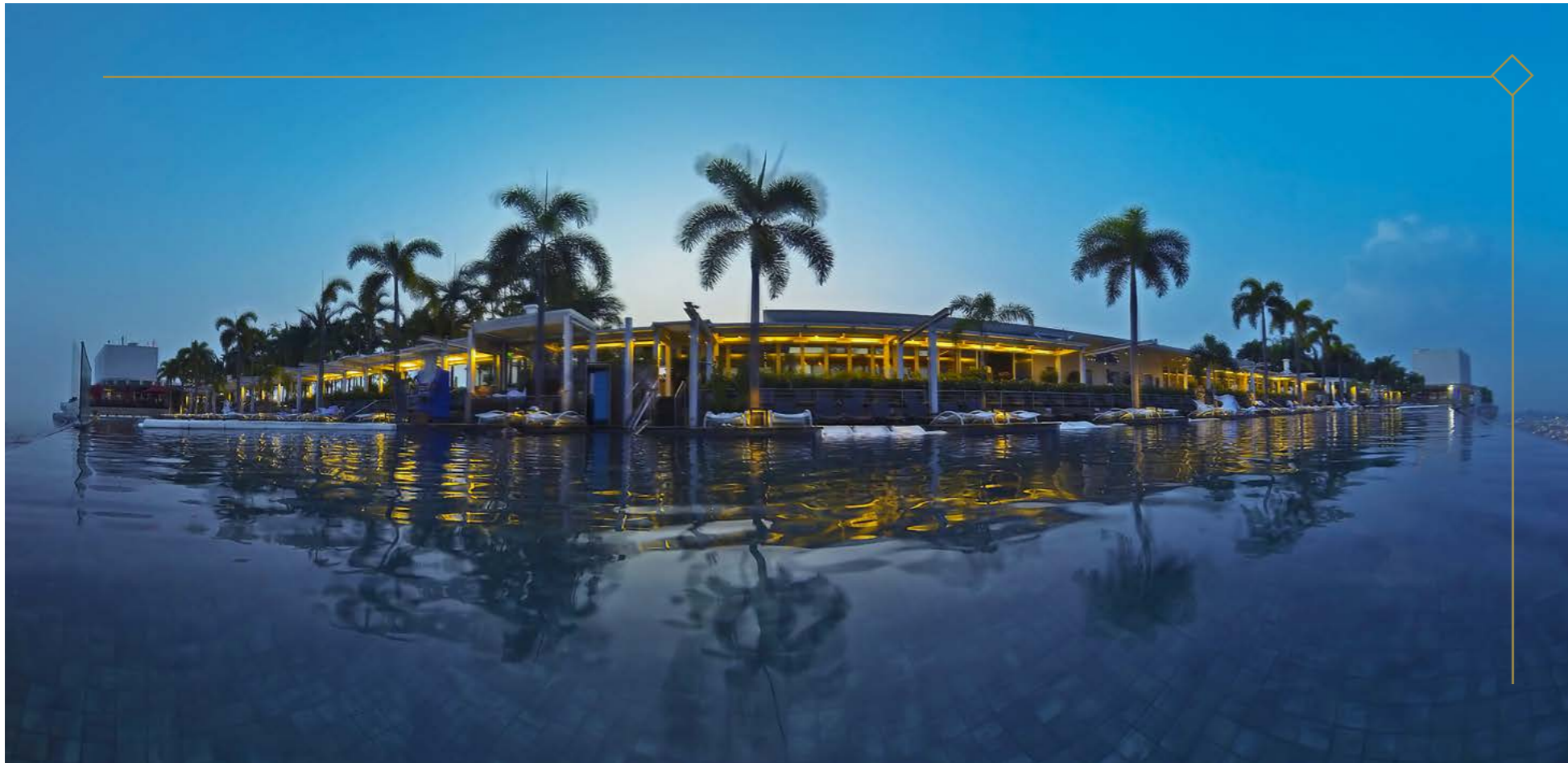


RESPONSIBLE  
BUSINESS  
HIGHLIGHTS 2023





# ABOUT MARINA BAY SANDS



Marina Bay Sands is Asia's leading business, leisure and entertainment destination. Our integrated resort features Singapore's largest hotel with approximately 1,850 luxurious rooms and suites, crowned by the spectacular Sands SkyPark and iconic infinity pool.

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

Marina Bay Sands is dedicated to being a good corporate citizen to serve our people, communities and environment. As one of the largest players in hospitality, we employ over 11,500 Team Members across the property. We drive social impact through our community engagement programme, Sands Cares, and lead environmental stewardship through our global sustainability programme, Sands ECO360.

—  
Sunrise at the infinity pool

# SUSTAINABILITY REDEFINED

In a year of significant product elevation and property transformation, Marina Bay Sands continued its dedication to offering exceptional service with sustainability at the heart. This has been recognised through our accolades – we are the first and largest hotel in Singapore to be certified to the Global Sustainable Tourism Council (GSTC) Industry Criteria for Hotels & Accommodations in 2023.

While businesses worldwide strive to reach urgent carbon targets, I am deeply proud of our 24.4% carbon footprint reduction over the past 10 years. This sits alongside efforts we've made in supporting regional renewable energy projects in Indonesia, Thailand and Vietnam.

We have made great strides in advancing our waste strategy and increasing recycling rates. One significant achievement in 2023 would be the US\$1 billion major transformation of our hotel rooms in Towers 1 and 2 as Marina Bay Sands continues to push the boundaries of luxury hospitality. The integrated resort managed to divert over 60% of its construction waste to be repurposed.

As we progress into the next phase of our transformative journey, propelled by the recently announced US\$750 million investment in the redevelopment of our Tower 3, hotel lobby and Sands SkyPark, we will maintain this relentless focus on enhancing the customer journey over the next few years.

2023 also marked the addition of a new focus area and strategy in biodiversity, where Marina Bay Sands aspires to further cement its commitment to supporting local and regional initiatives that drive conservation and protection of our environment. This year, we delivered a groundbreaking exhibition, *Sensory Odyssey: Into the Heart of Our Living World*, at ArtScience Museum, combined with making a S\$90,000 donation to support the planting of 20,000 mangrove trees in the Rajang-Belawai Paloh delta, Sarawak. This supports a critical habitat for migratory shorebirds and Irrawaddy dolphins and, through mangrove conservation, helps reduce greenhouse gas emissions and sustain the local community.

Access to fresh water continues to be an important global challenge. Despite the extensive efforts already deployed across our resort, we persist in finding new projects that increase water efficiency further. One such example is our irrigation system upgrade, which illustrates how the latest sensors and smart technology continue to offer valuable data. Prior to 2023, the different species of plants across

the integrated resort's balconies were watered promptly according to the time of the day. Soil sensors have now been added to a state-of-the-art, cloud-based system, ensuring water is only supplied when it is strictly necessary. This initiative has enabled us to save an astounding 31 million litres of water throughout the year.

As a leading business in Singapore, Marina Bay Sands understands that our reach can be a significant lever for behavioural change. In 2023, we continued to support important sustainability movements, including Singapore World Water Day and the World Wide Fund for Nature (WWF) Singapore's Earth Hour event. Singapore was also proud to be the first Asian host for the Earthshot Prize, a global environmental award founded by The Prince of Wales to scale groundbreaking solutions that address the world's most pressing environmental challenges. The resort lit up in green to celebrate the Earthshot Prize and United for Wildlife Global Summit, highlighting its role as an advocate for pertinent environmental causes.

Marina Bay Sands remains committed to giving back to the community, as both a responsible corporate citizen and a leading player in Singapore's vibrant tourism sector. Amid our transformation, our sense of purpose continues to anchor our mission. Through our flagship Sands Cares community engagement programme, Team Members contributed over 14,700 volunteering hours in 2023, raising the total number

of hours since our 2010 opening to more than 100,000. We also helped to raise more than S\$3.8 million in 2023 through the signature Sands for Singapore Charity Festival. These efforts and many others continue to drive impact for the communities in which we operate, reaching out to over 55,000 beneficiaries in all corners of Singapore.

Our parent company, Las Vegas Sands, was again recognised on the Dow Jones Sustainability Indices (DJSI), with placement on the DJSI World Index for the fourth consecutive year, underscoring the impact and ambition of our Environmental, Social and Governance leadership and corporate responsibility initiatives. The year ahead promises to be another exciting one for Marina Bay Sands. We remain confident that the ambitious goals we have set ourselves will continue to place us at the pinnacle of global luxury hospitality, while allowing us to strive for progressively crucial environmental milestones and push boundaries across all fronts.



Paul Town  
Chief Operating Officer

# 2023 PERFORMANCE & KEY HIGHLIGHTS

## CLIMATE RESPONSE

### CARBON FOOTPRINT

Goal

↓ **17.5%**

by 2025 vs 2018

Actual

↑ **1.4%**

### ENERGY

Goal

**56M KWH**

of energy avoided through  
EcoTracker projects from  
2021 to 2025

Actual

**5.2M KWH**

avoided

## WATER STEWARDSHIP

### WATER

Goal

↓ **7%**

potable water per sq. ft.  
by 2025 vs. 2019

Actual

↓ **0.8%**

### DROP BY DROP PROJECT

Sponsored Conservation  
International Singapore's '10  
for Zero' awards, celebrating  
environmental youth leaders

## RECYCLING & CIRCULARITY

### RECYCLING/DIVERSION

Goal

**50%**

property-wide  
by 2025

Actual

**27.4%**

### WASTE

Goal

**100%**

food waste rescued/  
diverted by 2025

Actual

**54%**

Goal

**70%**

diversion of construction  
waste by 2025

Actual

**60%**

## SOCIAL IMPACT

**\$3.8M**

raised through Sands for  
Singapore Charity Festival  
in 2023

**100,000**

volunteer hours contributed  
since opening

**55,000**

impacted beneficiaries in 2023

**14,700**

volunteer hours in 2023

### AWARDS

Enabler Award and Charity Platinum  
Award – Community Chest

AmCham50 Corporate Excellence  
(MNC) – AmChamREPRESENT

Patron of the Arts Award 2023 –  
National Arts Council

## SUSTAINABLE FOOD

### CERTIFICATION & TRACEABILITY

Goal

**50%**

responsibly sourced  
seafood by 2025

Actual

**49.3%**

### FOOD SECURITY

Sourced three local alternatives  
for food products

## BIODIVERSITY

### PARTNERSHIP

Signed new responsible  
sourcing partnership with  
WWF Singapore

**10%**

nature-based offsets in  
regional conservation projects

## CULTURE & CAPACITY BUILDING

### TEAM MEMBER ENGAGEMENT

Goal

**95%**

unique participation

Actual

**97.3%**

### AWARDS

GSTC Industry Criteria for  
Hotels & Accommodations

Singapore Hotel  
Sustainability Award



# CLIMATE RESPONSE



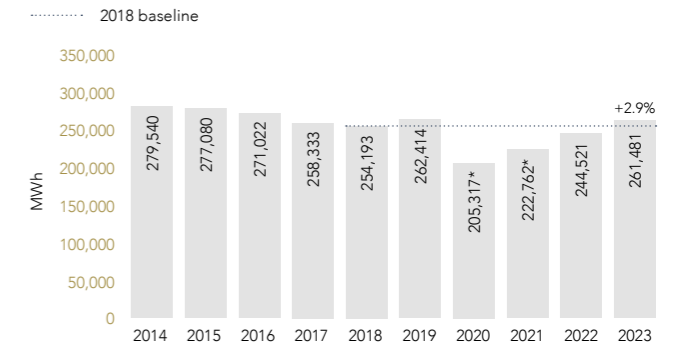
Decoupling our carbon footprint from business growth by reducing reliance on fossil fuels, adopting smart technology and driving more effective use of materials

Against the backdrop of COP28's deal to transition away from fossil fuels and prioritise renewable sources, many opportunities still exist for better energy efficiency. Reducing our carbon footprint has always been a cornerstone of our sustainability strategy, as Marina Bay Sands continues to research and identify projects that align with our corporate goal of reducing our emissions by 17.5% by 2025, a target validated by the Science Based Targets initiative (SBTi).

To work towards this target, the resort has implemented a range of innovative technologies to optimise energy efficiency as part of our EcoTracker programme, a corporate initiative to analyse and track water and energy-saving projects.

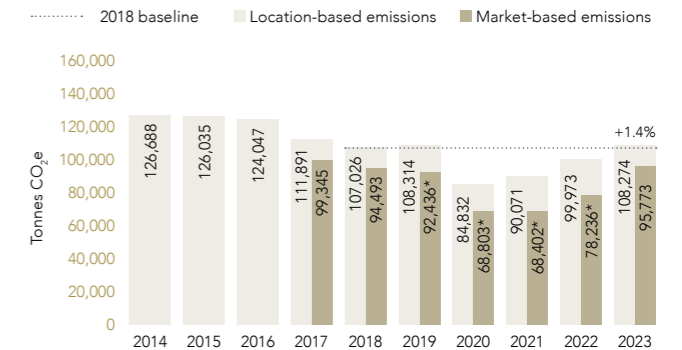
The resort's sustainability measures include rooftop solar panels

## ENERGY CONSUMPTION TREND



\* Operational downturn associated with global pandemic impacted reduction.

## CARBON EMISSIONS



\* 2019 to 2022 market-based emissions include local renewable energy certificates (RECs).



Through the EcoTracker programme, we have saved a total of 5.2 million kWh of energy in 2023 through these projects, among others:

**Retrofitting of existing Air Handling Units (AHUs)** with seven thermal wheels, which pre-cool incoming outdoor air to reduce the amount of chilled water consumption required for air-conditioning.

**Upgrading of fan coil units** with electronically commuted motors in Hotel Tower 1 from Levels 4 to 40.

**Installing a solar-tinted window film** at the entrance lobby of ArtScience Museum, minimising solar heat gain and resulting in 26,000 kWh of energy savings from reduced air-conditioning use.

Maintaining our position as a leading sustainable hospitality destination in Asia, Marina Bay Sands continues to employ diverse solutions to reduce greenhouse gas emissions. Overall carbon emissions have been reduced by 24.4% since 2014, through efforts such as these:

**Investing in on-site electric vehicle (EV) chargers**, increasing our capacity from eight to 18 stations equipped with smart charging and load management capabilities, with the potential to expand the number of charging points per station. Dynamic controls are in place to supply energy according to demand, thereby reducing energy consumption when the chargers are not in use. In hand with our customer offering, we have also transitioned nearly all of our property's operational vehicle fleet into electric models.

**Harnessing our own solar energy** through 536 solar panels atop Sands SkyPark walkway, elevator shafts and Spago restaurant. These panels produced 158,895 kWh of solar energy in 2023, enough to power all of SkyPark's lighting.

**Purchasing 8,000 tCO<sub>2</sub>e of carbon offsets**, which support reforestation projects in Katingan Regency, Indonesia, and wind harnessing projects in Chaiyaphum Province, Thailand. Alongside the 43,000 MWh of international renewable energy certificates (i-RECs) purchased from Vietnam, these combined efforts fully offset our gas and electricity consumption at Sands Expo & Convention Centre and ArtScience Museum.

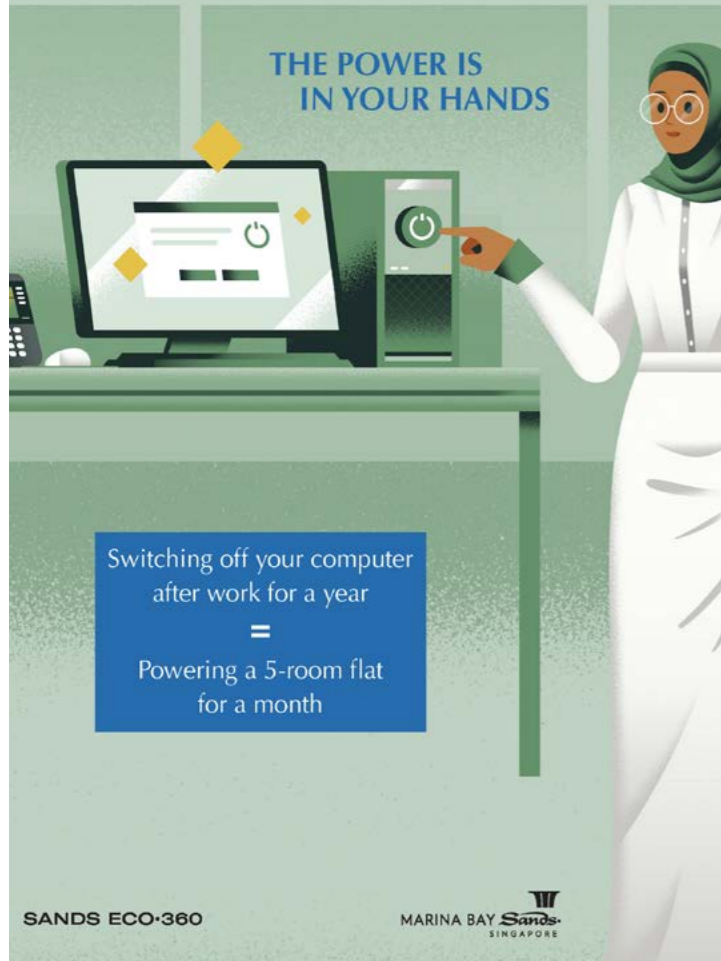




# SHUT IT DOWN

— when you're done —

THE POWER IS  
IN YOUR HANDS



## 'THE POWER IS IN YOUR HANDS' ENERGY CAMPAIGN

At the integrated resort's peak operating capacity in 2019, Marina Bay Sands consumed over 260,000 MWh of electricity annually. Alongside technological upgrades and enhancements, influencing behaviour change can be a powerful tool in further reducing our energy footprint. In 2023, we conceptualised, developed and launched a creative energy conservation campaign to educate Team Members on the importance of saving energy.

Leveraging this opportunity to highlight local talent, the resort collaborated with up-and-coming Singaporean singer songwriter Khallyshah Fahmi, who lent her soulful vocals to the upbeat,  specially commissioned campaign soundtrack . A local illustrator created graphics for the accompanying music video as well as vibrant wall posters and stickers depicting Team Members helping to save electricity. These illustrations aimed to foster relatability and a sense of responsibility among them to play their part.

## CHAMPIONING CHANGE FOR THE ENVIRONMENT

Understanding that collective action remains key to reaching global targets, Marina Bay Sands continues to work closely with its partners to raise awareness of the world's most pertinent environmental issues. The integrated resort continues to support local movements such as Singapore World Water Day and WWF Singapore's annual Earth Hour event, by lighting up the façade in the corresponding campaign colour or by dimming exterior lighting to champion the cause of each event.

From 6 to 10 November, Singapore was the first Asian host of the Earthshot Prize, a leading

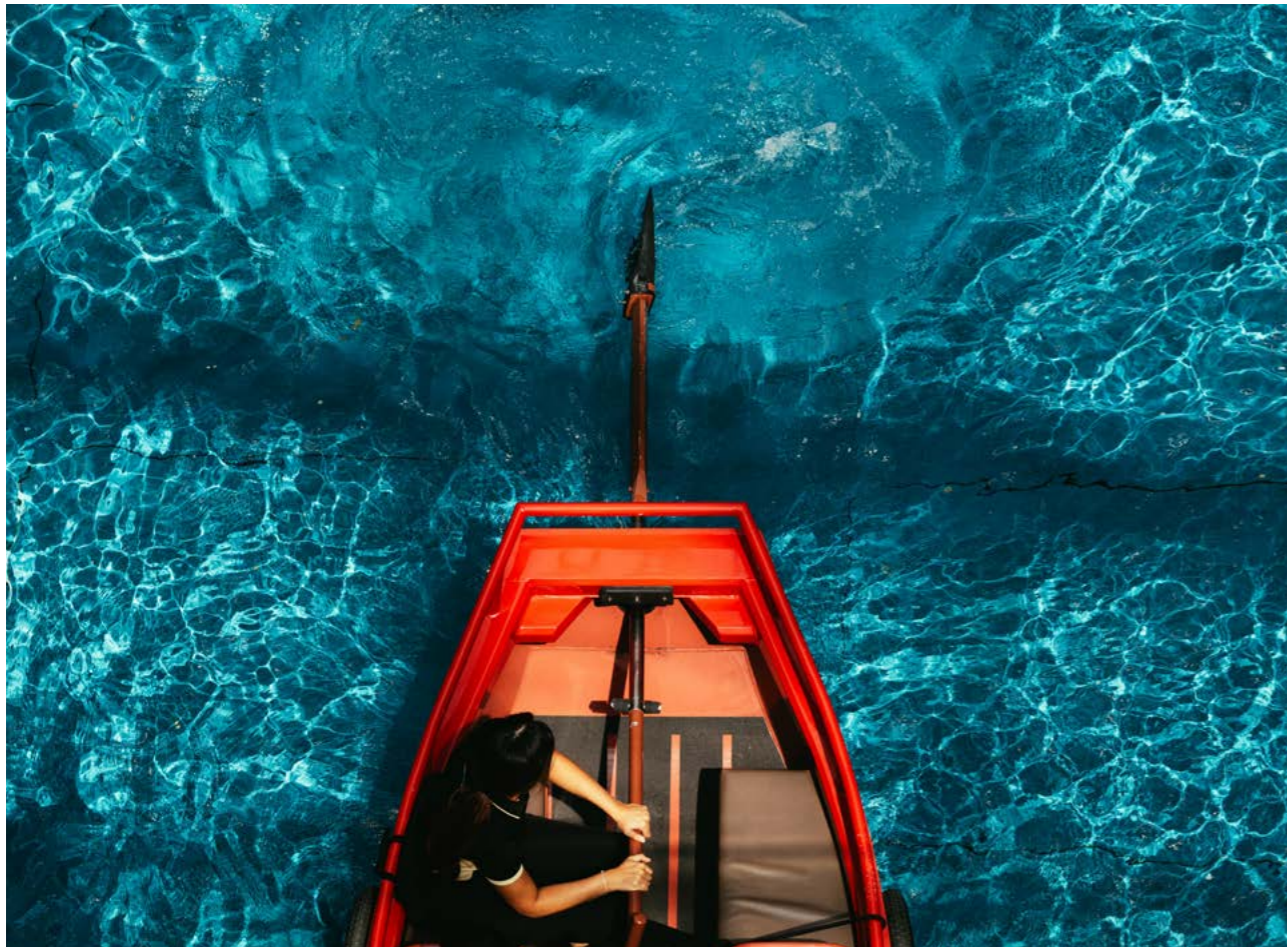
international environmental award founded by The Prince of Wales to discover, spotlight and nurture innovative solutions working to repair and regenerate our planet. The property lit up in green to celebrate both the Earthshot Prize and the United for Wildlife Global Summit, illustrating our role as an advocate for and champion of the environment.

City lights up in blue for Singapore World Water Day  
Source: PUB, Singapore's National Water Agency





# WATER STEWARDSHIP



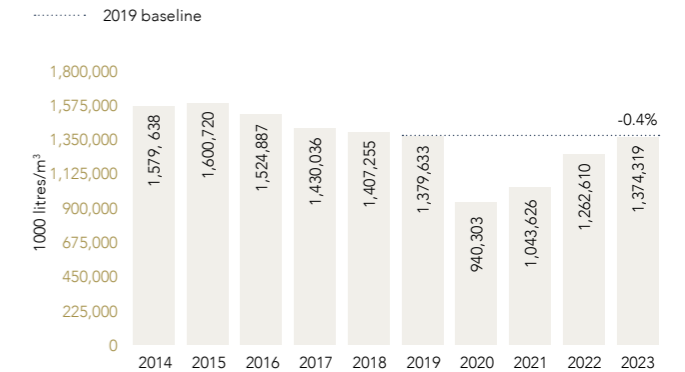
## Optimising operational efficiency and raising awareness of water issues

With more than 1.7 billion of the world's urban population expected to face water scarcity in 2050, having a water stewardship strategy is a necessity. Marina Bay Sands continues to be a responsible water steward through our water conservation approach that is anchored on efficiency, reuse, recycling and protecting our neighbouring water ecosystems through the Drop by Drop Project.

These water conservation efforts enabled the integrated resort to save a total of 34.6 million litres of water in 2023.

Continuing our advocacy efforts, ArtScience Museum played host to the *Waves of Change Festival* for the third year running. An annual celebration of the ocean, the festival featured a series of exhibitions, films and events to raise awareness of our oceans and spur discussion on marine conservation. The event showcased a variety of ocean-related artwork, from large sculptures made from marine debris to interactive multimedia work highlighting the state of corals and climate change. Through thought-provoking artworks and talks by marine conservation experts, visitors were treated to an opportunity to learn, reflect and explore pathways for change.

## WATER CONSUMPTION TREND



Shinto K Anto: Waves of Change Exhibition





## CELEBRATING YOUTH ENVIRONMENTAL ADVOCATES

Recognising the role young people play as future changemakers and environmental champions, Marina Bay Sands continued to support Conservation International Singapore through our Drop by Drop Project in 2023. The project is a collaboration between Las Vegas Sands and the WASH Foundation that sets out to reinvest capital from our water stewardship efforts into innovative water projects around the region.

A Drop by Drop grant of over S\$100,000 across two years funded the development of two projects: a five-part marine conservation virtual learning series for youths and the first '10 for Zero' awards, a celebration of Singapore's brightest environmental youth leaders. The awards aim to recognise and empower a cohort of 10 capable and creative youths aged between 18 and 35 years, advocating for a future of net zero emissions, zero waste and ocean and freshwater conservation.

Launched in early 2023 with a public call for nominees and concluding in May, the winners hailed from diverse career paths that ranged from education to the social enterprise sector.

An awards ceremony was held on 27 May, coinciding with the opening symposium of *Sensory Odyssey: Into the Heart of Our Living World*, an immersive exhibition at ArtScience Museum that showcased the diversity of flora and fauna in a range of ecosystems. The 10 winners joined an exclusive youth network that offers coaching and mentorship from global conservation experts, as well as funding for their projects and global networking opportunities. The recipients were also presented with a wooden trophy, crafted from rescued local wood felled for urban development.



## DEPLOYING SMART IRRIGATION & SOIL MOISTURE SENSORS

Marina Bay Sands is home to 150 different plant species. To unlock fresh opportunities for enhanced efficiency, we continue to leverage new technologies like an upgraded irrigation system to water the plants that line our balcony.

These plants were previously watered according to a chronological schedule. During the year, we added soil sensors connected to a state-of-the-art, cloud-based system. This triggers notifications to increase water supply when low moisture content is detected, watering the plants only when necessary. The network is also equipped with a leak detection system, allowing more efficient rectification processes and a corresponding decrease in water wastage, saving 31 million litres of water throughout the year. In tandem with these benefits, we are now able to remotely monitor plant health and photosynthesis rate.



# RECYCLING & CIRCULARITY



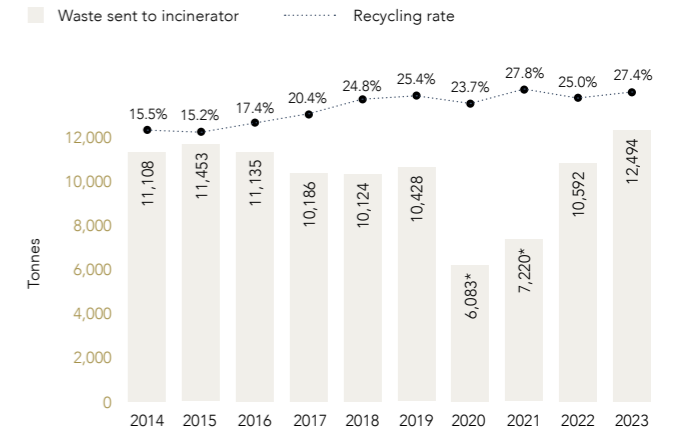
## Embracing circularity principles to enhance our waste management systems and maximise resources

Every year, over two billion tonnes of waste is generated on our planet. With oceans suffused with plastic and landfills reaching their capacity, reducing our waste is a collective imperative to restore the health of the environment and preserve biodiversity. At Marina Bay Sands, eliminating unnecessary packaging, recovering value from waste and promoting renewed materials remain a key focus in our operations.

In 2023, the integrated resort continued with extensive renovations across every hotel room and a number of retail outlets. Significant investment has been made in our practices to maximise resource recovery, allowing us to successfully divert 60% of our construction waste during the year – significantly exceeding our target of 45% diversion. Pursuing every opportunity to eliminate single-use plastics where possible, Marina Bay Sands worked closely with its culinary team to strategise innovative solutions and products to eliminate cling wrap in its kitchens, with an aspiration to be cling wrap-free by 2025.

Multi-stream recycling bins help to encourage material segregation

## PROPERTY WASTE



\* Operational downturn associated with global pandemic impacted reduction.



Food waste diversion is another fundamental pillar of Marina Bay Sands' waste management strategy. The integrated resort continues to invest in leading-edge technologies to increase our food waste treatment capacity. In 2022, we piloted an emerging technology that converts food waste into a high-calorific substrate with potential use as an insect or pet feed. This trial was extended in 2023 as supplementary capacity to support our existing five food waste digestors.

Another technology that debuted during the year was a Singapore-designed smart food-waste tracking system. It utilises artificial intelligence (AI) to identify the type of food waste and its corresponding weight. This mobile system complements the existing kitchen-based systems, providing us with the ability to move it around Sands Expo to accurately measure the food waste footprint of large-scale events. Through these data insights, our culinary team is better equipped with the knowledge to make upstream adjustments to their menu portioning.

## TRANSFORMING WASTE TO WORTH

With increasing visitation and operational needs, resource use and waste generation rose in tandem. Marina Bay Sands sought to extend the lifespan of existing materials and reduce waste by collaborating with local artisans to transform 'waste' into new, circular products.

As one of the largest commercial partners of Chop Value, we have repurposed over 1 million discarded chopsticks into three products across the property, including an industry-first, innovative menu cube with embedded QR codes and reusable dietary indicators at Sands Expo & Convention Centre. This allowed us to leverage the twin benefits of recycling used chopsticks and reducing single-use paper consumption. Amplifying these efforts further, more than 1,500 in-room wooden plaques were fabricated from chopsticks, allowing guests to indicate their preference for linen change in the hotel rooms.

Synchronising our waste diversion commitment with our mission to support vulnerable communities, Marina Bay Sands has maintained a close partnership with Clean the World since 2015 to repurpose partially used bar soap. We donate up to 3,500kg of bar soap annually, which are repurposed into new bars for communities vulnerable to hygiene-related illnesses all over the world. Some of the beneficiaries include humanitarian aid services such as Doctors Without Borders in Nepal, migrant workers in Singapore, charities in Hong Kong and children's welfare services in the Philippines.



## HOSTING EVENTS WITH LOWER IMPACT

At Marina Bay Sands, every event is sustainable from the get-go. We work hand-in-hand with our clients to leave no stone unturned in our effort to reduce the environmental footprint of events held at Sands Expo & Convention Centre.

Global wine and spirits event Vinexpo Asia debuted in Singapore in 2023, attracting close to 10,000 wine professionals from 64 countries. This included growers, sommeliers, distributors and a variety of retail stores. Conscious that such large-scale events would inevitably result in a high glass-waste footprint, Sands Expo assembled a special team to collect bottles from the show floor and invested in additional downstream recycling services. This resulted in a staggering 34,608 glass bottles being diverted to a glass recycling firm in Malaysia, where they were crushed, melted and repurposed into new products.

Having previously migrated to a Recycled PET plastic material for branded water bottles, Marina Bay Sands continued its journey in further reducing overall usage of single-use bottles in 2023. Sands Expo upgraded over 100 mobile water dispensers and plumbed-in dispensers to increase refill points for both reusable glasses and bottles. A debut collaboration was also launched with an ecologically engaged environmental artist and social enterprise to commission branded plumbed-in water dispensers for the Asia Dive Expo (ADEX). This was a practical demonstration of the event's commitment to eliminate single-use plastic bottles while highlighting Marina Bay Sands' dedication to marine conservation and sustainable aquaculture.



## SCALING IMPACT THROUGH TEAM MEMBER EDUCATION

Our Team Members play a critical role in advancing our sustainability goals. In support of our ambitious 100% food waste segregation target by 2025, Marina Bay Sands implemented a multifaceted approach in educating its Team Members on proper waste segregation methods. Targeted department trainings were organised to reinforce the different categories and treatment of food waste and general waste items.

An engagement event and an online course were developed to provide further insights on the waste disposal processes at Marina Bay Sands and how Team Members could play their part in reaching our goal of 100% food waste segregation by 2025. Over 10,000 Team Members went through this specially commissioned training.





# SOCIAL IMPACT



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

In addition to our commitment to the environment, we drive impact and inspire change through our community engagement programme, Sands Cares. We harness the unique aspects of the integrated resort and leverage philanthropic funding, capacity-building initiatives and dedicated volunteerism from our 11,500-strong workforce to support communities in need.

In 2023, Marina Bay Sands organised over 80 community events, impacting more than 55,000 beneficiaries. These initiatives included befriending isolated seniors, mentoring youth in secondary schools and supporting beneficiaries with autism in co-curricular activities. Complementing this, we have ongoing partnerships with The Food Bank Singapore and Food from the Heart to address food insecurity. Marina Bay Sands’ Team Members contributed more than 14,700 volunteer hours in 2023, bringing the total volunteer hours contributed since opening to over 100,000.

Volunteerism serves as the linchpin of Sands Cares, guided by four pillars of support, ensuring the most meaningful social impact for our community.



### Hardship Relief

Investing in solutions to create resiliency for people in need



### Education

Advancing learning and mentoring opportunities to build the workforce of the future

SANDS  
CARES  
PILLARS



### Cultural and Natural Heritage

Promoting and preserving culture and heritage



### Disaster Response and Preparedness

Providing and assisting in community crisis planning





### Where Hearts Come Together

Marina Bay Sands' annual signature event, [Sands for Singapore Charity Festival](#), saw its ninth edition return to the Event Plaza from 4–6 August 2023. The event helped raise more than S\$3.8 million for communities in need, with Team Members contributing over 4,700 volunteer hours across 19 community outreach activities. Themed 'Where Hearts Come Together', the three-day festival brought together over 2,700 Team Members, 30 community partners and thousands of members of the public to make a collective difference for society.

Sands for Singapore Charity Festival is a key component of Sands Cares and has helped raised over S\$35 million since its inception in 2013.

### Festival Highlights

A key highlight of Sands for Singapore Charity Festival 2023 was Heartwork: A Community Weaving Studio, where Team Members and guests wove vibrant tapestries using a traditional floor loom. Infusing sustainability into the ethos of giving back, the tapestries were woven using upcycled linens, uniforms and fabrics sourced from Marina Bay Sands. The completed tapestries were sold with proceeds directed towards Art Outreach Singapore to support the local arts community.

The popular Giving Marketplace made a return at Sands for Singapore Charity Festival 2023. It featured 16 booths showcasing products from non-profits and social enterprises, including some that were handmade by beneficiaries and others specially designed for Singapore's National Day. All proceeds were retained directly by the participating organisations to support their causes.

The festival also featured three of Marina Bay Sands' signature restaurants – Black Tap Craft Burgers & Beer, RISE® Restaurant and Yardbird Southern Table & Bar – which presented a creative spin on local favourites, in addition to their all-time signature dishes at special prices. All proceeds from the sale of food and beverages were donated to [Community Chest](#), a social service organisation that mobilises resources for over 100 local community groups in Singapore.

In the three weeks leading up to the festival, Marina Bay Sands Team Members also participated in various volunteering initiatives, underscoring the integrated resort's commitment to doing good. Activities included:

- Cleaning and painting temporary shelters for families under the care of [AWWA](#)
- Hosting fun activities for beneficiaries of [Care Community Services Society](#), [Care Corner](#) and [SHINE Children & Youth Services](#)
- Celebrating Singapore's National Day with seniors in nursing homes

Sands for Singapore Charity Festival 2023 helped raise over S\$3.8 million for the community



### Sands Accelerator: Empowering Non-Profits

The Sands Accelerator programme, launched in 2017 in the United States, was created by the late Sheldon G. Adelson, founder of Marina Bay Sands' parent company, Las Vegas Sands. A three-year capacity-building programme, it supports non-profit organisations that make a significant impact on their communities but are hindered by limited resources, allowing them to grow and expand.

In 2020, Art Outreach Singapore – a non-profit with a focus on cultivating education, support and access to the arts – became the integrated resort's first Accelerator member in Singapore.

In addition to funding of US\$300,000 over three years, the programme provides comprehensive support, including assistance with goal-setting and mentoring sessions by Marina Bay Sands' Team Members. Sands Accelerator has enabled Art Outreach to kickstart its flagship initiative HEARTH. This innovative community art space addresses a critical gap in the arts ecosystem by providing Singapore-based artists with complimentary facilities to create and exhibit their works.

In 2023, Art Outreach presented 15 showcases at HEARTH, supporting 29 budding art practitioners. Green Zeng, the artist behind *Pulau Sebakau* exhibition, shared, "This was my second experience exhibiting at HEARTH and I have enjoyed it. The new space is conducive for exhibition, as it is designed with the artist's needs in mind (i.e. the lighting options, the movable walls, etc). The two weeks given to the artist to present a work rent-free is generous and greatly eases the financial burden of producing an exhibition. The organisation and staff at Art Outreach are really passionate about helping and supporting artists."

On the support that the Sands Accelerator programme has provided, Mae Anderson, Chairman of Art Outreach Singapore, said, "As we conclude three impactful years with the Sands Accelerator programme, Art Outreach is deeply grateful for the invaluable support that has enabled the growth of HEARTH, a free art space initiative initiated during the challenging times of COVID, into a flagship programme. HEARTH has significantly broadened artistic expressions, offering essential space and funding to practitioners who might otherwise lack opportunities. This initiative has served as a launchpad for diverse talents, contributing to a more vibrant and inclusive art scene."



# PULAU SEBAKAU

A Solo Exhibition by Green Zeng

PULAU SEBAKAU continues Green Zeng's exploration into the topics of identity, history, absence and displacement through a postcard installation.

The exhibition features an imagined narrative about a character called PB who was exiled to Pulau Sebakau, a fictitious southern island of Singapore. The 1960s-1970s saw rapid depopulation in the offshore islands of Singapore due to the socio-economic needs of the new and developing nation. Mirroring that, Sebakau would also succumb to the relentless march of progress and its inhabitants would be resettled to the mainland. While living on the island, PB encounters the indigenous communities who live along the coast and make their living traditionally by fishing. Reflecting on the island's landscape and the lives of its friendly inhabitants, PB would share these insights with his wife in a series of postcards. By so doing, he offers a moving portrait of a place and people who are facing the prospect of leaving their island home and the uncertainty of resettlement.

Using old photographs from the personal collection of Teo Yen Teck, an islander from Pulau Seking (which no longer exists), Zeng allows these real images of a lost island to speak for themselves, while PB's narrative runs on the other side of the postcard. Through this work, Zeng seeks to explore Foucault's notion that "fictions are experiments in truth" and how fiction upholds 'truth' in that it allows us to imagine an "alternative interpretation of the present".

### Sands Hospitality Scholarship

In 2023, Marina Bay Sands and parent company Las Vegas Sands awarded the Sands Hospitality Scholarship to 49 Singaporean students from six Institutes of Higher Learning (IHLs). Launched in August 2022, the US\$1 million scholarship programme is a bond-free initiative to support over 100 Singaporean students pursuing hospitality or tourism-related courses to build a career in hospitality.

The first scholarship recipients were welcomed at an engagement event on 8 November 2023 held at Marina Bay Sands. In attendance was Alvin Tan, Minister of State for the Ministry of Trade and Industry, and Ministry of Culture, Community and Youth, who had also witnessed the signing ceremony between the integrated resort and the IHLs in 2022.

During the event, the students were given an opportunity to learn first-hand about career pathways in the hospitality industry through a fireside chat with Marina Bay Sands' management representatives.

### IN CONVERSATION WITH SERIES

Equipping youth with life skills and practical experiences beyond the traditional classroom curriculum fosters talent and resilience in young leaders of tomorrow. Marina Bay Sands supports capacity building by leveraging expertise, industry connections and a strong commitment to empowering the next generation of leaders. In 2023, Marina Bay Sands hosted two sessions of its ongoing *In Conversation With* series, which began in 2014.

The first session was attended by 43 aspiring filmmakers from the School of the Arts Singapore, Temasek Polytechnic, LASALLE College of the Arts and Nanyang Technological University (NTU). This unique dialogue session allowed them to

engage with acclaimed director Steven Caple Jr and producer Lorenzo di Bonaventura, known for their blockbuster film *Transformers: Rise of the Beasts*. The students gained insights on filmmaking from inspiring stories shared by the duo on their personal journeys, challenges and pathways to success in the film industry.

The second session was held during the 34th Singapore International Film Festival. It brought 18 students from Temasek Polytechnic, LASALLE College of the Arts and NTU together to hear from renowned Chinese actress Fan Bing Bing. She shared her approach to navigating diverse cultures in her work and gave an insight into what audiences can look forward to in the future.



### MARINA BAY SANDS BURSARY

Since 2018, Marina Bay Sands has worked closely with the Singapore Institute of Technology (SIT) to nurture promising talents eager to advance in the hospitality industry. The integrated resort has donated S\$600,000 towards the Marina Bay Sands Bursary since then, providing financial assistance to 120 undergraduates pursuing a Bachelor of Hospitality Business degree. Through the Bursary, we help these students hone their interest and skills towards a career in hospitality.



### Disaster Response and Preparedness

Las Vegas Sands properties, including Marina Bay Sands and its sister properties in Macao, hold two annual global events to maximise community impact.

Despite Singapore’s reputation as a food haven, food insecurity remains an issue faced by certain communities. To address this, Las Vegas Sands properties hold an annual Food Kit Build event to help alleviate hunger and support disadvantaged people. In 2023, the initiative brought together more than 350 Team Members and retail tenants at Marina Bay Sands. They were able to assemble 5,200 food kits for beneficiaries cared for by community partner The Food Bank Singapore.

Marina Bay Sands has hosted the annual Sands Cares Global Hygiene Kit Build since 2015. Over the years, Team Members around the world have assembled more than 938,000 hygiene kits. As part of the 2023 Hygiene Kit Build initiative to support people affected by hardship and disasters, some 600 Marina Bay Sands Team Members assembled 27,200 kits. These kits reached beneficiaries under [Children International](#) in the Philippines distributed by [Clean the World](#), and in Singapore distributed by [Singapore Red Cross](#), [The Food Bank Singapore](#) and various nursing homes. Each kit contained essential hygiene items, such as shower amenities and dental care items, and a message card.

In 2023, the integrated resort also contributed S\$50,000 to the Singapore Red Cross in response to the Turkey-Syria earthquake to provide essential support and assistance to individuals and communities facing adverse circumstances.



### Volunteerism

Marina Bay Sands’ Team Members are the driving force behind the spirit of volunteerism that is found across the entire organisation. Throughout the year, they enthusiastically participate in several volunteering programmes covering a range of focus areas – from mentoring and educational support to assisting vulnerable communities.

In partnership with CARE Singapore, Marina Bay Sands has hosted three cycles of a youth mentoring programme, supported by Singapore’s Ministry of Education, to assist vulnerable and at-risk students. Mentors befriend and support students from adverse backgrounds through

activities that nurture their personal growth and build confidence. In July 2023, Marina Bay Sands kickstarted the third cycle of the programme where students from Guangyang Secondary and Damai Secondary met their Team Member mentors.

Team Members also actively volunteer in Neighbour Cares – a long-term initiative spearheaded by social service agency Care Corner – providing companionship and ensuring safety for isolated seniors by observing their living conditions. The programme underscores the significance of addressing social isolation and loneliness among Singapore’s ageing population, and volunteers focus on enabling seniors to remain engaged in society.

Equipping vulnerable communities to be better prepared for emergencies is key to our giving back to society



# SUSTAINABLE FOOD



## Offering exceptional culinary experiences while showcasing the very best regional ingredients and certified produce

Food production challenges continue to be exacerbated by climate change and population growth. Marina Bay Sands understands how its food sourcing choices can have a significant impact on our ecosystems. As an organisation that procures a wide range of ingredients and serves high-quality cuisine, our strategy focuses on supporting sustainably certified farmers, producers and suppliers, maximising our local and regional sourcing, as well as incorporating a suite of plant-based options across our menus.

Since 2015, Marina Bay Sands has worked with WWF Singapore to support sustainable farming practices and transform the seafood supply chain. After making steady progress on past years' achievements, we are proud to share that in 2023, Sankina Aquaculture became the first Aquaculture Stewardship Council (ASC)-certified shrimp farm in Malaysia, funded through our partnership with WWF Singapore.

Local and regional sourcing remains a key focus in our menus

While this marks a resounding triumph in transitioning more farms to ASC certification, land tenancy and financial repercussions from the pandemic have posed a challenge for several farms supported through the Aquaculture Improvement Projects (AIPs).

Despite these challenges, four of the participating aquaculture farms continued to improve their performance on the AIP Benchmarking Score. The 10 farms supported through this partnership have produced over 2.8 million kilograms of responsible seafood to date, contributing significantly to the advancement of the highest levels of sustainable aquaculture in Southeast Asia.





## SUSTAINABLE FOOD & BEVERAGE SHOWCASE

One of the integrated resort's key focus areas in 2023 included increasing the volume of locally and sustainably certified food. As a large-scale integrated resort, this process consists of thorough supplier and product research, verification processes and individual chef tastings for over 15 restaurants. To streamline this effort, Marina Bay Sands held the inaugural Sustainable Food & Beverage Showcase in June. In total, 22 vendors covering sustainable seafood, local vegetables and innovative plant-based products

were invited to display their food products. Over 200 members of the culinary, procurement and management teams attended the event.

Through this event, the chefs were able to sample a diverse range of products while being able to find out more about the ingredients from the suppliers. This enabled the resort to successfully incorporate a range of new products into our menus, including Sustainable Rice Platform-verified brown rice and locally farmed greens.



## HYDROPONIC & FOOD SECURITY SHOWCASE

In September 2023, Sands Expo & Convention Centre piloted two hydroponic displays to expand our on-site food production capacity and illustrate the importance of such technology in feeding the planet. Consisting of herbs such as rosemary and oregano, the modular green wall serves as a vibrant mobile showcase of live plants and herbs

that can be displayed at different events. Along with two on-site herb gardens, our chefs harvest 9kg of herbs monthly, which are integrated into event menus – offering our guests the freshest and tastiest herbs while reducing our carbon emissions from transportation.



# BIODIVERSITY



## Supporting local and regional initiatives that drive conservation and protection of our environment

Our planet is experiencing a dangerous decline in flora and fauna, with over a million plant and animal species estimated to be under threat of extinction, many of them before 2100. At the recent United Nations Biodiversity Conference, COP15, the Kunming-Montreal Global Biodiversity Framework (GBF) was adopted, a landmark agreement that outlined concrete measures for countries to halt and reverse nature loss. As a large enterprise, Marina Bay Sands must play an active role in restoring nature and supporting biodiversity.

Since 2015, the integrated resort has worked with WWF Singapore to transition Southeast Asian aquaculture and fisheries to stronger measures protecting wildlife, identifying key at-risk species to protect and restricting the serving of endangered fish at our restaurants. In 2023, with the completion of our major seafood collaboration, we signed a milestone three-year partnership to begin evaluating the deforestation risks associated with agri-commodity products in Marina Bay Sands' procurement

Smooth-coated otters are frequently spotted around Marina Bay

portfolio. This project aims to deep dive into the composition of a wide range of products – from beef to soy sauce and furniture – to better understand and map their composite ingredients, ultimately identifying risk ingredients and components, leading to recommendations that mitigate biodiversity threats.

Taking our biodiversity commitment to the next level, Marina Bay Sands also invests 10% of its carbon offsets into nature-based activities. In 2023, we purchased 800 Verified Carbon Units (VCUs) from the Katingan Peatland Restoration and Conservation Project, dedicated to afforestation and wetland restoration of 149,800 hectares of peatland in Indonesia. This wetland serves as a crucial carbon sink and protects large populations of the world's most threatened species, including the Bornean orangutan and Proboscis monkey.



## CHAMPIONING BIODIVERSITY AT ARTSCIENCE MUSEUM

Sustainability is a key pillar of ArtScience Museum’s programming. Over the years, the Museum has collaborated with leading champions of the environment, including National Geographic, Eco-Business and the Singapore Eco Film Festival, to stage exhibitions and educational activities that raise awareness of environmental threats, such as climate change and loss of biodiversity.

ArtScience Museum presented *Sensory Odyssey: Into the Heart of Our Living World*, which made its Asian debut in Singapore in 2023. The multi-sensory and immersive exhibition was curated in collaboration with the Muséum national d’Histoire naturelle, following its successful run in Paris. Visitors were taken on a trailblazing journey through seven natural environments, exploring the salt lakes of the savannah and traversing through the depths of the ocean.

The exhibition provided an excellent engagement opportunity for the public as they could make environmental pledges on a special activity wall. Marina Bay Sands supported these public commitments by donating S\$90,000 to WWF Singapore to facilitate the planting of 20,000 mangrove trees as part of a project to rehabilitate and protect 8,945 hectares in the Rajang-Belawai Paloh delta, Sarawak.

This is a critical habitat for migratory shorebirds, as well as an important nursery and feeding ground for the critically endangered Irrawaddy dolphin.

The protection of this area reduces greenhouse gas emissions through the prevention of mangrove conversion and allows for the community’s long-term sustainable use. WWF Singapore will also engage with communities through capacity building and knowledge sharing to raise awareness, encourage sustainable management and use of mangrove resources. This includes sustainable fishing practices to help reduce pressure on the ecosystem.



## PROVIDING A SAFE HAVEN FOR WILDLIFE

While Marina Bay Sands is located in the heart of an urban environment, the integrated resort is still home to a bountiful variety of flora and fauna. From birdlife, such as white-bellied sea eagles and peregrine falcons, to whole families of smooth-coated otters, visitors are treated to frequent sightings of wildlife in the Marina Bay area.

The resort is also an oasis for plant diversity, hosting over 150 different plant species. From the native *Leea Rubra* shrubs with their vibrant, red flowers to the ornamental Dwarf Umbrella Tree, the meticulous

landscaping is not only visually captivating but also sustains a flourishing ecosystem.

This abundance of nature attracts many varieties of local wildlife, and we are proud to introduce measures that protect these species as much as possible. This includes funding the rehoming of bee colonies that have made a temporary home at Marina Bay Sands, offering a chance for the bees to thrive again in nature. In 2023, an estimated 120,000 bees were rehomed.



# CULTURE & CAPACITY BUILDING

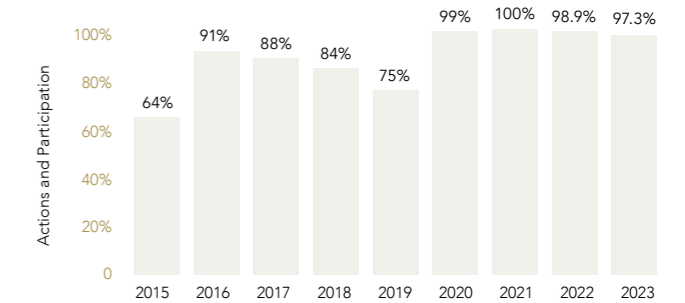


Communicating our commitments across both operations and the supply chain by inspiring and engaging our customers, partners and Team Members

Addressing climate change will take a truly holistic collaboration between civil society, national governments, academia and businesses across all industries. Given the hospitality industry's interconnected nature, organisations such as ours can drive sustainability goals across entire supply chains to create significant impact. At Marina Bay Sands, we implement a multifaceted approach to foster awareness among our stakeholders.

Team Members participating in Earth Hour Walk 2023

## SUSTAINABILITY ACTIONS AND PARTICIPATION



From 2022, the tracking methodology for sustainability actions was revised and based on Team Members' unique participation



### Inspiring our Team Members

At the heart of our high-touch service and passion for sustainability lies our dedicated Team Members. Through the comprehensive Learning and Development Framework, Marina Bay Sands inspires and educates its staff throughout the year with a series of learning journeys, and training and engagement programmes that are tailored to meet different departmental needs. In 2023, 97.3% of our Team Members engaged in formal educational sustainability activities.



### REVISITING NATURE WITH TEAM MEMBERS

Marina Bay Sands kicked off the year with Sustainability Action Week, a week-long programme of immersive nature experiences that marked the transition from online-based education to outdoor learning.

The activities took more than 300 Team Members to a myriad of locations: Singapore's only local goat farm, the Sungei Buloh Wetland Reserve, the nation's most important migratory bird site,

and Bukit Timah Nature Reserve, Singapore's only hill dipterocarp forest and the largest remaining primary rainforest on the island. Team Members also played their part in cleaning up our waterways through fun yet impactful kayak and power-boat sessions. Through these deep-dive encounters with our environment, Team Members were able to discover the wonders of our remaining pockets of nature and learnt the importance of responsibly protecting our biodiversity.

### BOLSTERING SINGAPORE AS A SUSTAINABLE NATION

A nationwide sustainability movement was launched in July 2023 by the Ministry of Sustainability and the Environment and Singapore Tourism Board to rally the community to take collective action towards a sustainable future for Singapore. Go Green SG was a month-long programme of sustainability-related events and activities organised by local businesses, tourism partners and the education sector.

Marina Bay Sands rolled out a comprehensive line-up of activities and immersive experiences that focused on environmental conservation and upskilling our Team Members' sustainability knowledge. Some of these activities included hands-on workshops at ArtScience Museum, reducing the number of plastic bags with tenants at The Shoppes and serving plant-based dishes at our Team Member Dining Rooms.



### Recognising Marina Bay Sands' Sustainability Achievements

Maintaining our status as one of Asia's leading sustainable event venues, Sands Expo & Convention Centre continues to be certified Platinum in three industry-leading certifications: Leadership in Energy and Environmental Design (LEED); Events Industry Council (EIC) Sustainable Event Standards; and the Building and Construction Authority's (BCA) Green Mark. Transcending our sustainability commitment beyond just events, Marina Bay Sands is proud to be the first and largest hotel in Singapore to achieve the Global Sustainable Tourism Criteria (GSTC) Industry Criteria for Hotels & Accommodations in 2023. The certification recognises hotels that adopt best practices in sustainable tourism in four principal areas – Effective Sustainability Management; Minimising Environmental Impact; Maximising Social and Economic Benefits for the Local Community; and Enhancing Cultural Heritage.

In addition, our sustainability achievements were recognised by national tourism bodies. The Singapore Tourism Board commended Sands Expo's sustainability efforts, granting us the Exceptional Achievement Award, while the Singapore Hotel Association presented us with the inaugural Singapore Hotel Sustainability Award. These accolades serve as testament to the resort's continuous commitment to environmental stewardship.

Building on this momentum, we have embarked on an ambitious goal to achieve the ISO14001 Environmental Management System certification by the end of 2024. This marks yet another step in our journey to ensure sustainability is deeply embedded into all aspects of our operations, through a structured top-down approach.

### Clients

At a time when sustainable choices are front of mind for organisations, Marina Bay Sands continues to marry its exceptional service with leading sustainability offerings at Sands Expo. Our dedicated Sustainable Event Advisory Services team collaborates closely with clients to ensure that their environmental impact is reduced and their commitments are amplified across multiple touchpoints, including sustainable food, beverage, procurement and waste management.

### TUNED INTO IMPACT, SUPPORTING MIGRANT WORKERS

Marina Bay Sands regularly partners with its event clients to leave a tangible legacy in the local community through their events. The Million Dollar Round Table (MDRT) Global Conference was held in August, welcoming thousands of financial advisers from across the globe. The event comprised exclusive meetings, talks and networking opportunities for financial service professionals.

Alongside MDRT's commitment to minimise waste, over 2,000 radios and headsets from the event were collected and donated to the Migrant Workers' Centre in Singapore. These electronics were sorted and packed by our Team Members to ensure the migrant workers would receive well-packaged gifts on International Migrants' Day.

### PAVING THE WAY FOR SUSTAINABLE EVENTS

In March 2023, Marina Bay Sands was the host sponsor for the inaugural Earth Hour Summit with WWF Singapore. The event saw 500 thought leaders and key decision-makers discuss breakthrough decarbonisation and climate change solutions. This followed in the footsteps of the nation's recent commitment to achieve net zero emissions by 2050 and served as a prelude to WWF's annual Earth Hour lights-off event.

The summit set the stage for Sands Expo to showcase our diverse portfolio of sustainability

offerings. Menu cubes with QR codes and dietary markers were created from recycled chopsticks, in a pilot to reduce the use of paper and print materials. All single-use items were also eliminated for the event, including plastic bottles, plastic stirrers and sugar sachets.

Delicious plant-based dishes and fairtrade beverages were served at the event to offer delegates a taste of the most responsible options available. The air-conditioning for the event was also set to a higher temperature to minimise carbon emissions from cooling.





MARINA BAY SANDS

SANDS CARES

SANDS ECO-360



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