64
Involuntary employee turnover (#)	1,655	179	25
Total employee turnover (%)	10.0%	26.0%	16.6%
Voluntary employee turnover (%)	3.3%	17.8%	11.9%
Involuntary employee turnover (%)	6.7%	8.2%	4.7%

**Customer Satisfaction**

SCL Property Individual Score	Survey Invitation	Survey Response	Overall Service	2020 Target	Data Coverage Guest	Data Coverage All
Conrad Macao	N/A	616	87%	86%	2.1%	N/A
The Parisian Macao	26,014	76	84%	88%	0.03%	19.9%
The Venetian Macao	84,138	378	87%	88%	0.16%	69.1%
<b>Average</b>			<b>86.00%</b>	<b>87.33%</b>	<b>0.75%</b>	<b>88.99%</b>
<b>Total</b>		<b>1,070</b>				

SCL Combined Score	2020	2020 Target
Satisfied customers	86%	87.33%
Data coverage: % of customers surveyed ( <b>respondents</b> ) out of total number of customers.	0.75%	
Data coverage*: % of customers surveyed ( <b>both respondents and non respondents</b> ) out of total number of customers.	89%	

\* Only applicable for The Venetian Macao and The Parisian Macao which represent 42% of the surveys received