

SANDS CHINA LTD.

2017

STOCK CODE : 1928

# SUSTAINABILITY REPORT

A BEYOND NORMAL YEAR

Supporting Macao  
and our community  
during tough times

RESPONSIBLE BUSINESS

Strengthening  
our sustainable  
development

ENVIRONMENTALLY  
RESPONSIBLE OPERATIONS

Driving performance  
to achieve our  
2020 targets



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



This Sustainability Report is printed on recycled paper using soy ink

# MOVING FORWARD

While Sands China Ltd. ("Sands China" or the "Company") has always focused on creating value for our stakeholders, we are equally aware of our social and environmental responsibilities. We know how important it is to play a positive role in the economies and communities we serve, and for us to meet and surpass the expectations of society, our customers, regulators and investors.

Never has this commitment been more important to us than in 2017 addressing the extensive aftermath of Typhoon Hato. Our immediate responses to support and assist our team members, their families and the wider community of Macao have defined our year, and brought our values of teamwork and resilience to the forefront. Even with the devastation and hardship, we have remained positive and take pride in the dedication and compassion shown by our team members and the relationships built during this time. Together we will repair and re-build.

## CONTENTS

**1**  
Welcome from  
our President and  
Chief Operating Officer

**2**  
Sands China at a Glance

**4**  
Our Approach to  
Sustainability

**7**  
Setting Goals

**8**  
A Beyond Normal Year



**10**  
Sustainability Highlights

**12**  
Green Buildings



**14**  
Environmentally Responsible  
Operations

**16**  
Environmental Performance

**18**  
Green Meetings and Events



**20**  
Stakeholder Engagement

**22**  
Responsible Business

**28**  
Responsible Employer

Unless otherwise indicated, capitalized terms used but not defined herein shall have the meaning ascribed to them in our 2017 Annual Report.

In case of any inconsistency between the English version and the Chinese version of this report, the English version shall prevail.

# WELCOME

## From Our President and Chief Operating Officer

Dear Stakeholders,

**We are pleased to release our second Sustainability Report for Sands China Ltd., and our first applying the internationally recognized Global Reporting Initiative (“GRI”) Standards.**

At Sands China we embrace sustainability in everything we do as part of our organizational culture. As a market leader in Macao, it is our responsibility to also be a leader in sustainability and safeguard resources, measure our efforts and share our progress.

We continue to work towards our 2020 targets set as part of our Sands ECO360 Sustainability strategy. During 2017 alone, 21 million kilowatt hours of energy saved through 25 different energy efficiency projects such as LED lighting, optimization of cooling and heating systems across our properties. We have also made progress in other areas such as waste diversion rates, where we are already exceeding our 2020 target of 5%. Our successes would not be possible without the continued dedication of our team members, who in 2017 alone completed over 160,000 actions in support of our sustainability programs.

We cannot speak about 2017 without talking about Typhoon Hato, the strongest storm to hit Macao over the last 50 years. The scale of damage caused to our region was extensive. Our focus in the aftermath has been in supporting our team members

and community through our disaster relief efforts. This has included utilizing our resources to provide emergency shelter and transportation, applying our expertise to deliver technical and professional support, and leveraging our relationships to ensure long-term assistance in rebuilding Macao. Our Sands Cares Ambassador Program has dedicated their resources to this effort, and we are proud of their achievements and dedication to our resilient community. But we could not do this alone, and were honored to recognize our key partners in this effort through our Sands Supplier Excellence Awards 2017.

Other significant events during the year included celebrating the 10th anniversary of the opening of The Venetian Macao. With this milestone, we have strengthened our building management approach to specifically address issues associated with older buildings. This has included the replacement and updating of fixtures as well as applying the newest technologies. One such advancement is the expansion of our Big Data Analytics Platform, helping us manage consistency in energy use and predicting any problems in advance, which also helps us to improve guest experience.

Looking forward to the coming year, we will continue to innovate and pursue improvements in green design, construction, and material use. Responsible procurement and use of eco-materials will be our specific focus with the upcoming retrofits and rebranding of the Sands Cotai Central. As part of our commitment to reducing emissions, we will continue to utilize clean energy vehicles as we upgrade our existing bus fleets in the coming years.



With the landmark Hong Kong-Zhuhai-Macao Bridge due to open in 2018, our properties will also be more accessible than ever. Sustainable management of resources will increasingly become a vital aspect of our business in light of the increased visitor numbers expected. Our Green Meetings and Events program will be a key offering enabling us to engage with our customers to host sustainable events to reduce their environmental footprint and play a part in our commitment towards sustainability.

On behalf of the Board and Management, we invite you to read more about our commitment to sustainability and our progress during this 2017 reporting year. We welcome your feedback and thoughts on this report, and look forward to a sustainable future.

**Dr. Wilfred Wong**

President and Chief Operating Officer and Executive Director of Sands China Ltd.





## Sands Macao Opened 2004

Team Members: 2,795  
Rooms and Suites: 289  
Macao Green Hotel Award - Silver 2012  
Macao Green Hotel Award - Gold 2016

<https://www.sandsmacao.com>



## The Venetian Macao Opened 2007

Team Members: 9,915  
Rooms and Suites: 2,905  
Macao Green Hotel Gold Award 2011 & 2014  
EarthCheck 'Bronze Benchmarked' 2014

<https://www.venetianmacao.com>



## The Plaza Macao Opened 2008

Team Members: 1,238  
Rooms and Suites: 360  
Paiza mansions: 19

<https://www.theplazamacao.com>

# SANDS CHINA AT A GLANCE

Sands China, a subsidiary of Las Vegas Sands Corp. ("LVS"), is the leading developer, owner and operator of multi-use integrated resorts and casinos in Macao. With the addition of The Parisian Macao in September 2016, our Cotai footprint now comprises of four interconnected integrated resorts, which leverage a wide range of branded hotel and resort offerings to attract different market segments.

As of December 31, 2017, we had 12,605 hotel rooms and suites, 140 restaurants, 1.9 million square feet of retail malls, 1.7 million square feet of MICE space, 4 permanent theatres, a 15,000-seat arena and some of the world's largest casinos. Taken together, the integrated resorts maintain and operate the highest room and convention space in Macao. We are also the largest private sector employer with more than 28,000 team members across all our operations.

Our properties attracted a combined total of approximately 253,200 visitors per day in 2017, attracting 1,030,000 visitors to Macao specifically for MICE events throughout the year. Our resorts are served by our CotaiLimo and CotaiShuttle bus services, while our high-speed CotaiJet ferry service connects our Macao properties to the transport hubs of Hong Kong. CotaiJet carried approximately 7.6 million passengers in 2017, which is on average around 21,000 passengers per day from 47 daily round trip sailings.







## Sands Cotai Central Opened 2012

Team Members: 6,106

Rooms and Suites: 6,246

Macao Green Hotel Gold Award 2013 & 2016

<https://www.sandscotaicentral.com>



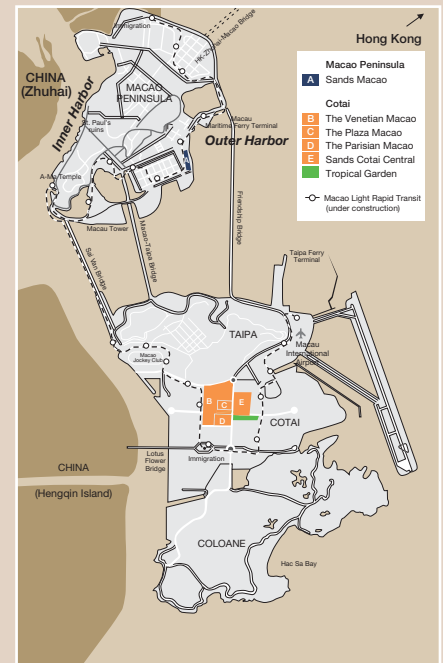
## The Parisian Macao Opened 2016

Team Members: 5,727

Rooms and Suites: 2,805

Targeting LEED Silver Certification

<https://www.parisianmacao.com>





# SANDS ECO360

Our responsibility to the planet is as important to us as our commitment to the comfort and well-being of our guests and team members. Corporate responsibility is at the forefront of our thinking — not only at Sands China, but also at our parent company, LVS, which has developed a comprehensive sustainability strategy. Our Sands ECO360 strategy is refreshed every 5 years, with the last update in 2016.

## GREEN BUILDINGS

### Responsibility Rises

Our goal is to develop resorts that become destinations and create everlasting memories for our guests. At the same time, we also try to do it with the utmost respect for our community and the environment. We all have a stake in protecting the planet's natural resources, which is why our team is working hard to design buildings with high performance and sustainability in mind. We do this by focusing on:

- New developments
- Remodels and renovations
- Innovative technologies

## GREEN MEETINGS AND EVENTS

### Reimagining Conferences

We provide sustainable meeting and event options to support forward-thinking clients in making their event more sustainable.

We focus on:

- Environmental footprint
- Community causes
- Wellness options



GREEN BUILDINGS



GREEN MEETINGS  
AND EVENTS



## ENVIRONMENTALLY RESPONSIBLE OPERATIONS

### Sustainable Growth

We make every effort to implement sustainable practices and procedures without compromising guest experience. We focus on:

- Natural resource conservation
- Waste management
- Supply chain sustainability

We continually monitor and measure our environmental footprint to develop challenging yet attainable objectives and targets. Through this, we manage our performance and continually focus on improving our operations.

## STAKEHOLDER ENGAGEMENT

### Spreading the Word

We encourage our guests, team members and community to learn more about sustainability and join us in our efforts. Working in unison with our stakeholders, we can really make a meaningful difference — multiplying our positive impacts both now and into the future. We do this through:

- Team member collaboration
- Partnerships
- Certifications and reporting

ENVIRONMENTALLY RESPONSIBLE  
OPERATIONS



STAKEHOLDER  
ENGAGEMENT





## RESPONSIBLE BUSINESS

### Our Commitment

Being a responsible business is the foundation of our approach to sustainability. We are committed to high standards of accountability and strong corporate governance as essential standards for our business. Being a responsible business also involves ensuring our guests have the best experience possible at our properties. This means marketing our services in a responsible way, protecting the safety of our guests, and safeguarding both their personal data and ours.

To maintain transparency and accountability, we issue annual reports to share our results. Our commitment to sustainability is validated through third-party disclosure frameworks, such as CDP and the Dow Jones Sustainability Indices.

## RESPONSIBLE EMPLOYER

### Our Values and Principles

Being a responsible employer is fundamental for Sands China as our team members are the heart of our business. This responsibility not only means ensuring the welfare and safety of our team members in the workplace, but also ensuring that we attract, develop and retain the best talent to support the business and advance our corporate culture. As the largest employer in Macao, it is also our duty to drive best practices and continually strive to support our team members and their families.





## SETTING GOALS

### Our Targets

In 2016, LVS updated the group's performance targets following the completion of our first five-year environmental reporting cycle. We are now working toward our 2020 performance targets with 2015 as our new baseline.

This update recognized that business, government, and the public sector are joining forces on a global agenda for development. Two key initiatives stand out for us: the United-Nations Sustainable Development Goals ("SDGs") and science-based targets.

#### UNITED-NATIONS SUSTAINABLE DEVELOPMENT GOALS

After reviewing and analyzing all 17 SDGs, we identified three goals where as an organization we can make the most meaningful impact: SDG6 on water, SDG7 on energy and SDG12 on responsible consumption.

Under each goal, we selected one or more targets which we are incorporating into our strategy through long-term external and internal targets. In some of these areas we have a foundation to build on, but in others we are just beginning.

#### SCIENCE-BASED TARGETS

Science-based targets provide companies with a clearly defined pathway to future-proof growth by specifying how much and how quickly they need to reduce their greenhouse gas ("GHG") emissions. We have applied the science-based targets methodology to calculate our proportionate carbon reduction targets in line with SDG7, and to best reflect our business, we have separated out our emissions targets by resort and ferry operations.

Other key developments for us are the St. Regis Macao and The Parisian Macao. They are both top-notch green buildings, and we aim to offset any emissions of these new resorts within the current five-year reporting cycle to help reduce our overall environmental footprint.

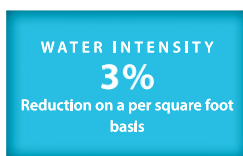


Our 2016-2020 targets



#### 4 Targets

Sands China's 2020 targets to achieve our company-wide commitments aligned with the SDGs and science-based targets methodology. To support these efforts, we are also committing to 500,000 Sands ECO360 actions.



#### Future Projects

Sands China's roadmap of major projects to achieve our 2020 targets.

On-going water audits	Pilot new efficiency measures	Baseline food waste in operations
Enhance submetering	Demand-side management	Evaluate waste to energy technologies
Leak detection and management	Explore on-site renewable energy projects	Internal consumption reduction

**500,000 Sands ECO360 Actions**

**Team Member Engagement**



## A Beyond Normal Year

Our communities are home to both our properties and our team members. Being a responsible employer and an upstanding corporate citizen is an integral part of the business for us. We officially launched our Sands Cares Ambassador (“SCA”) Program in August 2009 to provide our team members with a platform to serve the local community and increase understanding of sustainability through communication, awareness and partnership within the local community.

The ways we make a positive difference are through supporting non-profit groups that help disadvantaged children and physically challenged individuals and families, providing support for creative industries and individuals in Macao, as well as our industry leading commitment to responsible gaming. Our SCA also step up when relief work is necessary. And never has this been more necessary than in this beyond normal year, where Typhoon Hato — the strongest storm in 50 years to hit Macao — has affected our community, our city and our own team members and guests.

## Support on Multiple Fronts

Typhoon Hato caused massive devastation. Our immediate response was to mobilize resources to help our community. We established a Disaster Relief Committee straight away to expedite our approvals system and get monetary donations to the charities that needed support. We also set up four task forces to direct our efforts to the most pressing issues.



### Resource Distribution Task Force

Our Resource Distribution Task Force was extremely busy during the first week following the typhoon. They focused on donating and distributing lifesaving items of bottled water and canned and dried food items, as well as masks, rubbish bags, and clean pre-used towels from our hotel properties. Some items were delivered to high-rise buildings with no elevator service due to power outages.

### Engineering Support Task Force

Our Engineering Support Task Force pulled together our skilled team members and mobilized our expert vendors to repair broken equipment in public housing buildings, schools and local Non-Governmental Organizations (“NGOs”) offices and facilities. The Engineering Support Task Force also repaired over 22 typhoon-damaged homes in Coloane with the support and coordination of the Macao Government Housing Bureau, as well as the homes of our lower-income team members.







## Investing in our Community

Repairing and recovering from the typhoon will be a journey that will take us into 2018. This year we have spent a little over 63% of our total pledge of MOP30 million for typhoon relief efforts. This money has supported the replacement of damaged furniture, equipment and vehicles for the Macau Special Olympics, the General Union of Neighborhood Associations of Macau, the Christian New Life Fellowship, and Sheng Kung Hui Macau Social Services Coordination Office, amongst others. Moving forward, we are working with BNU/Fidelidade to set up an independently managed education fund for the children of the deceased from Typhoon Hato.

Our efforts in Macao have not gone unnoticed by LVS. On hearing of the extensive damage caused by the typhoon and our hard work to repair and re-build, our Chairman of the Board and Chief Executive Officer, Mr. Sheldon Adelson, raised this with the Adelson Family Foundation which has further pledged MOP35 million for relief efforts. To date, these donations have helped Caritas Macau replace their damaged vehicles, and have helped the University of St. Joseph in restoring a server room, relocating part of the flooded library, and re-designing a damaged audio/visual laboratory at their new campus.

### TYPHOON HATO RELIEF EFFORT DONATIONS:

Sands China pledge  
**MOP30,000,000**

Adelson Family Foundation pledge  
**MOP35,000,000**



### Cleaning Effort Task Force

Our Cleaning Effort Task Force mobilized our SCA and volunteer team members together with supporting vehicles and trucks to help clean and remove fallen trees and debris from streets and schools.

### Transportation Support Task Force

Many vehicles in Macao were damaged by the flooding caused by Typhoon Hato. Our Transportation Support Task Force mobilized our Company's transport resources to stand in for school buses and get the students to their classes. We were also able to support Caritas Macau and lend three 7-seater vehicles for their "Good Take" transportation-by-appointment service for people with reduced mobility to make sure they can receive treatments such as chemotherapy and hemodialysis.



# SUSTAINABILITY HIGHLIGHTS

Operating a sustainable business means focusing on the areas where we have the greatest impact and where we can make meaningful improvements through investment, partnerships and scalable solutions.



## Environmental Leadership

- Developed Zero Waste strategy for our Green Meetings and Events program
- 21 million kWh of energy saved in 2017
- 95% of our suite lighting and other operational areas are using the latest LED and other energy saving technologies
- Earth Hour “Just One” Hotels Programme launched as a partnership between the World-Wide Fund for Nature (“WWF”) and Sands China to reduce environmental impact and give hotel guests the opportunity to contribute to tackling climate change
- 125 recycling points at Sands China facilities used for collection and separation of recyclable materials
- 7,601 tons of waste diverted through recycling in 2017



## People Development

- A total of 1,651,762 hours of training for team members based at our 5 properties in Macao, with each team member receiving on average 64.07 hours of training from on-the-job and classroom teaching
- Food tasting and training for sales and convention and exhibition teams provided by chefs to promote sustainable menus including halal, kosher, vegan, gluten-free, organic and sustainable seafood dishes
- A pay rise of at least 5% given to eligible full-time team members in March 2017, representing approximately 99% of team members
- The Sands Procurement Academy launched for local Macao Small- and Medium-Sized Enterprises (“SME”) suppliers to share business knowledge and skills helping them gain experience and capacity for working with large-scale international organizations like Sands China Ltd.



During 2017, we continued to drive for progress in environmental leadership, people development and strengthening our stakeholder engagement, and have received numerous prestigious awards for being Asia's leading integrated resort for business and leisure tourism as well as for our commitment to environmental practices.



### **Strengthening Stakeholder Engagement**

- 11,766 volunteer hours from our SCA in 2017
- 161,000 Sands ECO360 team member actions towards energy and water efficiency and waste reduction
- 80 community activities held in 2017, including the “Clean Plate Challenge” campaign where team members completed over 125,000 food waste reduction actions, reaching a new target for participation
- MOP6,019,136 in charitable donations
- MOP30,000,000 pledged for Sands Cares Disaster Relief efforts for Typhoon Hato



### **Awards and Recognition**

- PATA Gold Award 2017 for Corporate Environmental Programme for our Sands ECO360 Global Sustainability program
- ASHRAE Technology Award (Asia Pacific) 2017 for Existing Building category
- Macao Green Hotel Gold Award for four hotels at Sands Cotai Central:
  - o Holiday Inn Macao
  - o Conrad Macao
  - o Sheraton Grand Macao
  - o St. Regis Macao
- Best Employee Experience Award received at the 2017 Employer Branding Creativity Awards in Greater China, recognizing our “Because We Care Team Member Award Programme” that engages team members and celebrates their achievements through an Oscar-type awards ceremony
- ISO 20121 Event Sustainability Management System for The Venetian Macao and The Parisian Macao

# GREEN BUILDINGS

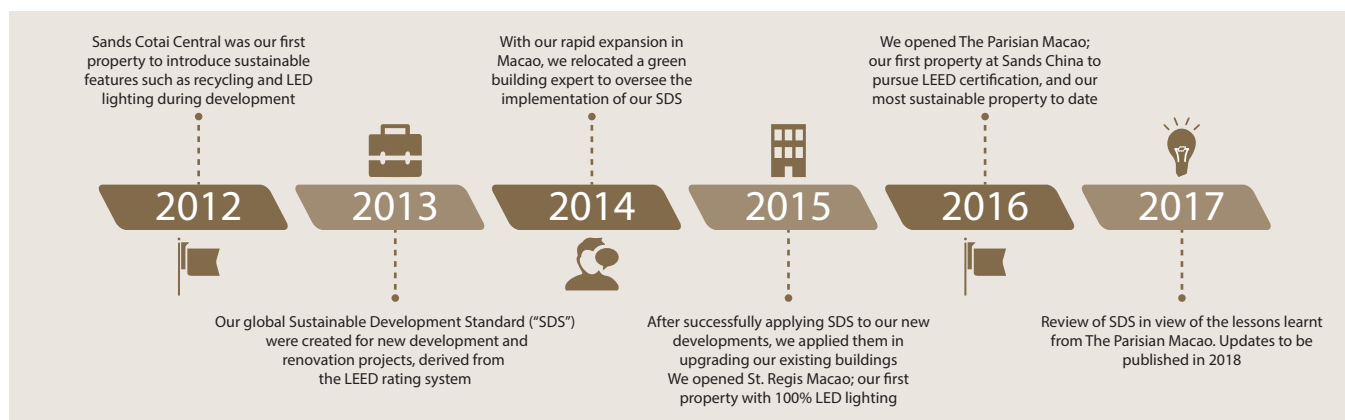
## OUR APPROACH

We all have a stake in protecting the planet's natural resources, which is why our team is working hard to design and run buildings with high performance and sustainability in mind.

As a leading developer and operator of integrated resorts, ensuring that sustainability is at the forefront of our new developments and renovations to existing buildings is central to our business.

### Our Sands ECO360 Green Buildings pillar drives:

- Systematic incorporation of sustainability for our new developments throughout the entire process
- Integration of green practices during remodels and renovations of our existing properties
- Introduction of innovative technologies as we seek out ways to fine-tune our existing operations





## CASE STUDY — THE PARISIAN MACAO

From luxury to LEED®, The Parisian Macao was designed and constructed to be our most sustainable resort to date – yet mastering the learning curve wasn't always a smooth ride.

When the sun sets on the famous Cotai Strip, onlookers are treated to a dazzling display of more than 6,000 individual lights illuminating the Macao sky. Equipping The Parisian Macao with 100% energy efficient LED bulbs, both inside and out, proved quite the task given the building's layout and size.

It is challenging to use current LED technology to illuminate the exterior of tall buildings because LEDs have limited reach. Finding lights that could shine up all 38 stories required a complete revamp of the conventional design, with lamps affixed at various levels throughout the façade.

The next issue came up during selection of the interior lighting. While the common knowledge is that LEDs are the most energy efficient option, we realized that not all LEDs are created equal. After reviewing many samples provided by the contractors, we found that a lot of proposed LED bulbs didn't provide any meaningful energy savings. From then on, our specifications included not only the use of LED technology but also lumens per watt requirements for the lighting output efficiency.

Set against the grandeur of the Cotai Strip, our newest property affords breathtaking views of our other Macao resorts and the half scale replica of the Eiffel Tower. Those same windows are specifically designed with a high-performance glazing material that reduces the solar heat gain, which in turn lowers the building's overall energy consumption.

Finally, we constructed The Parisian Macao with an eye toward the future, recognizing that a building's lifespan far exceeds that of the systems used to service it. Given the speed of change in technology, we designed the resort's infrastructure to be adaptable to new sustainable solutions. When The Macao Water Supply Company Limited pledged to provide reclaimed greywater available for non-potable use in the coming years, we knew we had to capitalize on this valuable resource. Even though the distribution system is not yet online, we constructed The Parisian Macao with two sets of pipes and storage tanks: one for potable water, and one for reclaimed greywater once it becomes available from the local utility.



# ENVIRONMENTALLY RESPONSIBLE OPERATIONS

Our resort operations account for most of our environmental impact. Our management system framework provides a means to identify the impacts of our operations, establish priorities, set performance goals, initiate projects, and continuously monitor and improve the Sands ECO360 program.



## DRIVING DAY-TO-DAY IMPROVEMENT

In 2017, we undertook a Macao-wide Operational Energy Efficiency Improvement program, with measures including increasing the plant room efficiency at The Parisian Macao.



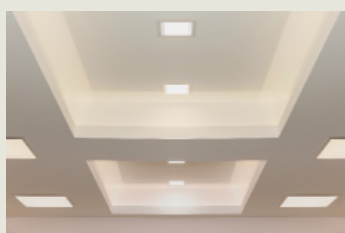
## PILOTING NEW APPROACHES TO SAVE WATER

We have introduced a new hand-washing technology pilot at our team members dining areas to focus on water savings and better sanitization. This technology can reduce water use during hand-washing by over 50%. If successful, we will investigate the possibility of scaling this property-wide.



## GETTING OUT OF THE HEAT AT THE PARISIAN MACAO

By installing solar window films across our properties, including the link bridge and restaurant at the Eiffel Tower, we have blocked solar heat and improved the experience of our guests, while also cutting out electricity usage and carbon footprint.



## A RAY OF LIGHT. NEW EFFICIENCY GAINS WITH LED LIGHTING

We have concentrated on replacing our properties' lighting over the last few years with energy-efficient LED fittings. As technology continues to improve, we continue to roll-out new and improved LED light fitting upgrades, including at The Venetian Theatre as well as its exterior lighting in 2017.

### Technology and Innovation

To achieve our 2020 goals, we need to push our environmental performance and achieve significant reductions in our resource usage and carbon footprint. To do this, we must continue to develop our technologies and drive innovation throughout all our operations to ensure a sustainable future.

We evaluate each opportunity in terms of adaptability to our current operations, local market availability, efficiency and savings, implementation impacts and return on investment. In 2017, we invested in several new technologies to help us achieve our 2020 goals, including window films and graphene paint for energy savings, Internal Combustion Reactors for our buses to reduce fuel consumption and carbon emissions, and food waste dewatering stations to reduce solid wastes.



## Managing our Waste

The scale of our resorts presents a complex and changing waste stream. We take a holistic approach to the management of waste by developing solutions suitable for our specific operations, from handling food waste, to disposing of playing cards, furniture, carpets, or computer hardware. Our approach consists of three key stages:

### INPUT

Waste prevention is our ultimate goal, so we look to upstream reduction as far as possible through planning and during procurement.

### OPERATION

We measure our progress, achievements, and challenges to push the boundaries of our operations and explore new opportunities to enhance our approach.

### OUTPUT

We look to diverting as much of our waste as possible away from landfill or incineration, concentrating on recycling and other innovative treatment options.

As Macao incinerates municipal waste, all our non-divertible general waste collected is sent to a waste-to-energy plant that transforms the waste into electricity supplied to consumers locally.

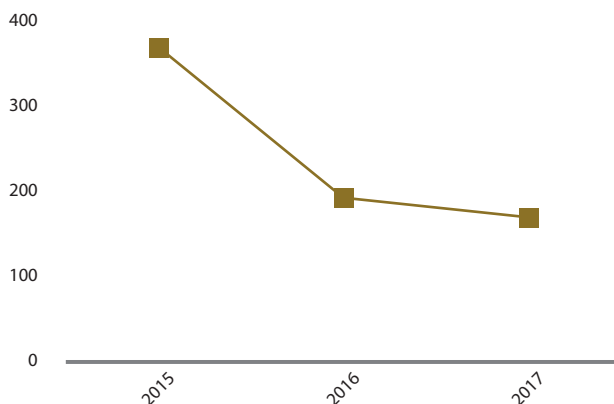
## Focusing on Food Waste

We started in 2015 by driving the “Clean Plate Challenge” twice a year, for one week, focusing on our team members as an initiative to reduce food waste produced at our team dining restaurants.

As part of the challenge, team members are encouraged to take only what they can eat during meal times. We then measure the downstream food waste generated by the restaurants and compare this to the data collected during previous events.



**Average food waste per person during the Clean Plate Challenge (gram)**



By 2016, we expanded this concept and started measuring the downstream food waste generated every two weeks each month.

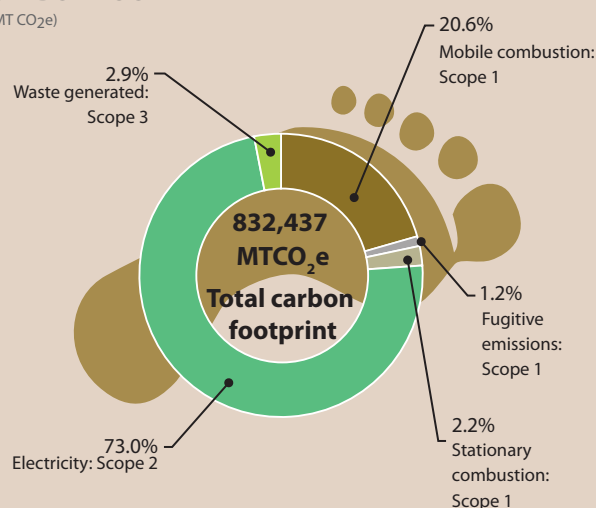
We have seen some great results so far from our challenge weeks. On average, food waste has been reduced by 54% during these events since we started in 2015. But we have also seen these reductions go back up after 2–3 weeks. We know that change can be difficult, and that it takes time to alter behaviors. Our results so far show us we are making incremental changes with this challenge, but we plan to ramp up our efforts over the next year so we can change habits for good.

In 2018, as a first step we will undertake an internal food waste audit and will develop a food waste reduction/diversion plan based on the results. We are committed to reducing our food waste and will continue to push our initiatives and drive change.

# ENVIRONMENTAL PERFORMANCE

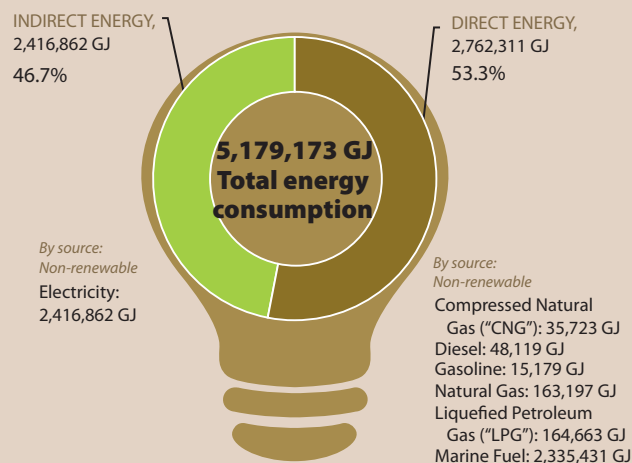
## Company-Wide Emissions Performance

### CARBON FOOTPRINT

(MT CO<sub>2</sub>e)

### ENERGY CONSUMPTION

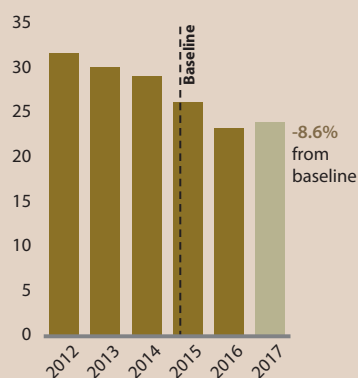
(GIGAJOULES, GJ)



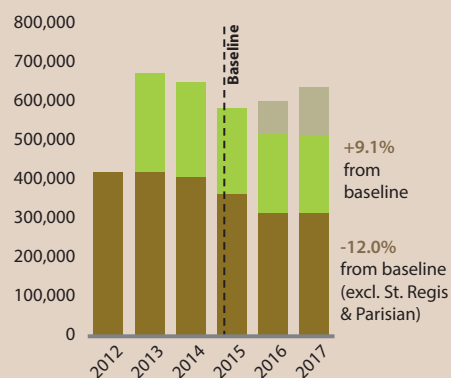
## Resort Operations

Legacy Properties<sup>1</sup> Sands Cotal Cental St. Regis Macao & The Parisian Macao ("St. Regis & Parisian")

### GHG EMISSIONS INTENSITY

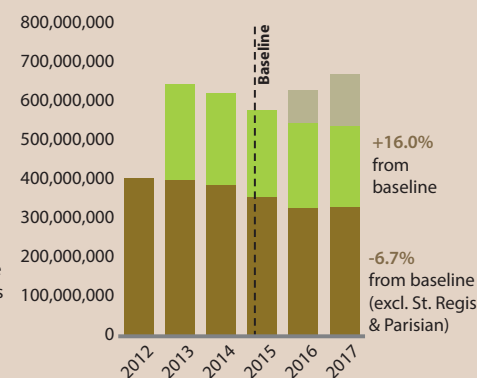
SCOPE 1 & 2 (MTCO<sub>2</sub>e/1,000 SQ.FT)

### GHG EMISSIONS ABSOLUTE

SCOPE 1 & 2 (MTCO<sub>2</sub>e)

### ELECTRICITY ABSOLUTE

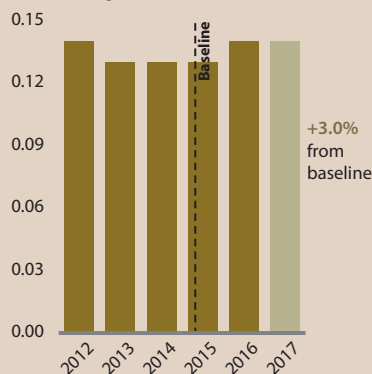
(kWh)



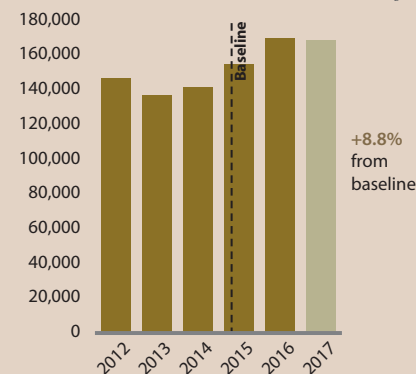
2020 Goal: 6% reduction from 2015 baseline

## Ferry Operations

### COTAJET GHG EMISSIONS INTENSITY

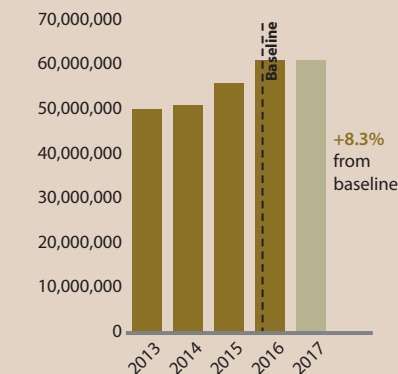
(MT CO<sub>2</sub>e/NAUTICAL MILE)

### COTAJET GHG EMISSIONS ABSOLUTE

SCOPE 1 - MARINE FUELS & REFRIGERANTS (MT CO<sub>2</sub>e)

### COTAJET FUEL CONSUMPTION<sup>2</sup>

(LITERS)



2020 Goal: 6% reduction from 2015 baseline



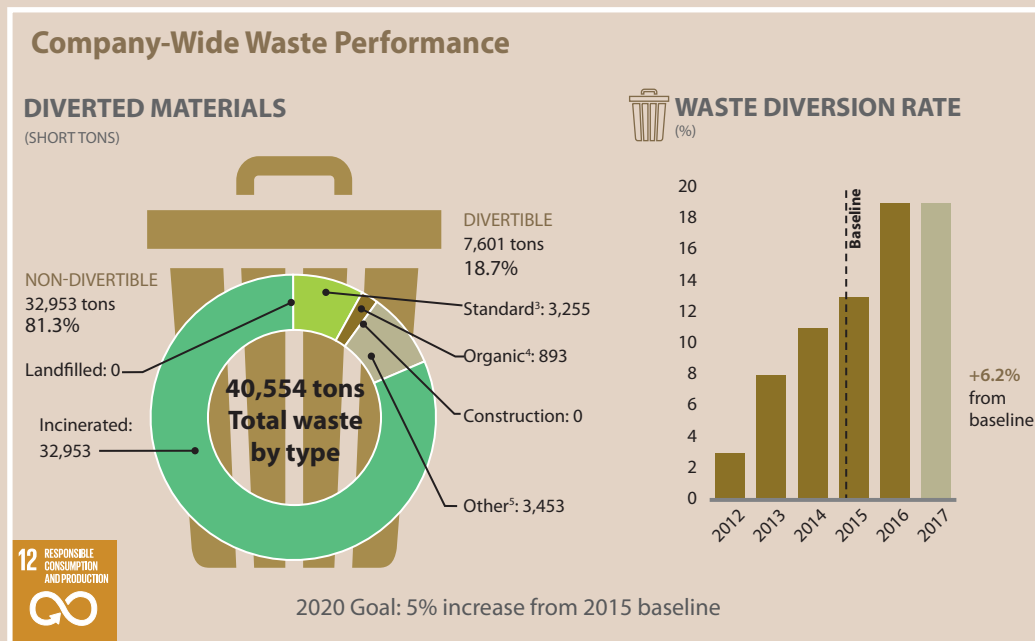
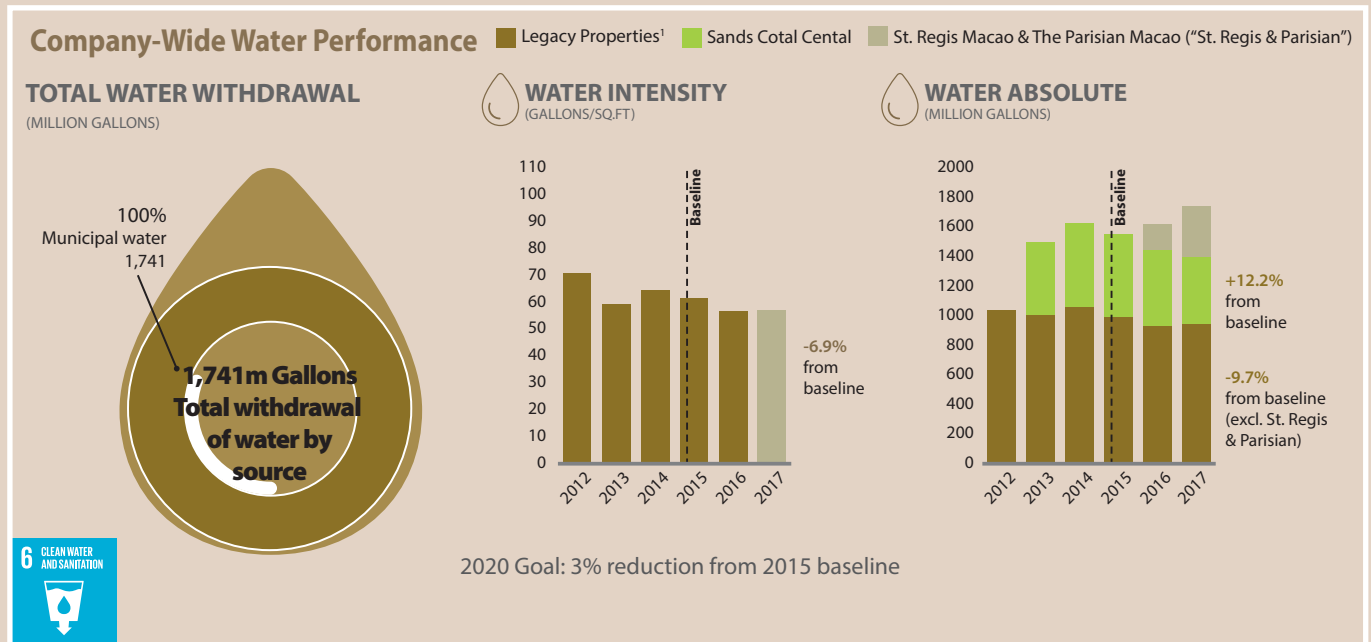
<sup>1</sup> Legacy properties refer to those in operation prior to 2012, including the Sands Macao, The Venetian Macao, and The Plaza Macao

<sup>2</sup> Cotajet fuel consumption for 2012 is not available



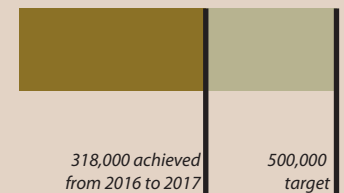
As a growth-oriented company, we continue to develop our resorts. Our goal is to both reduce the environmental footprint of existing properties and offset the impact of new developments. We began reporting our environmental performance at a group level in 2011, and completed our first five-year reporting cycle in 2015. We have set our 2020 targets against this 2015 baseline, and have aligned our targets with the SDGs and developed science-based targets for both our resort and ferry operations emissions.

We have seen a positive trend in absolute emissions, water, waste diversion rates and electricity performances among our existing buildings. Nevertheless, the total company-wide footprint increased due to the addition of St. Regis Macao and The Parisian Macao during 2016. We aim to offset the impact of these two properties by 2020, as well as reducing our emissions by an additional 6%. To overcome this challenge, we must proactively manage our utility consumption, ensure disciplined execution of our efficiency projects, and explore innovative solutions.



#### TM Actions

In 2017, team members contributed 161,000 Sands ECO360 actions that support the environment. We are over half way towards meeting our 500,000 Sands ECO360 actions target by 2020



<sup>3</sup>"Standard" includes plastic, aluminium, cardboard, paper, glass, and metal

<sup>4</sup>"Organic" includes food waste, food donations, horticultural waste, and cooking oil

<sup>5</sup>"Other" includes recovered assets, batteries, e-waste, donations, light bulbs, soap, and shampoo amenities

## GREEN MEETINGS AND EVENTS

Our commitment to sustainability must reach beyond our own operations to create change. This is why green meetings and events are a core pillar of our Sands ECO360 strategy, helping our customers reduce their own environmental footprint.

We are certified with ISO 20121 Event Sustainability Management System, further enhancing our green meetings and events program. In 2017 we have pushed our program further, creating a strategy for Zero Waste Events.

### Environmental Footprint

With a few simple steps, we can help transform an event into a sustainable gathering. Our customizable event planning tool offers our clients countless options to help them attain their event's specific sustainability goals. Taking these first steps can be overwhelming for some clients, so we help by starting out slow with 2–3 goals and achieving results.

### Community Cause

We collaborate with local non-profit organizations to design custom volunteer experiences for our meeting clients. Once our customers select their community cause, we help to connect them with our partners, amplifying our collective effects in our Macao community.



#### Green Meeting Concierge

When planners like to go above and beyond, our designated Green Meeting Concierge can customize their sustainable events. Our concierges are continually reviewing past event experiences and client feedback to improve our overall Green Meetings and Events strategy and operations.



#### Sustainable Food

Our chefs use only the freshest and responsible ingredients to craft healthy, sustainable, and delicious dining options.



#### Post Event Impact Assessment

We create data-based impact reports of events for clients to help them see their green meeting environmental achievements. These statements are often the starting point to help our customers build on and grow their performance.



## WELLNESS

As an award-winning conference and exhibition venue for hosting green meetings and events, we are constantly looking for ways to enhance the experience of our guests. In 2017, this has been focusing on our wellness offerings for our green events packages.

Despite their packed schedules, we know many meeting attendees want to maintain their healthy routines. With a selection of wellness offerings from nutritious menus to fitness and stress reduction activities, it is easier than ever for our guests to make smarter, more wholesome choices.



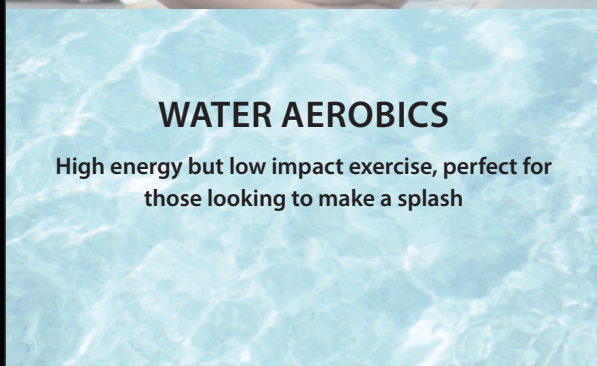
### YOGA

Taking time-out to calm the mind and strengthen the body



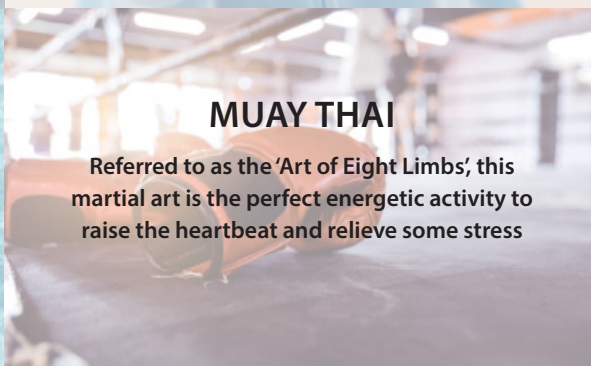
### TAI CHI

A traditional Chinese art form to lower stress while increasing energy, while connecting to Macao's culture and lifestyle



### WATER AEROBICS

High energy but low impact exercise, perfect for those looking to make a splash



### MUAY THAI

Referred to as the 'Art of Eight Limbs', this martial art is the perfect energetic activity to raise the heartbeat and relieve some stress



### WELLNESS MENUS

Customized for healthier options, from low sugar to "boost your brain power" or Chinese-medicine food items.



### CHINESE MEDICINE MUSEUM

A journey to open your mind on how to maintain a healthy and balanced body

# STAKEHOLDER ENGAGEMENT

## Partnerships

Working in partnership with our stakeholders we can really make a difference by multiplying our positive impact now and for the future. Diverse partnerships can also produce previously unimagined solutions. Our strategic partnerships, formulated on shared values and objectives, are aimed at creating transformational change in our business and Macao. It is our strong partnerships with our community and suppliers that was fundamental to successful relief efforts following Typhoon Hato back in August 2017.



### ACADEMIC INSTITUTIONS

We exchange knowledge, participate in, and fund research projects, and provide learning opportunities to students. This year we have invested MOP1,770,000 in education initiatives for our community.



### CLIENTS AND GUESTS

As more clients and guests expect sustainable services, strong environmental credentials and engagement help us to attract and retain business. In 2017, client and guests were engaged in particular through our WWF's Earth Hour "Just One" Hotels Programme and Earth Hour.



### GOVERNMENT AGENCIES

We collaborate with local government agencies to develop and implement sustainability policies and ensure compliance.

We engage with government agencies through the Macao Green Hotel Award, the Macao Energy Conservation Week Program, and through our other initiatives such as our recycling programme.



### COMMUNITIES

As the largest employer in Macao, we have strong ties with our local communities through our team members and their families. We work with local groups to make our home a thriving place to live. Communities are engaged through our SCA program throughout the year.

## Certifications and Reporting

Communicating our progress on key sustainability indicators is paramount. This is our second annual sustainability report at Sands China, though as a group we have been reporting since 2011. Our commitment to sustainability is also continually recognized through certifications, rankings, and awards. Additionally, performance reviews by sustainability research and rating agencies help us improve our strategy and policies.





## Team Member Collaboration for Sustainability

At Sands China, we believe our 28,000+ team members are one of our most important stakeholders, implementing our strategy in their daily operations and sharing our purpose through their interactions with thousands of hotel guests and visitors every day. To help integrate our strategy, team member sustainability champions are crowned at all levels of our organization, and team members encouraged to contribute ideas and practices that can make our operations more sustainable.



### SUPPLIERS

We continually partner with our suppliers by embedding sustainability into our procurement process. Suppliers are engaged through our SME program, our Sands Supplier Excellence Awards, as well as our Local Suppliers Support Program and many more.



### INVESTORS

Our investors understand sustainability drives efficiency and brand value, and they increasingly recognize the importance of environmental and social responsibility.



### COMPANY EXECUTIVES

The Sands ECO360 program is aligned with our corporate executives' strategic business vision and receives their full support.



### NON-GOVERNMENTAL ORGANIZATIONS

Sharing best practices and building strong relationships with environmental NGOs inspires us and drives our innovation. WWF is a key partner, working together for Earth Hour activities.



### TEAM MEMBERS

Our 28,000+ team members contribute to our sustainability strategy and help deliver it every day. Team members are engaged throughout the year with various programs such as Earth Hour, Earth Day, the Clean Plate Challenge, Macao Energy Conservation Week and many more. This generated over 160,000 actions in 2017 alone.

## One Million Actions by 2020

We have designed activities and awards for our team members to promote a sustainable workplace, and encourage team members to also apply eco-ideas in their own lives outside work. As a result, thousands of our team members have now taken part in environmental and community related programs where they contribute and act as agents for change. LVS has committed to achieving 1,000,000 actions by our next 5-year milestone in 2020. As part of this Sands China will contribute 500,000 actions as part of this goal.

In 2017, we recorded 161,000 team member actions. Some of our events included:

- Earth Hour and Earth Day
- Hygiene Kit Build with Clean the World
- Food Hampers Distribution with Macao Holy House of Mercy
- Healthy Athletes Program 2017 with Macao Special Olympics
- Best Buddies Macao Friendship Walk 2017
- Silent Experience with the Macau Deaf Association
- New Year Gathering with the elderly with the General Union of Neighborhood Associations of Macau and the Women's General Association of Macau
- Ice World Experience 2017 with the Macau Down Syndrome Association and the Association of Parents of the People with Intellectual Disabilities of Macau

# RESPONSIBLE BUSINESS

As a leader in ethical business practices, we implement principles to govern ourselves and reinforce our commitment to excellence in all we do. To take this further, our commitment to ethical business practice is extended to our contractors, suppliers and subsidiaries.

## Ethical Conduct

Our framework for ethical business is outlined in policies that have been established at a group level by LVS. These policies are set out to address corruption and bribery, extortion, fraud and anti-money laundering (“AML”) issues.

LVS also implement “Know Your Customer”, “Customer Due Diligence” and “Enhanced Due Diligence” policies across the group to prevent or identify cases of money laundering.

Anti-corruption measures are the responsibility of our senior management, Audit Committee and Chief Compliance Officer. Our Audit Services Group conducts regular audits on the approvals and checks conducted under our ACP Program. We also have plans to launch a metrics analysis at the end of 2018 to measure the effectiveness of this program.

Our policies include:

1. Code of Business Conduct and Ethics
2. Anti-Corruption Policy (“ACP”)
3. Procedures for Obtaining Approvals under the ACP Policy
4. Third-Party Travel, Gifts and Entertainment Policy
5. Third-Party Due Diligence Standard Operating Procedure
6. Charitable Contributions and Sponsorships Policy
7. Compliance Program
8. Reporting and Non-Retaliation Policy

All our ethical conduct policies are reviewed yearly and mandatory training is conducted for all team members once a year. Based on the job description, new hires and transfers receive training on our Code of Business Conduct and Ethics prior to performing active duties. To incentivize and promote ethical conduct within our team, compliance is also linked to remuneration as part of performance appraisals under our Code of Business Conduct and Ethics. In situations where breaches of compliance are reported, disciplinary actions are taken.





## Compliance

We hold ourselves in compliance with The Foreign Corrupt Practices Act (FCPA) as a United States federal law, as well operating in line with the Macao Penal Code and Law 19/2009. Our anti-corruption and AML policies consider regulatory requirements as well as industry standards to ensure that compliance is maintained. We are required to report all transactions that may be deemed suspicious as part of our AML controls. In Macao, this is enforced in collaboration with local regulators from the Macao Government Gaming Inspection and Coordination Bureau ("DICJ"), Monetary Authority of Macao and the Financial Intelligence Office ("GIF").

Our Compliance Department is required to approve transactions that may involve any government official or State-Owned Enterprise before they take place. Approvals may also be escalated to the Global Chief Compliance Officer as needed. All third-parties are approved by our Compliance Department prior to any contractual engagement.

There were no legal cases regarding corrupt practices brought against Sands China during 2017, however, LVS reported violation of the FCPA accounting provisions at a group level. No violations of the anti-bribery provisions of the FCPA occurred. A Non-Prosecution Agreement was executed by LVS with the U.S. Department of Justice ("DOJ") in January 2017, and they received a fine of US\$6.9 million.

## Whistleblowing

Our whistleblowing policy is in place to create a confidential and safe environment for team members to report questionable activities that are fraudulent, illegal or that violate company policies. Team members can choose to report to senior management, or to use our hotline or webpage to anonymously describe any concerns or violations of laws or policies. Supervisors who receive a report of a violation must immediately inform the Company's Chief Compliance Officer. All reports are investigated, and we implement a strict non-retaliation policy.

## Preventing Cyber Attacks

We follow Macao's regulation and requirements in terms of data protection and privacy policies. Our guest's acknowledgement of our privacy policy is required before submission of any guest satisfaction questionnaire or survey.

At Sands China, we have a Data Loss Prevention system in place to monitor our emails and our network. We have also installed our server across different properties for added security, and have a dedicated team responsible for the protection of our data. During 2017, we received no complaints concerning breaches of customer privacy and have not identified any leaks, thefts, or losses of customer data. We have not recorded any digital attack incidents during the year.





# OUR CUSTOMERS

Our goal is to develop resorts that become destinations and create everlasting memories for our guests. Our ultimate purpose is guest satisfaction, and so we collect feedback from guests across our properties to ensure we are providing outstanding experiences.

## Guest Satisfaction

With our occupancy rates ranging from 82.1% to 97.7% across our properties, we also receive a small number of complaints. Complaints are recorded when received, logged, and immediately addressed. As both The Venetian Macao and The Parisian Macao have been undergoing some renovation works this year, in-room noise accounted for the most reports this year, with 836 complaints made even with buffers provided to separate guests from works. Guests were offered room-move, room upgrade and sometimes compensation as service recovery. The other 396 complaints received during the year related to room conditions. In our Conrad Macao and Holiday Inn Macao this mostly relates to the fixed showerheads. As a result, handheld showerheads have been budgeted and will be installed in 2018. All other items identified through complaints received are being rectified by the Housekeeping and Engineering teams on regular basis. A strong Room Maintenance program is in place.

WE ARE FRIENDLY

1

WE ARE PROFESSIONAL

2

OUR 4 CULTURAL VALUES:

3

WE ARE ACTIVE LISTENERS

4

WE ARE ONE TEAM

## Guest Health and Safety

The health of our guests, as well as our team members, is paramount for Sands China. Macao has recently taken a big step with anti-smoking laws, and from 2019 smoking will only be allowed in dedicated smoking rooms. With this welcome change imminent, we have already begun to implement no-smoking rules on our general gaming floors to protect the health of those visiting and those working in these spaces. To safeguard the health of our guests, we have also implemented on-site food safety audits to ensure high standards since 2009.

GUEST SATISFACTION			
Overall Service: 79%	Overall Experience: 80%		
Key Performance Objectives ("KPOs") target: 79%	KPO target: 78%		
	Overall Service: 82%		
	KPO target: 84%		
2,325 guest responses	1,183 guest responses		
<b>Conrad Macao</b>	<b>Holiday Inn Macao</b>		
Overall Satisfaction: 86%	Overall Satisfaction: 85%		
KPO target: 77%	KPO target: 80%		
Overall Service: 88%	Overall Service: 84%		
KPO target: 81%	KPO target: 82%		
5,826 guest responses	14,491 guest responses		
<b>The Venetian Macao</b>	<b>The Parisian Macao</b>		

**Our Service Promise: to give each guest, visitor, player, customer and client, an experience of service that is: attentive — entertaining — memorable**





## RESPONSIBLE GAMING

We remain committed to supporting the Macao Government's responsible gaming measures and recognize the importance of responsible gaming in the Macao community.

### Our Program

Our comprehensive and locally-pioneering responsible gaming program was established in 2007, with the goals of contributing to the continuous development of the Macao community, bearing corporate responsibility in addressing social issues, and developing an environment and culture of responsible gaming in Macao.

Since 2009, we have also participated in the responsible gaming activities organized by the Macao Government Social Welfare Bureau, the DICJ and the University of Macau, as well as building long-term partnerships with local non-profit organizations and academic institutions to help minimize the social impact of problem gambling.

All our team members receive mandatory responsible gaming training as part of their orientation program when they join Sands China, with regular refresher training provided. We initiated our Responsible Gaming Ambassador program in 2013. To date, over 430 participants have attended these training sessions to recognize and provide assistance to problem gamblers, and nearly 2,400 hours of training have been provided through the annual campaign.

Each year we also hold a Responsible Gaming Education Week, aimed at gauging our team members' awareness of responsible gaming and problem gambling. The participation rates of our team members have grown year-on-year.

### Raising Awareness

Responsible gaming information is posted throughout all our properties, in both patron and back-of-house areas. To improve accessibility to this content, as well as to provide support to those in need, Macao Responsible Gaming Stations and Kiosks are located at the gaming area of Sands Macao, The Venetian Macao, Sands Cotai Central, The Parisian Macao and The Plaza Macao. We have also insured that responsible gaming messages are shown on the ATM stand-by screens in all the gaming areas.

As mandated by law, our team members are strictly prohibited at all times from gambling at any Sands China gaming venue. We also strongly advise our team members not to gamble at any other gaming venue in Macao. Our Employee Assistance Program offers a free 24-hour confidential counseling service available to all our team members and their family members. This hotline is also available to support team members with any gaming-related personal issues. We will continue to fulfil our responsibility to address problem gaming and support the Macao Government's plan to further promote correct gambling attitudes to the public.





## SUPPLY CHAIN MANAGEMENT

Our Sands ECO360 strategy and our Sustainable Procurement Policy address environmental and social risks within our supply chain, focusing on conserving resources, maximizing recycling, and reducing toxicity. To align with our sustainable initiatives, we also encourage our suppliers to provide new green ideas for their products and services. We maintain our highest standards through partnering with our suppliers, ensuring the best quality and fulfilling all safety and health requirements.

### Supplier Engagement

We engage with over 2,500 active suppliers across different industries across the world. Our suppliers range from multi-nationals to small local businesses. We give priority to local procurement; many of our suppliers are in Macao and owned by local Macao people. Our annual spend through our Procurement and Supply Chain Department is over US\$1.1 billion annually.

### Supplier Code of Conduct

In November 2017, LVS updated our Supplier Code of Conduct to further our commitment to be model corporate citizens in the local and international communities within which we work. Our code focuses on conduct in human rights, labor rights, health and safety, environment, and ethics and compliance. All our suppliers must act in accordance with this code. We also expect all our suppliers in turn to hold their own suppliers to these same high standards.

**Small- and  
Medium-Sized  
Enterprises  
Support launched  
in 2015**

**Integrity and fairness throughout  
the entire procurement process is  
of utmost importance including  
adherence to LVS' policies,  
including the Code of  
Business Conduct and Ethics**



## Supply Chain Excellence Awards

Already in its 5th year, our Sands Supplier Excellence Awards 2017 was our way of recognizing the successes of our vendors. This year we had nearly 300 participants attending the event, representing 144 suppliers that are mostly from Macao, Hong Kong and mainland China.

- Awards are given across seven categories:
  - (i) SME
  - (ii) Corporate Culture and Sustainability
  - (iii) Total Quality Management
  - (iv) Cost Management
  - (v) Project Management
  - (vi) Innovation
  - (vii) Service Excellence
- In 2017, we added an additional category and presented four awards to recognize outstanding local suppliers who had made significant contributions to Macao's recovery effort after Typhoon Hato, and fully supported Sands China's daily operations and typhoon relief efforts
- Our awards ceremony was a Green Event, setting an aspirational goal of achieving zero waste to landfill. As part of this we did not print programs or dinner menus, we provided a healthy and sustainable menu, supplied reusable service wear and cloth napkins, and used energy-efficient audio-visual equipment, lighting and digital backdrop

**Contributing to  
the development  
of local  
enterprises**

**5th year of the  
Sands Supplier  
Excellence Awards  
recognizing the  
successes of our  
vendors**

**300 Participants  
144 Suppliers**





# RESPONSIBLE EMPLOYER

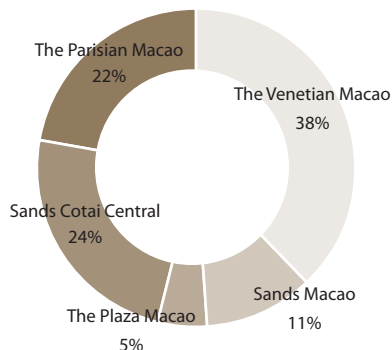
Our team members are truly our greatest assets. At Sands China we focus on attracting, developing and retaining the best talent. In Macao we compete for limited management and labor resources, and availability of workforce has been identified as a priority risk factor for our long-term operations. Our success depends upon our ability to attract, retain, train, manage and motivate skilled managers and team members at our properties.

### Our Workforce

As at December 31, 2017, the number of full-time team members across all our operations (including hotel partners) was 28,504, with 89.9% based at our own managed properties in Macao. With an overall turnover rate of 9% recorded, this year has marked our first increase in turnover rates since 2014. We will continue to focus on the welfare, safety, and professional development of our team members to ensure our record of low turnover rates is continued in the future.

### Team Members at Our Properties

99% permanent full-time, 1% permanent part-time  
No temporary employees



**52% of our team members across all properties are women**

### Ensuring Welfare of our Team Members

The welfare of our team members is central to our human resources management approach. We comply with the Macao Labor Law requirements, and have developed a Compensation Guidelines, a Leave Management Policy and different levels of benefits structures for team members as approved by our Executive Committee.

We apply the equal pay for equal work principle. Remuneration for team members is determined by reference to market practice and conditions combined with the performance of the individual. In 2009, we also adopted an Equity Award Plan for attracting talented people to enter and remain in the employment with us.

Each year we also provide or support over 100 opportunities for our team members to participate in different well-being activities.







### Health & Safety

The safety and well-being of our team members is critical to us. We ensure compliance with relevant laws and regulations and adhere to the Occupational Safety Guidelines issued by the Macao Government Labor Affairs Bureau. We have set company-wide priorities for health and safety that we monitor through our performance appraisal system.

During 2017, a total of 858 injuries were reported by our team members relating to work activities. The majority of these cases are from being stepped on, trips and falls, and crushes, punctures or sprains during work activities. Our Safety Committee monitors these metrics and provides training throughout the year to our team members and prevent such cases of injury. There were no fatalities recorded in 2017.

### Training and Development

At Sands China we believe in the power of people. The Company's team members who come together every day to bring Sands China's properties to life are the reason for the Company's unrivalled success. This idea has always been at the heart of the Company's philosophy, and the Sands China Academy is the platform that gives team members the training they need to keep delivering outstanding experiences to guests, and helps foster professional talent in the wider Macao community.

We are constantly exploring creative ways to reward and recognize our team members and help them with their professional and personal development. By helping our team members to be happy and engaged in their work, we can provide the world-class entertainment experiences for which our Company is known. We are committed to providing all team members with horizontal and vertical career opportunities. We continuously train and develop our gaming team members on transferable customer service skills together with hard-skills training, so that they are equipped to also transfer and work in our non-gaming operations. This is a win-win model for us to retain resources within the organization; providing the diversity of skills our business needs while ensuring continuous employment opportunities for our team members.

**In 2017, each team member received an average 64.07 hours of training from on-the-job and classroom teaching each year**

### Labor Standards

We comply with the Macao Labor Law, preventing child and forced labor. Sands China does not hire any underage candidates and has no non-compliance cases regarding labor and employment. Macao is a member of the International Labor Organization and undertakes to suppress the use of forced or compulsory labor in all its forms. Sands China will never promote or utilize forced labor. All team members or interns are paid for normal working hours in line with the local market price or higher and are paid overtime for working on public holidays or weekly day off. There are no collective negotiation or collective bargaining agreements in Macao as there are no trade unions or workers' committees.

### Performance Management

Management of performance is an important aspect of our business. Our formal performance review cycle for team members includes four KPOs set with their managers and attached to their roles, responsibilities and contributions to the Company. At the year-end review, performance is evaluated to weighted goals. The results of the performance score play an important role in determining promotion and opportunities going forward. In 2017, 99.39% of our team members received performance reviews, including 100% of our administration team members and Executive Management.



# APPENDIX TO 2017 SUSTAINABILITY REPORT



# ABOUT OUR SUSTAINABILITY REPORT

The Sands China Ltd. 2017 Sustainability Report is our second annual sustainability report, and first in accordance with the GRI Standards: Core option. The report accompanies our 2017 Annual Report, and covers the financial year ended December 31, 2017.

The report's scope includes our five properties in Macao, as well as our land and sea transportation services. It does not include our off-site support services (office and travel agency call-center located in Hong Kong and Zhuhai) as they are not a part of our core business or data from properties managed by our hotel partners.

Our 2017 Sustainability Report provides disclosures in compliance with the requirements of the Environmental, Social and Governance ("ESG") Reporting Guide in Appendix 27 to the Listing Rules ("HKEX ESG Reporting Guide"). An index is provided within this Appendix to map the report contents against the Key Performance Indicators ("KPIs") listed within the HKEX ESG Reporting Guide, in compliance with the "comply or explain" provisions.

The performance indicators chosen for the 2017 Sustainability Report cover our material topics, reflecting our commitment to environmentally responsible operations, responsible business, and responsible employment. In developing this publication, as well as our Sands ECO360 Global Sustainability strategy, we considered input not only from team members but also other key stakeholders, including customers, suppliers, industry associations — and other voices where appropriate.

Our 2017 Sustainability Report has been reviewed by Sands China's Board of Directors, and is published on both Sands China's website and the Stock Exchange's website.

## CONTACT US

We welcome feedback on this report and any aspect of our sustainability management approach and performance. Comments or feedback can be sent to us by email to [SCL.Sustainability@sands.com.mo](mailto:SCL.Sustainability@sands.com.mo).

## Appendix to 2017 Sustainability Report

Materiality Process and Topics	32
HKEX ESG Reporting Guide: KPI Index	34
GRI Index	41
ESG Data	54

# MATERIALITY PROCESS AND TOPICS

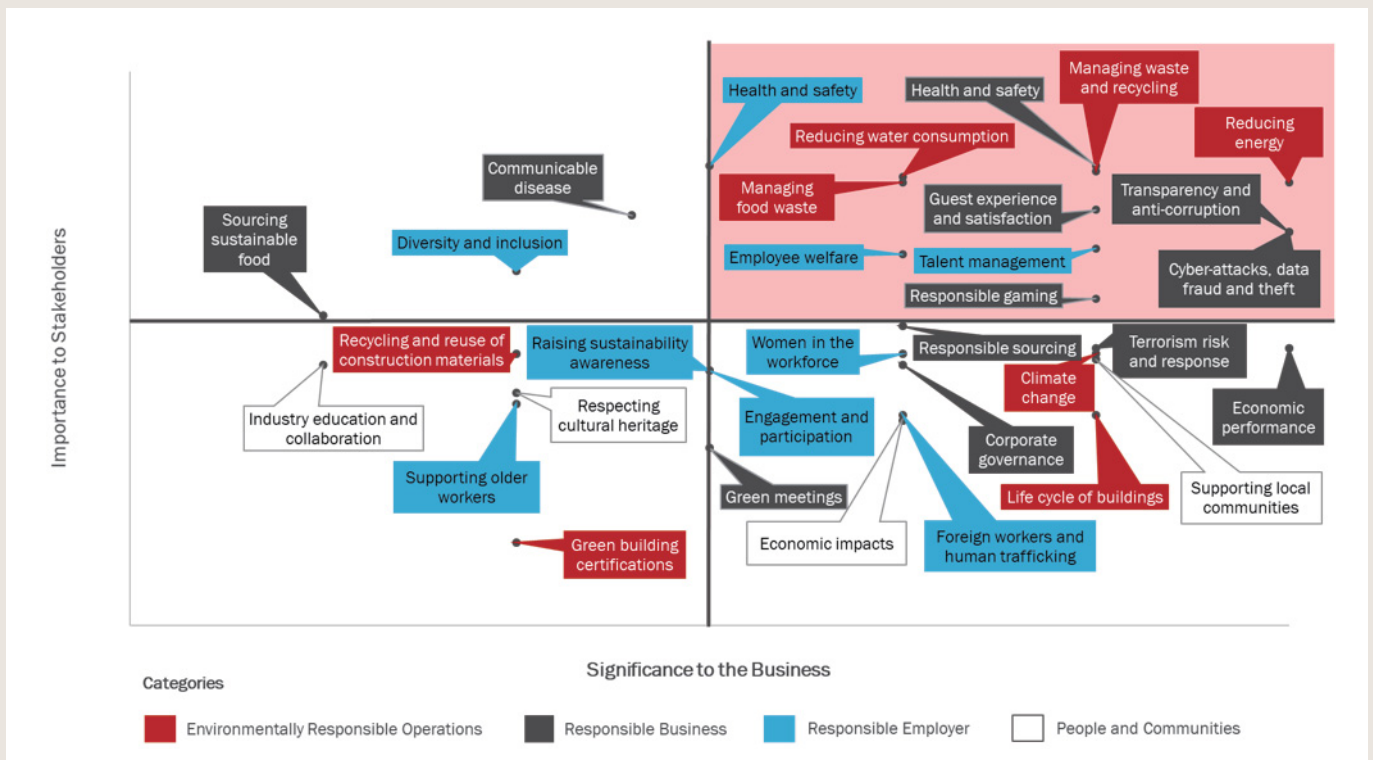
Our Sands ECO360 Global Sustainability strategy is established by our parent company LVS. It is designed to help minimize our environmental impact and reflects our vision to lead the way in sustainable building development and resort operations. Our strategy is based on the environmental issues and opportunities identified as being the most important to our global business, our stakeholders and society. We monitor and evaluate subjects pertaining to our Sands ECO360 strategy through regular interaction with internal and external stakeholders across our business globally.

This year marks Sands China's first dedicated materiality assessment to determine the topics that are material to our local business. The assessment was conducted according to the GRI Standards' Principles for defining report content, and covers our five properties in Macao as well as our land and sea transportation services. It does not include our off-site support services (office and call-center).

Our materiality assessment involved:

- ✓ A context review and benchmarking exercise of industry best practice and peers;
- ✓ An extensive engagement with 369 stakeholders via survey, interviews and a focus group session collecting feedback from internal stakeholders (team members) and LVS as our majority investor;
- ✓ Plotting results in a materiality matrix based on their significance to our business, and their importance to our stakeholders;
- ✓ Discussion and verification with our senior management and Executive Committee; and
- ✓ Review of material topics by our Board of Directors.





Our 12 material topics are grouped into the relevant Sands ECO360 pillars, together with the additional key categories established for Sands China; Responsible Business and Responsible Employer.

All topics identified are relevant to each of our properties and transportation operations. The impact boundary for each topic outside of Sands China's operations has been mapped for each stakeholder group.

		Investors	Company Executives	Team Members	Government Agencies	Suppliers	Guests and Customers	Our Community
Our Sands ECO360 Pillar	Environmentally Responsible Operations	•	•	•	•	•	•	•
	Reducing energy consumption	•	•	•	•	•	•	•
	Reducing water consumption	•	•	•	•	•	•	•
	Managing waste and recycling	•	•	•	•	•	•	•
Responsible Business	Managing food waste	•	•	•	•	•	•	•
	Transparency and anti-corruption	•	•	•	•	•	•	•
	Responsible gaming	•	•	•	•	•	•	•
	Cyber-attacks, data fraud and theft	•	•	•	•	•	•	•
Responsible Employer	Guest experience and satisfaction	•	•	•	•	•	•	•
	Customer health and safety	•	•	•	•	•	•	•
	Employee welfare	•	•	•	•	•	•	•
	Employee Health and safety	•	•	•	•	•	•	•
	Talent management	•	•	•	•	•	•	•

# HKEX ESG REPORTING GUIDE: KPI INDEX

## A. ENVIRONMENTAL

Name	Description	Page, reference or additional comment
<b>Aspect A1: Emissions</b>		
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 air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.	2017 Sustainability Report (p.4–5, 6, 14–18) There were no incidents of non-compliance in 2017 with regard to any environmental laws or regulations. Sands China maintains an up-to-date legal register which includes the relevant environmental laws. In addition, we regularly update our “Green Action” intranet page with environmental legislation and regulations to ensure our departments and team members are aware of requirements.
KPI A1.1	The types of emissions and respective emissions data.	2017 Sustainability Report (p.14–15, 16–17) Appendix to 2017 Sustainability Report (p.57) Our air quality emissions for NOx, SOx and PM are given by applying the conversion factors provided by the Stock Exchange for Hong Kong as a proxy. As we do not have conversion factors for CNG and marine fuel, this disclosure is incomplete.
KPI A1.2	Greenhouse gas emissions in total (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	2017 Sustainability Report (p.16–17) Our GHG emissions and carbon footprint figures reflect our 2017 CDP submissions. The unit used (MTCO <sub>2</sub> e) is that applied at a group level. Our figures for GHG emissions are calculated and verified by third-party experts.
KPI A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	2017 Sustainability Report (p.16–17) Our waste is managed in accordance with our Sands ECO360 strategy. We do not categorize as ‘hazardous’ and ‘non-hazardous’, rather we record and manage our waste based on ‘Diverted’ and ‘Non-Diverted’ waste, and categorize as: Standard (plastic, metal, paper, etc.); Organic (food waste, cooking oil etc.); and Other (batteries, e-waste, light bulbs, soap, shampoo, etc.).
KPI A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	This approach is based on our focus on saving natural resources. The units used (ton) are those applied at a group level. Our figures for produced waste are calculated and verified by third-party experts.
KPI A1.5	Description of measures to mitigate emissions and results achieved.	2017 Sustainability Report (p.12–15, 18–19)
KPI A1.6	Description of how hazardous and non-hazardous wastes are handled, reduction initiatives and result achieved.	2017 Sustainability Report (p.12–15, 18–19) Waste management, including hazardous waste, is a key component of our Environmentally Responsible Operations. We treat hazardous waste such as paint, paint oil, and chemicals in accordance with local regulation and divert it through the Macao Hazardous Waste Management Plant.



Name	Description	Page, reference or additional comment
<b>Aspect A2: Use of Resources</b>		
General disclosure	Policies on the efficient use of resources, including energy, water and other raw materials.	2017 Sustainability Report (p.4–7, 14–15)
KPI A2.1	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).	2017 Sustainability Report (p.16–17) Appendix to 2017 Sustainability Report (p.45) Our energy consumption figures reflect our 2017 CDP submissions. The unit used (gigajoules, GJ) is applied at a group level. Our figures for energy consumption are calculated and verified by third-party experts.
KPI A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility).	2017 Sustainability Report (p.16–17)
KPI A2.3	Description of energy use efficiency initiatives and results achieved.	2017 Sustainability Report (p.12–15, 18–19)
KPI A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency initiatives and results achieved.	2017 Sustainability Report (p.8–9, 12–15) All water is supplied from municipal sources. There are no water sourcing issues, though during the Typhoon Hato events in 2017, conservation and allocation of water was a critical issue.
KPI A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	Packaging has not been identified within our Sands ECO360 global strategy nor within our materiality process as a material topic. Packaging related to procurement of goods is handled as part of the waste management system.
<b>Aspect A3: The Environment and Natural Resources</b>		
General disclosure	Policies on minimizing the issuer's significant impact on the environment and natural resources.	2017 Sustainability Report (p.4–7) Our commitment to reducing the impact of our operations on the natural environment is part of the mission statement within our Sustainability Policy. 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.
KPI A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	2017 Sustainability Report (p.4–7, 12–13)

## B. SOCIAL

Name	Description	Page, reference or additional comment
<b>Employment and Labor Practices</b>		
<b>Aspect B1: Employment</b>		
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 compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	2017 Sustainability Report (p.28–29) Appendix to 2017 Sustainability Report (p.37)
KPI B1.1	Total workforce by gender, employment type, age group and geographical region.	2017 Sustainability Report (p.28–29) Appendix to 2017 Sustainability Report (p.54)
KPI B1.2	Employee turnover rate by gender, age group and geographical region.	Appendix to 2017 Sustainability Report (p.54)
<b>Aspect B2: Health and Safety</b>		
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 providing a safe working environment and protecting employees from occupational hazards.	2017 Sustainability Report (p.28–29) Appendix to 2017 Sustainability Report (p.53)
KPI B2.1	Number and rate of work-related fatalities.	2017 Sustainability Report (p.28–29) Appendix to 2017 Sustainability Report (p.56)
KPI B2.2	Lost days due to work injury.	2017 Sustainability Report (p.28–29) Appendix to 2017 Sustainability Report (p.56)
KPI B2.3	Description of occupational health and safety measures adopted, how they are implemented and monitored.	2017 Sustainability Report (p.28–29) Appendix to 2017 Sustainability Report (p.53)
<b>Aspect B3: Development and Training</b>		
General disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	2017 Sustainability Report (p.28–29) Appendix to 2017 Sustainability Report (p.52)
KPI B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	2017 Sustainability Report (p.28–29) Appendix to 2017 Sustainability Report (p.56)
KPI B3.2	The average training hours completed per employee by gender and employee category.	2017 Sustainability Report (p.28–29) Appendix to 2017 Sustainability Report (p.56)



Name	Description	Page, reference or additional comment
<b>Aspect B4: Labor Standards</b>		
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.	2017 Sustainability Report (p.28–29) No cases have ever been identified. If found, employees involved would be immediately dismissed.
KPI B4.1	Description of measures to review employment practices to avoid child and forced labor.	2017 Sustainability Report (p.22–23, 28–29) All employees are required to have written contracts and to provide true ID copies. Non-local employees are also required to get approval from the Macao Government in which their ID and age are checked. The Company does not hire employees of age less than 18 years. Minors of age under 21 years cannot work in casino areas. The following is also implemented to ensure we comply with legislation and regulatory requirements: — Dos & Don'ts session — Internal Audits — Annual Compliance training — Reviewing and addressing team members' complaints
KPI B4.2	Description of steps taken to eliminate such practices when discovered.	2017 Sustainability Report (p.22–23, 28–29) No cases have ever been identified. If found, employees involved would be immediately dismissed.
<b>Operating Practices</b>		
<b>Aspect B5: Supply Chain Management</b>		
General disclosure	Policies on managing environmental and social risks of the supply chain.	2017 Sustainability Report (p.26–27). A 4-step approach is taken to managing supply chain risk: 1. <b>Risk identification.</b> Environmental and social related risk information is consolidated in a risk inventory that forms the basis of Sands China's risk assessment. 2. <b>Risk assessment.</b> Risks are scored and assessed based on relative exposure. A risk ranking is produced to identify priority risks. 3. <b>Risk response.</b> Risk Mitigation Owners ("RMOs") are identified and assigned responsibility for managing each risk. Risk mitigation plans are put in place for priority risks. 4. <b>Risk monitoring.</b> RMOs monitor known and emerging risks, as well as the effectiveness of risk mitigation plans, and update our Enterprise Risk Management Committee.

Name	Description	Page, reference or additional comment
KPI B5.1	Number of suppliers by geographical region.	Sands China engages over 2,350 suppliers worldwide, with Asia-based suppliers representing the largest regional proportion.
KPI B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, how they are implemented and monitored.	2017 Sustainability Report (p.26–27)

#### Aspect B6: Product Responsibility

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 health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	2017 Sustainability Report (p.23–24) Appendix to 2017 Sustainability Report (p.50) Sands China had no incidents of non-compliance with laws and regulations with regards to health and safety, advertising and privacy matters relating to products and our services provided. Labeling is not relevant to our business.
KPI B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	Not relevant for Sands China as a service-based business.
KPI B6.2	Number of products and service related complaints received and how they are dealt with.	2017 Sustainability Report (p.24–25) Four Seasons Macao, St. Regis Macao and Sheraton Grand Macao, Cotai Central are under management contracts and, as such, conduct their own proprietary customer satisfaction surveys, the results of which are not included in this report.
KPI B6.3	Description of practices relating to observing and protecting intellectual property rights.	Not relevant for Sands China as a service-based business.
KPI B6.4	Description of quality assurance process and recall procedures.	Not relevant for Sands China as a service-based business.
KPI B6.5	Description of consumer data protection and privacy policies, how they are implemented and monitored.	2017 Sustainability Report (p.23, 24–25)



Name	Description	Page, reference or additional comment
<b>Aspect B7: Anti-corruption</b>		
General disclosure	<p>Information on:</p> <p>a) the policies; and</p> <p>b) compliance with relevant laws and regulations that have a significant impact on the issuer</p> <p>relating to bribery, extortion, fraud and money laundering.</p>	<p>2017 Sustainability Report (p.22–23)</p> <p>Sands China is required to report all transactions that may be deemed suspicious as part of our AML controls. In Macao, this is enforced in collaboration of local regulators from the DICJ, Monetary Authority of Macao and the GIF. Large Sum Transactions Reports are required to be filed with the DICJ while Suspicious Transactions Reports are required to be filed with GIF. In addition to verifying a customer's identity through reliable, independent source documents, our parent company 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 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 with our Company, 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.</p>
KPI B7.1	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.	<p>2017 Sustainability Report (p.22–23)</p> <p>There were no legal cases regarding corrupt practices brought against Sands China during 2017, however, LVS reported violation of the FCPA accounting provisions at a group level. No violations of the anti-bribery provisions of the FCPA occurred. A Non-Prosecution Agreement was executed by LVS with the DOJ in January 2017, and they received a fine of US\$6.9 million.</p>
KPI B7.2	Description of preventive measures and whistle-blowing procedures, how they are implemented and monitored.	2017 Sustainability Report (p.22–23)

Name	Description	Page, reference or additional comment
<b>Community</b>		
<b>Aspect B8: Community Investment</b>		
General disclosure	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.	2017 Sustainability Report (p.8–9, 20–21) Our parent company LVS has developed a comprehensive strategy on environmental and social responsibility initiatives. Sands China commits to a Corporate Social Responsibility ("CSR") strategy integrated with all aspects of company management and looks very carefully at the bigger picture - how responsible conduct at Sands China fits into our global business based on four main pillars: 1. The commitment to our team members and local talent; 2. Creating an energetic community; 3. Providing outstanding service to our customers; 4. Taking leadership in thought and action to protect our environment.
KPI B8.1	Focus areas of contribution (e.g. education, environmental concerns, labor needs, health, culture, sport).	2017 Sustainability Report (p.8–9, 20–21) Appendix to 2017 Sustainability Report (p.58)
KPI B8.2	Resources contributed (e.g. money or time) to the focus area.	2017 Sustainability Report (p.8–9, 20–21) Appendix to 2017 Sustainability Report (p.58)



# GRI INDEX

## GENERAL DISCLOSURES

GRI Standard 102: General Disclosures 2016		
Disclosure	Description	Page, reference or additional comment
<b>Organizational profile</b>		
102-1	Name of the organization	Sands China Ltd.
102-2	Activities, brands, products, and services	2017 Sustainability Report (p.2–3) 2017 Annual Report (p.27–29, 30–36) More information about Sands China is available on the Company's website: <a href="http://www.sandschina.com">www.sandschina.com</a>
102-3	Location of headquarters	The Venetian Macao-Resort-Hotel, Executive Offices, L2, Estrada da Baia de N. Senhora da Esperanca, s/n, Taipa, Macao
102-4	Location of operations	2017 Sustainability Report (p.2–3) 2017 Annual Report (p.30, 35)
102-5	Ownership and legal form	2017 Annual Report (p.119) The Company was incorporated in Cayman Islands as an exempted company with limited liability.
102-6	Markets served	2017 Sustainability Report (p.2–3) 2017 Annual Report (p.24–29, 59)
102-7	Scale of the organization	2017 Sustainability Report (p.2–3, 28–29) 2017 Annual Report (p.31, 113–201)
102-8	Information on employees and other workers	2017 Sustainability Report (p.28–29) Appendix to 2017 Sustainability Report (p.54-55)
102-9	Supply chain	2017 Sustainability Report (p.26–27) Our supply chain covers a very board spectrum of goods and services procured for the group, the most labor intensive areas are cleaning, catering, and housekeeping. However, these services do not represent a significant proportion of the workforce. For information on number of suppliers and geographical location, refer to KPI B5.1 (p.38).
102-10	Significant changes to the organization and its supply chain	2017 Sustainability Report (p.26–27) No significant changes in 2017. Updates to the LVS Supplier Code of Conduct were made in 2017, however criteria for supplier selection have not changed.
102-11	Precautionary principle or approach	We apply the Precautionary Principle through our commitment to environmentally responsible operations, see: <a href="http://www.sands.com/sands-eco-360/our-strategy/360-responsible-operations.html">www.sands.com/sands-eco-360/our-strategy/360-responsible-operations.html</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>• SDGs</li> <li>• Science-Based Targets</li> <li>• WWF's Earth Hour "Just One" Hotels Programme</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> </ul>

**GRI Standard 102: General Disclosures 2016**

Disclosure	Description	Page, reference or additional comment
102-13	Membership of associations	<p>Memberships include:</p> <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> </ul>
<b>Strategy</b>		
102-14	Statement from senior decision-maker	2017 Sustainability Report (p.1)
<b>Ethics and integrity</b>		
102-16	Values, principles, standards and norms of behavior	2017 Sustainability Report (p.4–5, 6, 22–27)
<b>Governance</b>		
102-18	Governance structure	<p>2017 Annual Report (p.64–86)</p> <p>2017 Sustainability Report(p.4–5, 6)</p>
<b>Stakeholder engagement</b>		
102-40	List of stakeholder groups	2017 Sustainability Report (p.20–21)
102-41	Collective bargaining agreements	2017 Sustainability Report (p.28–29)
102-42	Identifying and selecting stakeholders	2017 Sustainability Report (p.20–21)
102-43	Approach to stakeholder engagement	2017 Sustainability Report (p.20–21)
102-44	Key topics and concerns raised	2017 Sustainability Report (p.20–21)
<b>Reporting practice</b>		
102-45	Entities included in the consolidated financial statements	2017 Annual Report (p.197–200)
102-46	Defining report content and topic boundaries	Appendix to 2017 Sustainability Report (p.32–33)

**GRI Standard 102: General Disclosures 2016**

Disclosure	Description	Page, reference or additional comment
102-47	List of material topics	<p>Appendix to 2017 Sustainability Report (p.32–33)</p> <p>— <b>Environmentally responsible operations</b> Reducing energy consumption; reducing water consumption; managing waste and recycling; and managing food waste.</p> <p>— <b>Responsible business</b> Transparency and anti-corruption; responsible gaming; cyber-attacks, data-fraud and theft; guest experience and satisfaction; and customer health and safety.</p> <p>— <b>Responsible employer</b> Employee welfare; employee health and safety; and talent management.</p>
102-48	Restatements of information	Water intensity figures have been recalculated to use 'total square footage' as the denominator, rather than 'total conditioned square footage', to include all areas of the properties that are utilizing water resources as a more accurate representation of intensity. In addition, our ferry operations 2020 target for GHG emissions has been updated to reflect our finalized science-based target of 6% reduction from a 2015 baseline.
102-49	Changes in reporting	There are no significant changes in material topics and topic boundaries.
102-50	Reporting period	January 1 – December 31, 2017.
102-51	Date of most recent report	Sands China Ltd. 2016 Sustainability Report, published in June 2017.
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	Sand China Ltd. 2017 Sustainability Report is in accordance with the GRI Standards: Core option.
102-55	GRI content index	<p>Appendix to 2017 Sustainability Report (p.41–53)</p> <p>This GRI Index and Appendix can be found on our website.</p>
102-56	External assurance	No external assurance was sought for this report. Our environmental performance data for energy, emissions and water is, however, calculated and verified by third-party experts.



## Topic-Specific disclosures

GRI Standard	Disclosure	Description	Page, reference or additional comment
<b>ENVIRONMENTALLY RESPONSIBLE OPERATIONS</b>			
<b>Topic: Reducing Energy Consumption</b>			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundary	2017 Sustainability Report (p.4–5, 14–15) Appendix to 2017 Sustainability Report (p.32–33) While our ultimate purpose is guest satisfaction, we also consciously aim to reduce our environmental footprint in our own operations, as well as focusing on the procurement of sustainable products and services.
	103-2	The management approach and its components	2017 Sustainability Report (p.4–5, 14–15) We set internal KPIs against our 5-year targets and 1-year goals. Relevant heads of departments (e.g. Facilities, Convention & Exhibition, and Sustainability) have the energy KPIs included in their departmental targets. Energy reports are provided monthly during the Sands ECO360 Council meetings.
	103-3	Evaluation of the management approach	2017 Sustainability Report (p.4–5, 7, 14–15) Our Sands ECO360 strategy balances short-term targets and long-term aims. We measure and manage our environmental performance by recording and analyzing utility data to improve our operations. To maintain transparency and accountability, we issue annual reports about our performance. Our commitment to sustainability is validated through third-party disclosure frameworks, such as the CDP and the Dow Jones Sustainability Index. We have also set ambitious science-based GHG reduction targets, and are the first integrated resort company to have them approved by the Science-Based Targets initiative.

GRI Standard	Disclosure	Description	Page, reference or additional comment
GRI 302: Energy 2016	302-1	Energy consumption within the organization	<p>2017 Sustainability Report (p.16–17)</p> <ul style="list-style-type: none"> <li>a. Total 2017 non-renewable fuel consumption is 2,762,311GJ across our resort and ferry operations, with our ferry operations accounting for 2,335,431GJ of this total (or 84.5%). Non-renewable fuels include mobile fuels (CNG, diesel and gasoline), marine fuel, natural gas, and LPG.</li> <li>b. Total 2017 renewable fuel consumption is 0GJ. Renewable energy will be considered moving forward.</li> <li>c. In gigajoules (GJ), the total: <ul style="list-style-type: none"> <li>i. electricity consumption in 2017 is 2,416,862GJ</li> <li>ii. heating consumption in 2017 is 0GJ</li> <li>iii. cooling consumption (i.e. electricity chilled water) in 2017 is 0GJ</li> <li>iv. steam consumption is not applicable</li> </ul> </li> <li>d. In joules, watt-hours or multiples, the total: <ul style="list-style-type: none"> <li>i. electricity sold is not applicable</li> <li>ii. heating sold is not applicable</li> <li>iii. cooling sold is not applicable</li> <li>iv. steam sold is not applicable</li> </ul> </li> <li>e. Total energy consumption (i.e. renewable fuels, non-renewable fuels, and electricity, renewable energy generated onsite) in 2017 amounts to 5,179,173GJ across our resort and ferry operations.</li> <li>f. Monthly energy consumption is tracked via monthly invoices from the local utilities.</li> <li>g. All conversion factors were provided via expert third-party calculations of our 2017 GHG inventory data.</li> </ul>
	302-3	Energy intensity	<p>2017 Sustainability Report (p.16–17)</p> <ul style="list-style-type: none"> <li>a. 106.7MJ/sq.ft (conditioned) for resort operations and 1,919.25MJ/nautical mile for ferry operations.</li> <li>b. Denominator of 26,650,949sq.ft (conditioned) represents total square footage of conditioned space for resort operations, while 1,216,845 nautical miles represents distance travelled for ferry operations.</li> <li>c. All applicable energy sources (e.g. fuel, electricity, heating, cooling) are included, after conversion to GJ.</li> <li>d. Ratio uses energy consumption within the organization.</li> </ul>
	302-4	Reduction of energy consumption	<p>2017 Sustainability Report (p.12–17)</p> <ul style="list-style-type: none"> <li>a. In 2017, newly implemented energy efficiency projects, coupled with ongoing operational improvements, contributed to a reduction in energy use of 21 million kWh (or 75.6 million MJ) of energy across resort operations.</li> <li>b. Energy reductions include reductions in electricity usage.</li> <li>c. All reductions reported above occurred during calendar year 2017 compared to 2016. Overall targets are set to a 2015 baseline.</li> <li>d. A conversion factor of 1 kilowatt hour (kWh) to 3.6 megajoules (MJ) was employed in the calculations.</li> </ul>

GRI Standard	Disclosure	Description	Page, reference or additional comment
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	<p>2017 Sustainability Report (p.12–17)</p> <ul style="list-style-type: none"> <li>a. 200,339MTCO<sub>2</sub>e across our resort and ferry operations, with 31,847MTCO<sub>2</sub>e from our resort operations (15.9%) and 168,492MTCO<sub>2</sub>e from our ferry operations (84.1%).</li> <li>b. CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs (PFCs, SF<sub>6</sub>, NF<sub>3</sub> not relevant to operations).</li> <li>c. 0MTCO<sub>2</sub>e biogenic CO<sub>2</sub> emissions.</li> <li>d. GWP values were retrieved from 'The Climate Registry General Reporting Protocol, v2.1, January 2016, p196, Appendix B, Table B.1, AR5'.</li> <li>e. Financial control.</li> <li>f. The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition).</li> </ul>
	305-2	Energy indirect (Scope 2) GHG emissions	<p>2017 Sustainability Report (p.12–17)</p> <ul style="list-style-type: none"> <li>a. 607,573MTCO<sub>2</sub>e. Electricity purchased only relates to our resort operations.</li> <li>b. All emissions presented relate to our Macao market.</li> <li>c. CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs (PFCs, SF<sub>6</sub>, NF<sub>3</sub> not relevant to operations).</li> <li>d. Not applicable — year-on-year calculation.</li> <li>e. GWP values were retrieved from 'The Climate Registry General Reporting Protocol, v2.1, January 2016, p196, Appendix B, Table B.1, AR5'.</li> <li>f. Financial control.</li> <li>g. The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition).</li> </ul>
	305-4	GHG emissions intensity	<p>2017 Sustainability Report (p.12–17)</p> <ul style="list-style-type: none"> <li>a. 24.0MTCO<sub>2</sub>e/1000sq.ft for our resort operations, and 0.14MTCO<sub>2</sub>e/nautical mile for our ferry operations.</li> <li>b. Metric tons CO<sub>2</sub>e per 1,000 square foot of conditioned space for resort operations, and nautical miles travelled for ferry operations.</li> <li>c. Scope 1 and Scope 2.</li> <li>d. CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs (PFCs, SF<sub>6</sub>, NF<sub>3</sub> not relevant to operations).</li> </ul>
	305-5	Reduction of GHG emissions	<p>2017 Sustainability Report (p.12–17)</p> <ul style="list-style-type: none"> <li>a. In 2017, 25 energy efficiency projects were implemented, with an annual CO<sub>2</sub>e savings of 5,150MT CO<sub>2</sub>e for our resort operations (excluding The Parisian Macao and St. Regis Macao).</li> <li>b. CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs (PFCs, SF<sub>6</sub>, NF<sub>3</sub> not relevant to operations).</li> <li>c. Compared to 2016. Overall GHG targets are set to a 2015 baseline.</li> <li>d. Energy efficiency projects implemented in 2017 targeted Scope 1 and 2 emissions.</li> <li>e. The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition).</li> </ul>



GRI Standard	Disclosure	Description	Page, reference or additional comment
<b>Topic: Reducing Water Consumption</b>			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundary	2017 Sustainability Report (p.4–5, 14–15) Appendix to 2017 Sustainability Report (p.32–33) See 'Topic: Reducing Energy Consumption' above.
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 303: Water 2016	303-1	Water withdrawal by source	2017 Sustainability Report (p.14–17) a. Total liters: i. Nil surface water ii. Nil ground water iii. Nil rainwater iv. Nil wastewater v. 1,741 million gallons from municipal water supply b. Monthly water consumption is tracked via monthly invoices from the local utilities.
<b>Topic: Managing Waste and Recycling</b>			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundary	2017 Sustainability Report (p.4–5, 14–15) Appendix to 2017 Sustainability Report (p.32–33) See 'Topic: Reducing Energy Consumption' above.
	103-2	The management approach and its components	Our property-wide goal is to increase the waste diversion by 5% by 2020 in comparison our 2015 baseline. Individual targets for waste diversion are included in relevant department goals (including Food & Beverage, Stewarding, Housekeeping, Public Area Departments), each department has a corresponding action plan to help achieve waste targets. Reports on the progress of the action plans are presented to the Sands ECO360 Council as well as recycling champions meetings on monthly basis.
	103-3	Evaluation of the management approach	We commenced recycling of paper, plastics and metal cans in 2012 as a conduit to engage people, raise awareness and educate. As it gained momentum, we established recycling champions team and green ambassadors to set targets, process mapping, drive different set of initiatives, field activities, and communicate with various stakeholders to embrace waste reduction and recycling. Monthly, quarterly and annual reviews with champions and ambassadors help to measure our progress, achievements, and challenges to push the boundaries and explore new opportunities to enhance the program. Since our listing on the Stock Exchange, all our interim and annual reports have been printed on recycled paper using soy ink. All recyclable material is brought to a recycling facility. Contractor invoices provide documentation of tonnage for each recyclable commodity. Non-recyclable material is brought to the incineration plant and tracked via invoices from the contractor.
GRI 306: Effluents and Waste 2016	306-2	Waste by type and disposal method	2017 Sustainability Report (p.14–17) Waste information is provided by the waste disposal contractor, and supported by documentation.
	306-3	Significant spills	There are no significant spills to report from our operations.

GRI Standard	Disclosure	Description	Page, reference or additional comment
<b>Topic: Managing food waste</b>			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundary	2017 Sustainability Report (p.4–5, 14–15) Appendix to 2017 Sustainability Report (p.32–33)
	103-2	The management approach and its components	See 'Topic: Reducing Energy Consumption' above.
	103-3	Evaluation of the management approach	
Non-GRI		Volumes of food waste	2017 Sustainability Report (p.14–15) In 2017, 2,519 tons of food waste was produced at our Team Dining Restaurants at The Venetian Macao, Sands Cotai Central, Sands Macao, The Parisian Macao and Four Seasons Macao. Of this, 465 tons was recycled by food digesters while 43 tons was treated by a dewatering waste station. The dewatering waste station was out of order for several months during 2017.
Non-GRI		Reduction of food waste	Food waste was reduced by 587 tons during 2017 (excluding that of the recently opened The Parisian Macao).

<b>RESPONSIBLE BUSINESS</b>			
<b>Topic: Transparency and anti-corruption</b>			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundary	2017 Sustainability Report (p.22–23) Appendix to 2017 Sustainability Report (p.32–33) Acting with integrity is central to our commercial success, as we know that how we do business is as important as the results we achieve. We are committed to the highest standards of ethical conduct, including an unwavering commitment to anti-corruption. We also expect those we do business with to maintain the highest level of ethical behavior.
	103-2	The management approach and its components	2017 Sustainability Report (p.22–23) We have several policies and management structures in place to prevent corruption in all our operations. Our Code of Business Conduct and Ethics and our Anti-Corruption Policy can be accessed online: <a href="https://investor.sands.com/Company/Documents-and-Chararters/default.aspx">https://investor.sands.com/Company/Documents-and-Chararters/default.aspx</a> Our Supplier Code of Conduct also includes a corruption and bribery prohibition. The document can be accessed online: <a href="http://www.sands.com/corporate-overview/procurement-supply-chain.html">www.sands.com/corporate-overview/procurement-supply-chain.html</a>
	103-3	Evaluation of the management approach	2017 Sustainability Report (p.22–23) We continually monitor our performance through several mechanisms, including our audit committee and our ethics hotline, as well as the completion of training by key personnel. Our Reporting and Non-Retaliation Policy can be accessed online at: <a href="https://investor.sands.com/Company/Documents-and-Chararters/default.aspx">https://investor.sands.com/Company/Documents-and-Chararters/default.aspx</a> 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 2017 Annual Report (p.22–62, and p.63–108 respectively).

GRI Standard	Disclosure	Description	Page, reference or additional comment
GRI 205: Anti-corruption 2016	205-2	Communication and training about anti-corruption policies and procedures	2017 Sustainability Report (p.22 – 23) Appendix to 2017 Sustainability Report (p.57) All team members are required to receive training on the Code of Business Conduct and Ethics and anti-corruption policies and procedures. Anti-corruption policies and procedures are also communicated to business partners, e.g., suppliers, agents, at the time of contracting, and depending on the type of business partner, annually thereafter. We do not track the exact number of business partners to whom the anti-corruption policies and procedures are communicated. Our stakeholders currently do not request us to report this information.

Topic: Responsible Gaming			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundary	2017 Sustainability Report (p.25) Appendix to 2017 Sustainability Report (p.32–33)
	103-2	The management approach and its components	Sands China remains committed to supporting the Macao Government's responsible gaming measures and recognizes the importance of responsible gaming in the Macao community. Our Vice President of Corporate Communications & Community Affairs is responsible for managing our responsible gaming programs. We review our program annually with the DICJ.
	103-3	Evaluation of the management approach	For more information see our Company's website: <a href="https://www.sandschina.com/community-affairs/responsible-gaming.html">https://www.sandschina.com/community-affairs/responsible-gaming.html</a>
GRI 417: Marketing and Labeling 2016	417-2	Incidents of non-compliance concerning product and service information and labeling	2017 Sustainability Report (p.24 – 25) We have had no incidents of non-compliance with regulations or voluntary codes in 2017 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	2017 Sustainability Report (p.24 – 25) We have had no incidents of non-compliance with regulations or voluntary codes in 2017 relating to marketing communications, and have received no fines, penalties or warnings.



GRI Standard	Disclosure	Description	Page, reference or additional comment
<b>Topic: Cyber Attacks, Data Fraud and Theft</b>			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundary	2017 Sustainability Report (p.23) Appendix to 2017 Sustainability Report (p.32–33)
	103-2	The management approach and its components	Our online privacy policy is publicly available for all customers and can be viewed on our website: <a href="https://www.sands.com/privacy-policy.html">https://www.sands.com/privacy-policy.html</a>
	103-3	Evaluation of the management approach	Other cyber-security related policies include our Confidential Information Policy, Personal Data Protection Guidelines, Information Technology Use Policy, and Personal Data Monitoring Policy. Sands China adheres to the relevant legislation and regulation in terms of cyber-security, namely the Gaming laws and the Gaming Sub-Concession Agreement, the Macao Personal Data Protection Act 2017, and the Criminal Code and Law 11/2009 (IT Crimes). It is also likely that a Cyber Security Law will be enacted later this year. We apply a Data Loss Prevention system to monitor our emails and our network. We have also installed our server across different properties for added security, and have a dedicated team responsible for protection of our data.
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	2017 Sustainability Report (p.22–23) During 2017, we received no complaints concerning breaches of customer privacy and have not identified any leaks, thefts, or losses of customer data. We have not recorded any digital attack incidents during the year.
<b>Topic: Guest Experience and Satisfaction</b>			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundary	2017 Sustainability Report (p.24–25) Appendix to 2017 Sustainability Report (p.32–33)
	103-2	The management approach and its components	Our goal is to develop resorts that become destinations and create everlasting memories for our guests. Our ultimate purpose is guest satisfaction.
	103-3	Evaluation of the management approach	Our Operations Excellence team is responsible for managing guest satisfaction systems and for communicating the results to our Management and Hotel Operations teams. Guest satisfaction KPO targets are set for enhancing the overall guest satisfaction. These targets are communicated to the teams and monitored constantly.
Non-GRI		Results of surveys measuring customer satisfaction	2017 Sustainability Report (p.24–25) We follow the Hilton and IHG Brand Standards for our Conrad and Holiday Inn hotels at Sands Cotai Central, utilizing the survey systems implemented by both brands. We have implemented our own guest satisfaction survey measurement system (QTX) for our own brand properties; The Venetian Macao, The Parisian Macao, and Sands Macao (launched in February 2018). Other hotel brands within our resorts conduct their own proprietary customer satisfaction surveys. Our guest satisfaction scores and customer comments are reviewed daily, allowing us to take immediate action. Scores are shared during morning briefings, and reviews of service gaps and trends are communicated during monthly Reputation Management committees. Reinforcement training for our teams on service recovery and empowerment is also a key priority.

GRI Standard	Disclosure	Description	Page, reference or additional comment
<b>Topic: Customer Health and Safety</b>			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundary	2017 Sustainability Report (p.24–25) Appendix to 2017 Sustainability Report (p.32–33)
	103-2	The management approach and its components	The importance of food safety management at Sands China is reflected by our ISO 22000:2005 certification for food and safety management. In 2017 this included audits of 17% of our food & beverage vendors.
	103-3	Evaluation of the management approach	We also follow local government food safety law and regulations, and apply the global food safety policy of LVS.
GRI 416: Customer Health and Safety 2016	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	2017 Sustainability Report (p.24–25) There were no incidents of non-compliance with regulations in 2017 that resulted in a fine, penalty, or warning. There were no incidents of non-compliance with voluntary codes in 2017.

<b>RESPONSIBLE EMPLOYER</b>			
<b>Topic: Employee welfare</b>			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundary	2017 Sustainability Report (p.28–29) Appendix to 2017 Sustainability Report (p.32–33)
	103-2	The management approach and its components	At Sands China we believe all team members are valuable assets and we are committed to giving them the best benefits.
	103-3	Evaluation of the management approach	We provide each team member with a handbook that includes information with respect to overtime, equal opportunity and non-discrimination, leave management and attendance policies. All human resources policies and guidelines are available to team members via our intranet (myNET) and regular departmental due diligence is undertaken, together with annual trainings on the Labor Law provisions. Sands China complies with the Macao Labor Law requirements.  We have introduced a compensation guideline for all team member levels which we apply when dealing with promotion and salary adjustment cases. To attract, retain and motivate high performing individuals, Sands China applies the equal pay for equal work principle. Remuneration for team members is determined by reference to market practice and conditions combined with the performance of the individual. In 2009, we also adopted an Equity Award Plan for attracting talented people to enter and remain in the employment with us.  We offer a diversified approach to cater to the needs of our team members and encourage two-way communications via different channels, including an e-enquiry platform, team member concierge services, comment forms and focus groups. We ensure timely feedback and appropriate follow up actions on comments and ideas received from team members through a team of human resources specialists at each property. Team members are entitled to full medical, hospital and dental care insurance plans. Facilities provided include 24-hour staff meals, internet lounge, recreation facilities, team member parking, 24/7 shuttle bus, showers and lockers. Team members can also enjoy discounts on Cotai Water Jet, Cotai Arena shows, CotaiExpo, hotel accommodation, restaurants and certain retail stores.

GRI Standard	Disclosure	Description	Page, reference or additional comment
GRI 401: Employment 2016	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	2017 Sustainability Report (p.28–29) All team members are entitled to full medical and dental care insurance plans, social security funds, maternity leave, annual leave, advance annual leave, sick leave, casual leave, compassionate leave, matrimonial leave (for those employed over 3 months), and group life and accident insurance. A yearly physical check-up is also provided for team members that work in smoking areas, and hospitalization leave is provided for Executive team members. Facilities provided for all team members include 24-hour staff meals, internet lounge, recreation facilities, team member parking, 24/7 shuttle bus, showers and lockers. Team members can also enjoy discounts on Cotai Water Jet, Cotai Arena shows, CotaiExpo, hotel accommodation, restaurants and certain retail stores.
Non-GRI		Fair compensation	2017 Sustainability Report (p.28–29)

Topic: Talent Management			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundary	2017 Sustainability Report (p.28–29) Appendix to 2017 Sustainability Report (p.32–33)
	103-2	The management approach and its components	We believe that investing in our people, through training and education, is important both for their development as well as to the execution of our strategy, and the sustainability of our business. Our team members receive formal training on eco-awareness, to drive our sustainability performance. Further, relevant team members of our workforce receive training on anti-bribery and corruption as well as responsible gaming. We provide training relevant to an individual's role, regardless of gender, other diversity factors, and team members level. For further information, see: <a href="http://www.sands.com/sands-cares/people.html">www.sands.com/sands-cares/people.html</a> and <a href="http://www.sands.com/sands-eco-360/our-strategy/stakeholder-engagement.html">www.sands.com/sands-eco-360/our-strategy/stakeholder-engagement.html</a> Specifically, on eco-awareness and how to further drive sustainability, we engage our team members through a range of channels:
	103-3	Evaluation of the management approach	
			<ul style="list-style-type: none"> <li>— Orientation</li> <li>— Team member handbook</li> <li>— Department training</li> <li>— Daily pre-shift meetings</li> <li>— Quarterly newsletters</li> <li>— Property tours</li> <li>— Wall displays</li> <li>— Video messages</li> <li>— Sustainable product giveaways and special events</li> </ul>



GRI Standard	Disclosure	Description	Page, reference or additional comment
GRI 401: Employment 2016	401-1	New employee hires and turnover	2017 Sustainability Report (p.28–29) Appendix to 2017 Sustainability Report (p.54-55)
GRI 404: Training and Education 2016	404-1	Average hours of training per employee	2017 Sustainability Report (p.28–29) Appendix to 2017 Sustainability Report (p.56)
	404-2	Programs for updating employee skills and transition assistance programs	2017 Sustainability Report (p.28–29) Also see: <a href="http://www.sands.com/sands-cares/people.html">www.sands.com/sands-cares/people.html</a>
	404-3	Percentage of employees receiving regular performance and career development reviews	2017 Sustainability Report (p.28–29) Appendix to 2017 Sustainability Report (p.56)

Topic: Employee Health and Safety			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundary	2017 Sustainability Report (p.28–29) Appendix to 2017 Sustainability Report (p.32–33)
	103-2	The management approach and its components	The safety and well-being of our team members is critical to Sands China. We ensure compliance with relevant laws and regulations and adhere to the Occupational Safety Guidelines issued by the Macao Government Labor Affairs Bureau. We have set company-wide priorities for health and safety that we monitor through our performance appraisal system. The Safety Committee comprised of senior management from each department monitors the performance, tracks and provides training to minimize work related injuries. The committee holds monthly meetings to discuss any trends and take appropriate action as necessary to reduce injuries at work. Sands China provides: — A 24/7 Employee Assistance Program. — A counseling, accident prevention and risk control workshops. — An onsite team member clinic in each property for regular and emergency situations. — An annual body check for applicable team members. All our related health and safety policies are available on our intranet (myNET) for team members to retrieve anytime.
	103-3	Evaluation of the management approach	
GRI 403: Occupational Health and Safety 2016	403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	2017 Sustainability Report (p.28–29) Appendix to 2017 Sustainability Report (p.56) Information is not currently available for workplace absentees or occupational disease incidents.
Non-GRI		Emergency situations	2017 Sustainability Report (p.28–29)

# ESG DATA

## EMPLOYEE DATA 2017

### Workforce breakdown

	Permanent full-time		Permanent part-time		Temporary		Workforce
	Male	Female	Male	Female	Male	Female	Total
The Venetian Macao*	4,810	5,010	21	74	—	—	9,915
Sands Macao	1,200	1,519	—	4	—	—	2,795
The Plaza Macao	540	689	2	7	—	—	1,238
Sands Cotai Central	3,062	3,014	17	13	—	—	6,106
The Parisian Macao	2,720	2,987	7	13	—	—	5,727
<b>Total**</b>	<b>12,332</b>	<b>13,291</b>	<b>47</b>	<b>111</b>	<b>—</b>	<b>—</b>	<b>25,781</b>

\* Including Cotai Arena and CotaiExpo

\*\* As at December 31, 2017, the number of full-time team members of the Group was 28,504 (including 2,314 working for hotel partners). Employee data shown within this report is presented as per the reporting scope, and therefore does not include off-site support services or data from our hotel partners

### Turnover

	Aged under 30		Aged 30–50		Aged over 50		Total
	Male	Female	Male	Female	Male	Female	
<b>The Venetian Macao*</b>							
Number of leavers	143	159	209	176	102	92	881
Turnover rate**	16%	20%	7%	6%	10%	9%	9%
<b>Sands Macao</b>							
Number of leavers	23	38	40	26	24	30	181
Turnover rate**	16%	32%	6%	3%	6%	5%	6%
<b>The Plaza Macao</b>							
Number of leavers	11	11	19	20	3	4	68
Turnover rate**	13%	14%	6%	4%	3%	3%	6%
<b>Sands Cotai Central</b>							
Number of leavers	103	104	148	97	29	31	512
Turnover rate**	16%	22%	8%	6%	4%	4%	8%
<b>The Parisian Macao</b>							
Number of leavers	162	129	155	141	33	25	645
Turnover rate**	20%	19%	10%	8%	8%	4%	11%

\* Including Cotai Arena and CotaiExpo

\*\* Rates based on numbers of permanent team members

## New hires

	Aged under 30		Aged 30–50		Aged over 50		Total
	Male	Female	Male	Female	Male	Female	
<b>The Venetian Macao*</b>							
Number of hires	270	239	166	103	16	15	809
Turnover rate**	30%	30%	6%	3%	2%	1%	8%
<b>Sands Macao</b>							
Number of hires	35	39	26	17	9	4	130
Turnover rate**	25%	33%	4%	2%	2%	1%	5%
<b>The Plaza Macao</b>							
Number of hires	29	18	13	15	1	—	76
Turnover rate**	35%	23%	4%	3%	1%	0%	6%
<b>Sands Cotai Central</b>							
Number of hires	150	108	72	55	14	10	109
Turnover rate**	23%	23%	4%	3%	2%	1%	7%
<b>The Parisian Macao</b>							
Number of hires	153	135	122	67	22	10	509
Turnover rate**	19%	20%	8%	4%	6%	2%	9%

\* Including Cotai Arena and CotaiExpo

\*\* Rates based on numbers of permanent team members



## TRAINING AND PERFORMANCE REVIEW DATA 2017

### Training hours

	Total training hours	Average training hours per person	Percentage workforce trained
<b>By Category</b>			
Operational Team Members	1,625,946.03	67.79	98.24%
Admin Team Members	21,224.53	13.68	95.10%
Executive Team Members	4,591.70	18.74	85.71%
<b>By Gender</b>			
Male	914,218.08	73.85	97.84%
Female	737,544.18	55.03	98.01%
<b>Total*</b>	<b>1,651,762.26</b>	<b>64.07</b>	<b>97.93%</b>

\* Scope includes our five properties in Macao. It does not include off-site support services

### Performance reviews

	Team Members receiving a performance review	
	Number	Percentage
<b>By Category</b>		
Operational Team Members	23,827	99.34%
Admin Team Members	1,551	100.00%
Executive Team Members	245	100.00%
<b>By Gender</b>		
Male	12,332	99.62%
Female	13,291	99.17%
<b>Total*</b>	<b>25,781</b>	<b>99.39%</b>

\* Scope includes our five properties in Macao. It does not include off-site support services

## HEALTH & SAFETY DATA 2017

	Team Member Count			Overall rate
				Per 1,000 Team Members
<b>Workplace injuries</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	
The Venetian Macao*	106	149	255	91.2
Sands Macao	26	78	104	84.0
The Plaza Macao	11	24	35	5.7
Sands Cotai Central	78	153	231	40.3
The Parisian Macao	93	140	233	91.2
<b>Properties Total</b>	<b>314</b>	<b>544</b>	<b>858</b>	<b>20.6</b>
<b>Workplace injury-related lost days</b>				<b>Percentage</b>
The Venetian Macao*	1,670	3,304	4,974	0.186%
Sands Macao	533	3,298	3,831	0.506%
The Plaza Macao	103	599	702	0.210%
Sands Cotai Central	978	3,564	4,542	0.275%
The Parisian Macao	684	2,243	2,927	0.189%
<b>Properties Total</b>	<b>3,968</b>	<b>13,008</b>	<b>16,976</b>	<b>0.243%</b>
<b>Workplace fatalities</b>				<b>Percentage</b>
The Venetian Macao*	0	0	0	0%
Sands Macao	0	0	0	0%
The Plaza Macao	0	0	0	0%
Sands Cotai Central	0	0	0	0%
The Parisian Macao	0	0	0	0%

\* Including Cotai Arena and CotaiExpo

## ANTI-CORRUPTION COMMUNICATION AND TRAINING DATA 2017

	Communication of policies and procedures		
	Completion	Total Team Members	Percentage
<b>Total*</b>	<b>25,558</b>	<b>25,781</b>	<b>99.1%</b>

	Training on policies and procedures		
	Completion	Total Team Members	Percentage
Executives/Managers/Supervisors	2,501	2,803	89.2%
Non-managerial	21,527	22,978	93.7%
<b>Total*</b>	<b>24,028</b>	<b>25,781</b>	<b>93.2%</b>

\* Scope includes our five properties in Macao. It does not include off-site support services or data from our hotel partners

## AIR QUALITY EMISSION DATA 2017

### From gaseous fuel consumption

	Fuel consumed (GJ)	NOx emissions* (kg)	SOx emissions* (kg)
Natural gas	163,197	656.1	3.3
Liquefied Petroleum Gas (LPG)	164,663	661.9	3.3
<b>Total</b>	<b>327,860</b>	<b>1,318.0</b>	<b>6.6</b>

\* Conversion factors for NOx and SOx applied as provided within HKEX ESG reporting guidance

### From vessels and vehicles

	Fuel consumed	Distance travelled	NOx emissions (kg)	SOx emissions (kg)	PM emissions (kg)
Bus fleet – diesel fuel	1,215,327 L	4,016,328 km	3,554.5	19.6	340.6
Bus fleet – CNG	771,219 m <sup>3</sup>	1,692,171 km	N/A	N/A	N/A
Limousines fleet – unleaded gasoline fuel	435,695 L	2,140,773 km	159.9	6.4	11.8
CotaiJet ferries (water taxis) – marine fuel	60,677,261 L	1,216,845 nm	N/A	N/A	N/A

\* Conversion factors for NOx, SOx and PM applied where available as provided within HKEX ESG reporting guidance. Conversion factors for CNG and marine fuel are not available within HKEX ESG reporting guidance. This disclosure is therefore incomplete at this time

## COMMUNITY INVESTMENT 2017

Donation, sponsorship and community activities are reviewed every year by our Community Affairs Department to ensure alliance with our core CSR initiatives and to respond to community requests.

### Charitable Donations 2017

Cause supported	Donations
	Amount in MOP
Social rehabilitation	2,393,600
Education	1,770,000
Accident & emergency relief funds	600,000
Responsible gaming	450,000
Low income families	312,636
The elderly	304,700
Children & youth development	88,200
Animal protection	100,000
<b>Total</b>	<b>6,019,136</b>

### Sponsorship and Civic Contributions 2017

Cause supported*	Support
	Amount in MOP
Cultural and creativity events	360,336
Community support	1,387,496
Diversifying economy of Macao and upward mobility of talent	2,493,020
<b>Total</b>	<b>4,240,852</b>

\* Donation, sponsorship and community activities are reviewed every year to ensure alliance with our core CSR initiatives and respond to the opportune community requests