



# ELEVATING AN ICON

ANNUAL REVIEW 2022





“We are firmly on a path to elevate the luxury experience for our guests across all aspects of our multi-faceted business - not only in terms of physical infrastructure, but also in the quality of service that our Team Members provide.”

**Paul Town**  
Chief Operating Officer,  
Marina Bay Sands

# ELEVATING OUR AMBITIONS



Since opening in 2010, Marina Bay Sands has firmly established itself as the most iconic tourist destination in Singapore. In doing so, we have had a transformational impact on Singapore's economy. It is not a status that we take lightly.

**W**e are immensely proud of the follow-on benefits that our integrated resort (IR) provides to small and medium-sized enterprises as well as the wider hospitality sector. Today we employ more than 10,000 Team Members, two-thirds of whom are Singaporeans or Permanent Residents. We give back to our communities through the Sands Cares community engagement programme, and have a deep commitment to sustainability. We have helped transform the entertainment and food & beverage (F&B) scenes, elevated the luxury retail market, and brought more than 1,100 all-new events to Singapore at our Sands Expo & Convention Centre.

All these are possible through the vision of our late founder, Sheldon G. Adelson. Mr Adelson was instrumental in ensuring that we at Marina Bay Sands are constantly striving to reinvent ourselves and constantly providing our guests new reasons to visit the property.

2022 marked a turning point from the unprecedented impact that the Covid-19 pandemic had on both Marina Bay Sands and Singapore as a whole. From the beginning of the crisis, Mr Adelson was clear that

we must remain firmly committed to our employees. Throughout the pandemic, we maintained a full-capacity workforce, and stayed focused on the health and safety of our Team Members.

Our Team Members responded in an impressive manner by taking up challenges to better position Marina Bay Sands for the future. While practicing prudent cost discipline, they were adaptable and showed a strong sense of teamwork and innovation. A key example was the launch of our Hybrid Broadcast Studios to bring new ways for MICE (meetings, incentives, conferences and exhibitions) organisers to reach audiences, at a time when travel was not possible. We have also invested heavily to accelerate our digital transformation across all aspects of the property.

The challenging period ultimately helped reinforce what we at Marina Bay Sands have always taken pride in, which is our drive to constantly reimagine, and look at ways to do things bigger and better. Not only has Singapore emerged stronger from the highly impressive way that the nation handled the crisis, we as a business emerged stronger too.

We have had strong support from the Singapore Government, as well as the Singaporean market which rediscovered our offerings when travel abroad was not possible.

With borders now reopened, international customers are coming back in large numbers. They are staying longer and spending more as they seek out more premium experiences. They are also engaging Singapore in a different way by exploring more of what the nation has to offer. This has helped return our business activity to pre-pandemic levels far more quickly than we had expected.

## Investing in the Future

In line with the changing market environment which has seen particularly strong growth in the premium travel segment, we are firmly on a path to elevate the luxury experience for our guests.

The most public – and visible – manifestation of the elevation strategy is in the US\$1 billion reinvestment programme that we announced early in 2022. This is part of a transformational journey that will see us redesigning Marina Bay Sands at a scale never seen before.

The reinvestment is the biggest since Marina Bay Sands' opening in 2010, and demonstrates our parent company Las Vegas Sands' confidence in Singapore and ongoing commitment to the country's tourism industry.

Leading this effort is the major renovation of our hotel rooms, which is being carried out in stages.

We have engaged some of the world's best interior designers to reimagine what a luxury hospitality experience feels like in today's world. The overhaul of our rooms is just one aspect of an ambitious plan to weave together an unmatched customer journey across the entire resort.

No part of the property will be spared from this ambitious transformation. From more premium offerings in the casino, to more world-class fine-dining establishments, we are creating unparalleled luxury experiences for our guests.

In addition to upgrading the physical infrastructure, we are sparing no efforts in transforming the customer journey by elevating service standards, whether it's through reskilling our staff, or deploying technology and analytics to understand our customers better.

Even as we are focused on enhancing the current property, our eyes are firmly set on expansion through the addition of an ultra-luxury hotel tower, 15,000-seat arena and additional MICE space. We continue to work through various aspects of the expansion project with the Singapore Government and are making good progress.

At the same time, we are continuing to expand our contribution to Singapore's wider tourism landscape. This includes forging further synergies with like-minded partners across the Marina Bay area, helping to transform it into Asia's premier leisure, business and entertainment destination. As many of our customers are spending more time engaging in off-property activities, we are also curating unmatched experiences across other parts of Singapore that the premium customer will regard as extensions of our own offerings.

Our transformation is outlined in detail throughout the sections of this report. We hope you will like what you see, and will join us for what promises to be an extraordinary journey ahead.



**Paul Town**  
Chief Operating Officer,  
Marina Bay Sands

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# 2022 HIGHLIGHTS

2022 began under the lingering cloud of the Covid-19 pandemic but improvements were seen progressively throughout the year, initially following the easing of travel restrictions and later the removal of most safe management measures in Singapore.

From full house at the hotel to the return of large-scale events, Marina Bay Sands made significant strides as business momentum rose in tandem with visitor arrivals. The integrated resort reported a record performance in both mass gaming and retail revenue for the fourth quarter of 2022, capping a sizzling year of recovery.

Over its 12 years of operations, Marina Bay Sands has not only transformed the city skyline but also captured the imaginations of Singaporeans and the rest of the world. The IR built on its strengths and solid foundation in 2022 and swiftly benefited from the recovery in travel demand, through continuous reinvention, with stellar accolades and record-breaking numbers to show.

As Marina Bay Sands looks towards its next phase of reinvestment and expansion, this year in review takes stock of its milestones to keep innovating and solidify its standing among the world's greatest destinations.



**\$545 MILLION REINVESTED**

into the existing property in 2022 to transform its offerings

**\$2.3 BILLION TOTAL REINVESTED**

in the existing property from 2010 to 2022

**NEARLY 12,000 VOLUNTEER HOURS**

in 2022

**NEARLY 92,000 VOLUNTEER HOURS**

contributed to the community since opening



**52.3% REDUCTION IN CARBON FOOTPRINT**

since 2012

**ASIA'S ONLY TRIPLE PLATINUM CERTIFIED SUSTAINABLE MICE VENUE**

as of 2022





**NEARLY  
10,600  
TEAM  
MEMBERS**  
to date, of which

**TWO  
THIRDS  
ARE  
LOCALS**



**2,164**  
MICE events hosted  
at Sands Expo in 2022

**OVER 1,100**  
new-to-Singapore  
events held to date

**OVER  
S\$4 MILLION**  
raised through Sands for Singapore  
Charity Festival 2022

**OVER S\$31  
MILLION**  
raised through the Festival to date



**86  
AWARDS**  
in 2022

**819  
AWARDS**  
since opening



**34  
CONCERTS,  
MUSICALS AND  
PERFORMANCES**  
staged in 2022

**NEARLY 70  
RED CARPET  
EVENTS  
AND MOVIE  
PREMIERES**  
since opening



# 2022 FINANCIAL HIGHLIGHTS



The recovery at Marina Bay Sands progressed through the year, with mass gaming revenue reaching an all-time property record as 2022 came to a close.

Despite airlift constraints and residual travel restrictions in the region, the integrated resort achieved strong growth in all gaming and non-gaming segments in the final quarter.

“In Singapore, we were pleased to see the robust recovery continue at Marina Bay Sands...with the property delivering record levels of performance in both mass gaming and retail revenue. We are excited to have the opportunity to introduce our new suite product to more customers as airlift capacity improves and growth in visitation from China and the wider region is enabled by the relaxing of travel restrictions,” said Robert G. Goldstein, Chairman and Chief Executive Officer of Las Vegas Sands.



**US\$1.06  
BILLION  
EBITDA**



**US\$2.5  
BILLION  
NET  
REVENUE**



**US\$1.68  
BILLION  
CASINO  
REVENUE**



**93.1%  
HOTEL  
OCCUPANCY**

*As at 31 December 2022*



**US\$285  
MILLION  
ROOMS  
REVENUE**



**US\$234  
MILLION  
F&B  
REVENUE**



**99.5%  
MALL  
OCCUPANCY**

*Average occupancy for the year*



**US\$2,596  
SALES PER  
SQ FOOT**

# LUXURY TRANSFORMATIO

No detail has been spared when embedding luxury across all areas of the integrated resort – from hotel and casino facilities to entertainment, food, retail and attractions offerings, all to provide guests a truly elevated experience.



ON



# PREMIUM POSITIONING

Adapting in the face of turbulence has been key to Marina Bay Sands' success over the past 12 years.

**W**ith the operating environment becoming more volatile in recent years, this knack for evolving on demand has become more important than ever.

Against this challenging backdrop, the IR accelerated an ambitious property-wide plan in 2022 to elevate its products and services in response to growing demand for a more premium offering from its global clientele.

"Our customers have become a lot more sophisticated in the last 10 years and are demanding ever more premium and exclusive experiences. So, to an extent, this is a response to this changing dynamic," says Paul Town, Chief Operating Officer. "But we are also reimagining and extrapolating what the market will look like in the years to come, and we believe that the future will absolutely be about luxury – particularly in Singapore, which is already seen as a premium destination."

At the heart of this plan is the US\$1 billion reinvestment into the resort which will transform the physical infrastructure of the hotel, as well as add new fine dining concepts and wellness options.

Accompanying this brick-and-mortar makeover will be the significant elevation of service touchpoints that bring together the best of digital technology and human expertise, ensuring an enhanced and consistent customer journey throughout their visit to Marina Bay Sands.

## Lessons from the Pandemic

While the pandemic undoubtedly impacted the IR's operations, the experiences during the crisis

also generated valuable insights that justified its premium repositioning.

Unable to travel, many locals 'rediscovered' high-end dining or shopping delights available at the property. Meanwhile, many regional travellers chose Singapore, and Marina Bay Sands in particular, as their first destination after border restrictions eased. These customers responded enthusiastically to the new luxury touchpoints that had been rolled out so far, whether it was newly refurbished hotel suites in Towers 1 and 2, upgraded casino offerings, or a yacht moored nearby providing exclusive experiences.

There was also a discernible shift in customer behaviour as many sought to engage more deeply with all aspects of the resort, resulting in higher overall expenditure. Customers are also spending a greater proportion of their time off-property, a trend that Marina Bay Sands is answering by partnering with like-minded service providers to act as an extension to the IR's offerings. "The market has responded really well to these premium lifestyle experiences, which makes us feel validated in our approach to elevating our positioning," says Town.

The strategy has succeeded in capitalising on the robust post-pandemic demand for travel and leisure. Reflecting this, Marina Bay Sands' net revenue nearly doubled in the fourth quarter of 2022 to US\$682 million, up from US\$368 million in the same period in the previous year.

Despite the strong rebound in 2022, it is only the beginning of a multi-year transformational journey. Leveraging its premium strategy,

## US\$1 BILLION

reinvestment back into the integrated resort



Marina Bay Sands is confident of growing into a US\$2 billion EBITDA company when the market fully recovers – far exceeding the US\$1.6 billion achieved prior to the outbreak of the pandemic.

“If we want to maintain our lead as the best integrated resort in the world, then that target becomes very achievable. It requires us to get enough of the high-value tourists spending at a level that will build the top line and deliver the US\$2 billion, even with inflationary pressures. And for that to happen, the elevation element becomes critical,” explains Town.

### No Stone Left Unturned

The ‘premiumisation’ of Marina Bay Sands will touch all business units and impact all customer touchpoints. Upon the completion of its renovations, the hotel will see a room mix skewed more heavily towards suites featuring a more luxurious aesthetic. Likewise, the property’s MICE offerings will tilt in favour of more premium events that employ the latest technology to deliver a superior meeting experience.

Furthermore, many MICE delegates want to explore beyond their meetings, eager to experience the resort’s luxury attractions, whether it’s a meal at a celebrity restaurant or a Broadway musical at Sands Theatre.

The IR’s collection of world-class F&B establishments will see the addition of several new high-end restaurants. The F&B team is working with some of the world’s best chefs to bring in innovative concepts curated specifically for the property.

On the entertainment front, Marina Bay Sands is working with lifestyle partners to offer not only the best shows and concerts on its property, but also at other world-class venues across the island. In 2022, customers were able to enjoy the Singapore Grand Prix at the exclusive Formula 1 Paddock Club, and Mandopop superstar JJ Lin’s sold-out concerts at the National Stadium.

### Upskilling its People

The elevation of Marina Bay Sands’ offerings will require its people to work with new technology and processes to better serve the premium customer as new luxury touchpoints are introduced. Team Members will also need to forge relationships with customers that go beyond the transactional, and touch on their emotional needs as well. To this end, the IR has spared no effort in arming its more than 10,000 Team Members with the skills and knowledge required to support the premium strategy.

“It’s crucial for Marina Bay Sands to continue to be a leader in training and identify new ways of leveraging technology to free up staff to provide the level of hospitality necessary,” says Yoshua Rubinstein, Senior Vice President of Strategic Planning, Analysis & Development. The goal of technology is not to replace front line staff, but rather to enable them to engage customers at a deeper and more meaningful level, he adds.

Alongside elevating its existing products and services, Marina Bay Sands is already preparing for its expansion under the ‘IR2’ project. This will reinforce the premium strategy by adding new infrastructure and features designed specifically for the high-value customer.

While the pandemic has impacted the schedule, the IR2 expansion was put back on track in 2022, and more progress is expected in the coming years.

Says Town: “The intent is to create a different experience. While IR1 is about vibrancy and action, IR2 will feel a little bit more intimate and more exclusive. It will still have Marina Bay Sands’ world-class service DNA running through it but delivered with a slightly different flavour.” **W**



# DELIVERING A BEST-IN-CLASS HOTEL EXPERIENCE

Among the sectors hardest hit by the pandemic, the hospitality industry has emerged to a new reality: guests are seeking out more unique experiences while the talent needed to deliver them becomes harder to find.

Amid this challenging landscape, Marina Bay Sands' hotel has been transforming its operations to deliver a more premium level of service to its customers.

Recognising that it already had a first-rate product, the hotel team decided to reassess the entire guest journey as it sought to deliver best-in-class service and experiences at all touchpoints, from the suite facilities and dining options, down to the snacks and coffee available in the room.

"The goal is to touch every emotional point from the moment you land to the time you leave the property, and everything in between. And this experience must cater to all guests, from the 95-year-old grandmother to the three-year-old child," explains Tane Picken, Senior Vice President, Hospitality.

Technology will play a key part in this bold transformation, such as employing digital solutions to support Team Members' efforts to enhance the guest experience. The intent is not for digital innovation to replace human service, but rather to complement it to generate more successful outcomes.

One example of this hybrid approach is a new contactless service enabling guest check-in via the Marina Bay Sands mobile app, even before arriving at the hotel. Guests will also be able to access lifts and unlock their room with the app seamlessly. Further down the road, guests might even be able to drop their luggage with the bell boy and have it taken up to their rooms by a robot, where it will be waiting for them with a butler by the door when they arrive.

## Intuitive Housekeeping

Technology alone cannot deliver the level of luxury service that the hotel aims to achieve, however. Instead, the team has launched an 'intuitive housekeeping' programme to realise its goal of anticipating every need a guest may have, no matter how small.

## MAJOR ACCOLADES IN 2022



**Forbes**  
TRAVEL GUIDE

Forbes Travel Guide 2022  
Four-Star Hotel



Best Meetings Hotel  
(Singapore) at M&C Asia  
Stella Awards 2022

Best Hotel Pools in  
Singapore (1st) at  
Travel+Leisure's Asia's  
Best Awards 2022

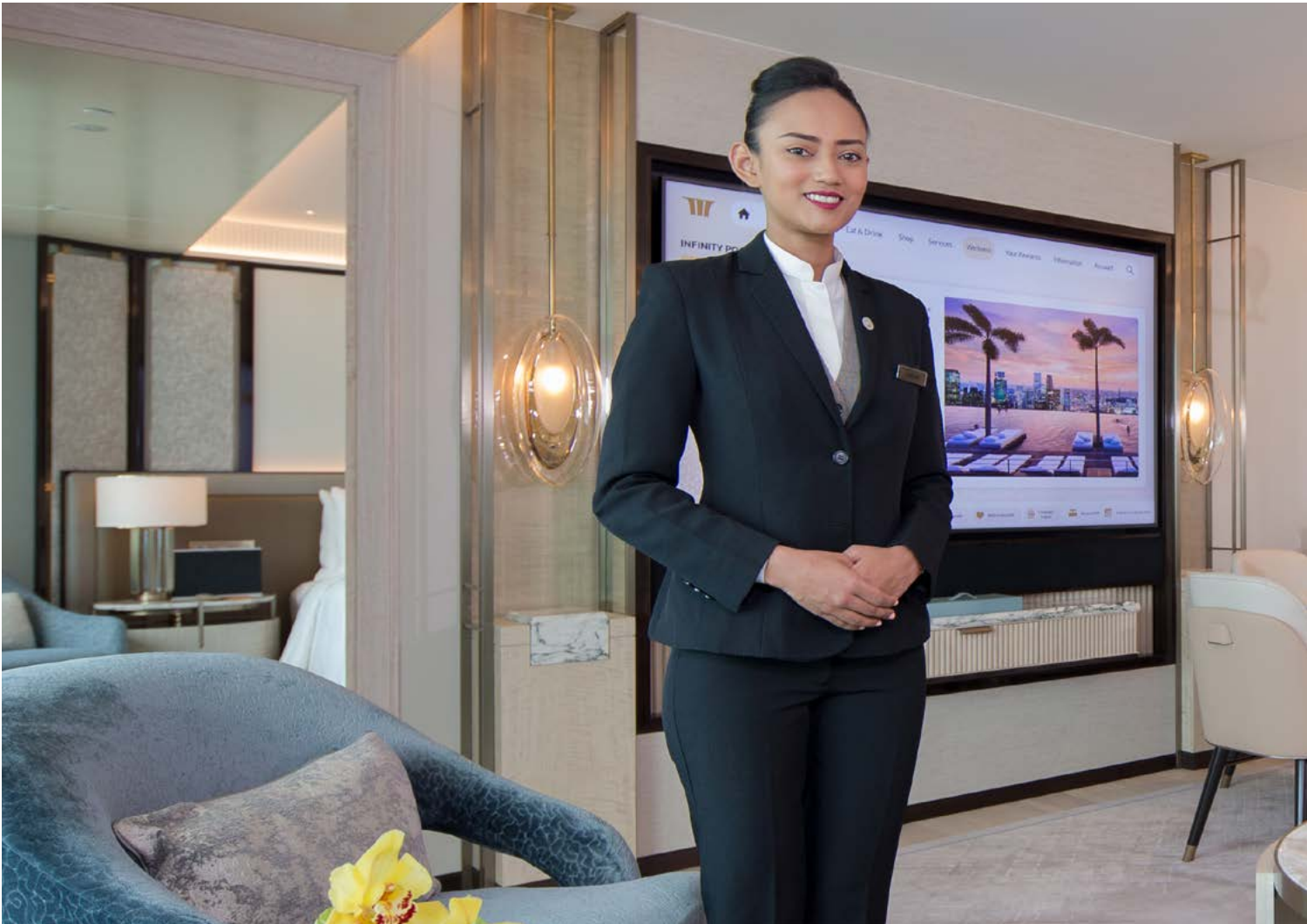


The hospitality industry has emerged to a new reality where guests are seeking out more unique experiences.





Hotel rooms and suites are undergoing a bold transformation to deliver new levels of luxury.



The Marina Bay Sands Butler Academy was created in 2022 to develop first-class talent in Butler Services.

This could mean using leather ties to lend an elegant touch when tidying up messy computer and phone cables or placing soiled gym clothes in a laundry bag with a scented pouch.

“Under this programme, we don’t call our Housekeeping staff ‘Room Attendants’ any more – they are ‘Room Stylists’. And we developed a list of different pouch items which are not in a guest room but are used to satisfy needs that our guests may not even know they have. This is what we call intuitive housekeeping,” says Picken.

“And it requires a personal human touch. It’s not something I can see robots doing in the next 10 years at least.”

### Focusing on Wellness and Sustainability

As wellness becomes a priority for global consumers, Marina Bay Sands’ hotel is leveraging technology to roll out on-demand services to satisfy this

growing appetite. These include a live jogging app, suggesting routes around the beautiful Marina Bay area, as well as virtual gym, yoga and stretching sessions that can be accessed via a digital platform from the comfort of one’s room.

With sustainability at the top of mind for many travellers, Marina Bay Sands continues to strengthen its eco-friendly solutions across the hotel’s operations, such as using wooden blocks recycled from disposable chopsticks for guests to request a change of bed linen.

These initiatives are aligned with the IR’s sustainability efforts, and an extension of its progressive journey to reduce impact on the environment without compromising on the guest experience.



### Training World-Class Talent

Faced with labour challenges across almost all key roles in the hospitality sector, Marina Bay Sands is also working to groom local talent to help execute its premium strategy, while raising the overall standard of the industry in Singapore. This ambition is perhaps best reflected in the resort's Butler Academy, created to train a pipeline of butlers delivering a consistent level of world-class service at the hotel.

"What we realised is that there are a lot of highly intelligent and skilled people who don't understand the butler experience. So, we set up the Marina Bay Sands Butler Academy to educate young talent in delivering exceptional service. It also helps our older colleagues who have been in the business for a long time expand into something new," says Picken. Looking ahead, the Academy will partner with universities and other educational institutions to expand the scope and depth of the training provided.

The hotel witnessed much progress in 2022 in its mission to elevate its infrastructure and facilities, and the years ahead will see a multitude of new services and features being rolled out on a regular basis – whether it's freshly renovated rooms or innovative F&B concepts. **W**

*"There are multiple things that will be introduced down the road in our drive to deliver the world's best luxury integrated resort experience. Due to the size of our property, it will be a journey of steps, rather than an overnight change."*

**Tane Picken**

Senior Vice President, Hospitality

# RAISING THE BAR

The first impression when the lift doors glide open is of lightness. From the corridors to the guestrooms, there is a subtle glow from the choice of materials and colour palette, lending hints that a wonderful transformation has occurred.

**W**elcome to the reimagined hotel at Marina Bay Sands.

Since 2021, the IR has been making over Towers 1 and 2, guided by design and the philosophy of delivering an unparalleled Asian hospitality experience. No amount of effort has been spared to elevate it to heights previously unseen in Singapore.

The interiors were completely overhauled, the plumbing was reconfigured, the rooms were expanded to house different layouts and the user experience prioritised. Every detail is brand new, leaving nothing behind of the original design. It is a bold, unconventional but generous move, especially considering the property is only slightly over a decade old.

Now, the fruits of all that labour are ready to be unveiled.

Guests are invited to step into the tranquillity of the new room design, as they retreat from the vibrancy of the public space. The feeling of calm is inspired by a contemporary luxury residence – it is home on the road, embellished with hints of the tropical garden city where it is located for a sense of place.

Taupe is the base colour, soothing and timeless but given an edge with cheery accents through cushions, pendant lights, furniture and even the tableware. Every single element was carefully considered and curated before being positioned in the space.

Forming the foundation are yards of an elegant eucalyptus wood veneer, perfectly book-matched, that clads the walls and doors. This was chosen by the design team for its pattern – traditional Peranakan features with a resort-like quality.

Swathes of rich marble clad the foyer flooring and bathroom. Venturing further, guests can sink into the thick Axminster wool carpet with a motif inspired by the textiles found along Arab Street that is pure heaven for the soles.

As with any abode, pops of personality are found throughout the room, with details inviting guests to have fun and surprising even the most seasoned globetrotters. For starters, do not expect a conventional minibar as it has been deconstructed and reinvented into two parts.



Hotel guests are invited to step into the tranquillity of the new room design featuring soothing and timeless accents.

The first is a two-metre-tall armoire, the room's centrepiece, with its double doors that have a muted-gold chinoiserie pattern – specially illustrated to court good *feng shui* – on shiny black lacquer. Open it and discover first an inset 'jewellery box' encased in leather that holds four different TWG Tea selections and delicate Legle tableware that make up the unique tea programme.

The second is a standalone bar, cylindrical in silhouette and reminiscent of a tall water glass. Every room now celebrates the cocktail, a reflection of Singapore's obsession with the beverage. A pre-mixed selection from the most popular watering holes in Marina Bay Sands is prominently displayed.

Those who book a suite will discover an entire area dedicated to beverages, called the 'social bar'. The design team deliberately had everything displayed on exposed shelves, an open invitation to have a tea or cocktail. An accompanying bar counter and stools give permission to invite friends over and turn it into a party.

Sharp eyes will not miss the incredible detail that has gone into the room – everything from the tactility of the textured handles of the wardrobe door, to the ribbed panelling below the 85-inch flatscreen television and the flanking pendant lights customised and handmade with crystal glass for a touch of sophistication.

Acres of leather have been used to clad whatever could be – from the hangers, to the safe, shoehorn, Nespresso machine and even the television remote control sleeve.

No detail has been spared in the tech arena, either. There is an intuitive lighting system that turns on when the room is entered, including the day and night curtains opening. The switches are labelled and the pre-set modes are spot on with their configurations. Even the air-conditioner temperature is controlled with a dial that is ergonomically pleasing to use.

When time to turn in, guests have the opportunity to admire the statuesque headboard that mimics a Chinese screen in a Peranakan shophouse.

A disk embedded in the bedside table is the handy smartphone wireless charger. There is also a portable Bang & Olufsen speaker to play any pre-sleep guided meditation. Moving close to the lighting controls in the dark, they become softly illuminated for touch-free ambience.

Finally, once enveloped in bed, atop a mattress topper that feels like a cloud, guests can turn down the lights and let the day fall away. In the cradle of this new hospitality experience designed by Marina Bay Sands, a good night's rest is the culmination of this journey – and undeniably the epitome of all of life's luxuries. **W**



Every room now celebrates the cocktail, with a standalone bar offering a pre-mixed selection from the most popular watering holes in Marina Bay Sands.

# ELEVATING THE GAMING EXPERIENCE

The disruptions of the Covid-19 pandemic did not prevent the team at Marina Bay Sands from reimagining what the guest experience would be like when activities resumed.

Multiple taskforces were formed throughout the pandemic with a view towards the future. This enabled operations to continue safely for both guests and Team Members during the challenging period, through strict adherence to safe management measures. Simultaneously, larger strategic reviews were carried out to delve deep into the entire guest journey across the casino and other parts of the property.

“As part of this review, there has been an increased focus on elevated integrated experiences across the casino as well as the hotel, retail, F&B and entertainment. The objective is to create unparalleled experiences across every touchpoint,” says Paul Town, Chief Operating Officer.

The casino accelerated its renovation plans for high-limit gaming areas, which includes all touchpoints of premium mass and VIP gaming. Enhancements to

premium mass areas were carried out across 2020 and 2021, with the VIP areas set to be completed over the next two years. This programme will ultimately affect all aspects of the casino, involving extensive renovations of salons and communal gaming areas, and refreshed F&B offerings.

“Our focus on the premium casino customer, as well as the fact that we remained committed to our Team Members during the challenging times, enabled us to ramp up quickly with the rebound of travel. Our staff were ready to serve and our customers were welcomed back to an elevated gaming and hospitality environment,” says Baybars Oral, Senior Vice President of Casino Operations.

Aim of more than

## 700

Responsible Gambling  
Ambassadors by the end  
of 2023



The focus on elevating premium experiences across the integrated resort extends to the casino.

### Supporting Responsible Gambling Practices

Marina Bay Sands remains firmly committed to industry leading compliance controls and to responsible gambling programmes.

Its Responsible Gambling Programme supports the social safeguards established by the Singapore Government – including the entry levy system for Singapore Citizens and Permanent Residents, the Voluntary Visit Limit Programme and casino exclusion orders – alongside its own self-initiated measures.

In 2022, the IR further strengthened efforts to raise awareness of the potential effects of problematic gambling behaviours and provided relevant support for patrons seeking help.

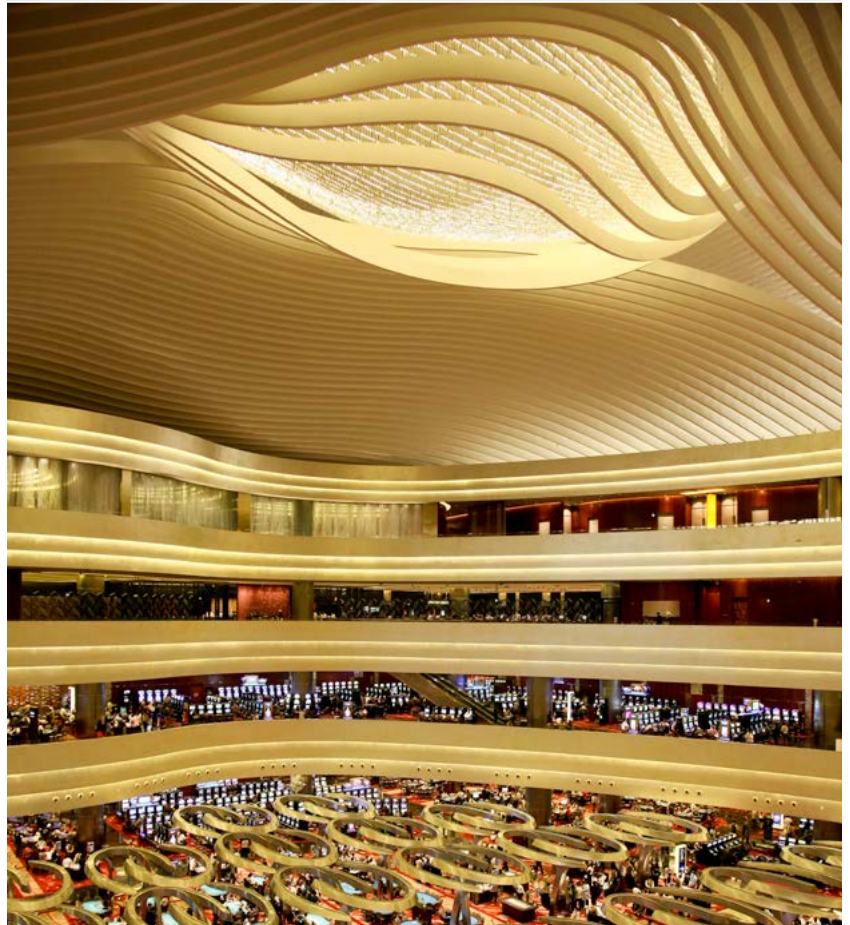
A new initiative is the Informed Play System, which allows patrons to voluntarily set a limit on how much money and time they spend gambling and be notified as they reach those limits. This was established in collaboration with the Ministry of Social and Family Development to help patrons better manage their gambling.

### On-the-Ground Support

Another important aspect of Marina Bay Sands' responsible gambling strategy is the Responsible Gambling Ambassador (RGA) Programme, developed in 2013 in conjunction with Las Vegas Sands and the University of Nevada, Las Vegas. The programme is designed to equip staff to identify observable problem behaviour and assist patrons who may display signs of problematic gambling.

The IR currently has over 600 RGAs and the aim is to have more than 700 by the end of 2023.

“For 2023, the focus will be to reinforce what we’ve done in the last 12 months for raising awareness of responsible gambling. We will also continue to enhance the tools that we have, and further develop the core team of Responsible Gambling Specialists and Ambassadors here at Marina Bay Sands,” says Joseph Bufalino, Executive Director, Responsible Gambling. 



The casino has strengthened efforts to raise awareness of the potential effects of problematic gambling behaviours and provided additional tools for patrons seeking help.

# RENEWING THE LUXURY RETAIL EXPERIENCE

Following two years of restrictions, 2022 saw a whirlwind of retail activity for luxury shoppers in Singapore, including at The Shoppes at Marina Bay Sands.

Marina Bay Sands' retail business was more than ready to meet demand, having spent the lull of the previous two years unveiling new brands and concepts, while initiating a steady stream of support for tenants throughout the crisis.

These efforts paid off handsomely as the world emerged from the grips of Covid-19. Marina Bay Sands' retail business saw revenue surge to US\$226 million for the full year, compared to US\$177 million the year before. Mall occupancy was 99.5 percent. This better-than-expected performance was underpinned by the return of travel and easing of restrictions in Singapore, which have been key to reviving the retail landscape.

Many local luxury consumers, unable to travel to their favourite boutiques abroad, had already rediscovered The Shoppes during the pandemic. This trend persisted even after most restrictions were lifted in 2022, and Singaporeans were joined by affluent tourists desiring curated experiences.

This increase in local shoppers helped compensate for the loss of tourists from China and Japan – key

markets for The Shoppes pre-pandemic – with their borders still largely shut in 2022. Following the easing of travel restrictions, the biggest international markets for Marina Bay Sands' retail business in 2022 were primarily from Southeast Asia, including Indonesia, Malaysia, the Philippines and Vietnam.

“We are extremely proud of our performance in 2022. The goal is to retain the local customers that we worked so hard to acquire over the last two years, while at the same time welcome returning tourists,” says Hazel Chan, Marina Bay Sands' Vice President of Retail.

“Tenant mix is very important, and in the last two years we've been working with tenants to renovate their stores because we wanted to be ready when business returned. We also focused on diversifying our tenant mix by bringing in new concepts.”

New brands – such as Acne Studios, AMAFFI, Buccellati and Sincere Haute Horlogerie (SHH) – have landed at The Shoppes, while existing ones – including French luxury

## MAJOR ACCOLADES IN 2022



Experience Excellence:  
Outstanding Shopping  
Mall Experience at the  
Singapore Tourism  
Awards 2022



Marina Bay Sands is home to one of the region's biggest collections of luxury duplexes and flagship stores under one roof.



fashion house DIOR – revitalised their duplexes to introduce unique concepts. In July, DIOR opened its highly anticipated, newly refreshed two-storey flagship store, featuring an extensive line of men’s and women’s ready-to-wear items, handbags, shoes, accessories and fine jewellery.

### A Partner in Crisis

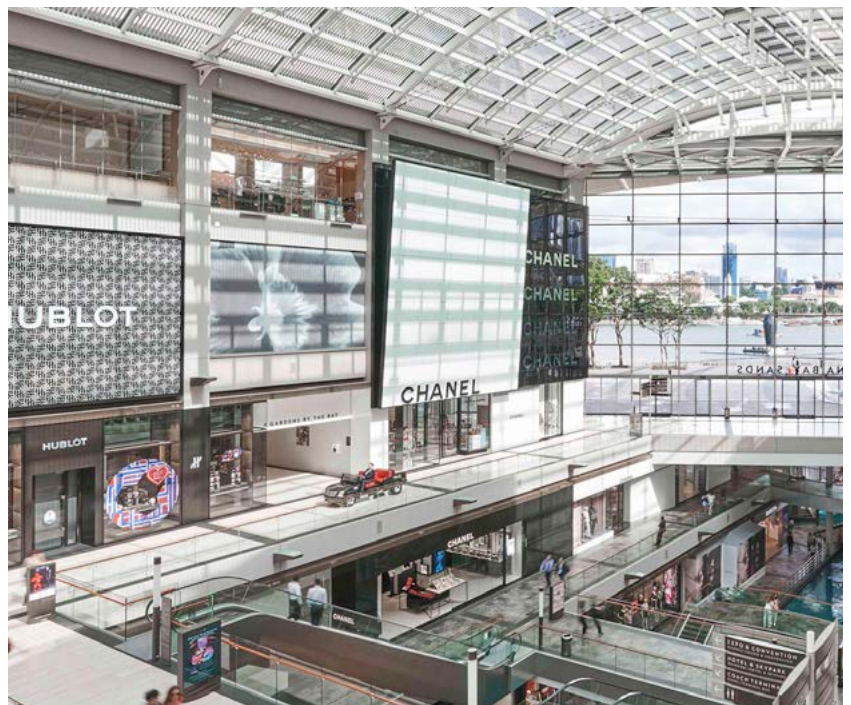
Marina Bay Sands was able to show the full extent of its support for retail tenants during the most desperate periods of the pandemic in 2020 and 2021. When lockdowns were announced, many of The Shoppes’ luxury tenants found themselves without an online platform to compensate for the freefall in physical, bricks-and-mortar business.

In April 2020, a ‘click-and-deliver’ online platform was introduced, giving brands a channel to generate sales amid Singapore’s ‘Circuit Breaker’ – a time when most businesses were forced to close for nearly three months. Since the very first sale on the platform – a white Hugo Boss cap – over 150 luxury and premium brands selling fashion, accessories, watches and jewellery have benefited from the digital concierge service.

Riding on that experience, many of these brands have since developed their own local e-commerce capabilities as part of a broader omnichannel strategy. “The luxury brands are still very focused on the in-store experience, but many now realise the importance of having an omnichannel presence that incorporates online in a way that enhances the entire shopping journey,” explains Chan.

The Shoppes also helped tenants beyond passing on rental rebates received from the Government. The team evaluated the monthly sales figures and occupancy costs for each tenant, identifying those most in need of assistance. This earned Marina Bay Sands a reputation as a partner that supports its tenants through the peaks and troughs, especially during the pandemic, which presented a volatile situation for the retail industry.

“Our tenants are very appreciative of what we did for them during the pandemic, and word has gone out to the market. When we talk to prospective brands now, they tell us that we are known as one of the better business partners in retail,” says Chan.



### ELEVATING THE MIX

The pandemic proved to be an opportunity to refresh the tenant mix at The Shoppes. One notable development on this front was the introduction of a premium home and living retail category.

“We observed a trend of people entertaining guests more frequently at home, leading to growing demand for luxury home and living products. As The Shoppes acquired more local customers, we decided this was a good time to introduce this category into our retail space,” says Chan.

Among those to debut was the first standalone store of Florentine luxury brand Pineider, known for its fine bespoke stationery, writing and leather goods. French ultimate luxury brand, Baccarat, French luxury goldsmith brand, Christofle, Italian luxury linen brand, Frette, and ultra-luxe Swedish mattress brand, Hästens, were other prestigious names in this category to open standalone spaces.



Over the Christmas period, The Shoppes transformed into a resplendent wonderland with breathtaking visuals of a floating forest amidst shimmering bright lights.

### Doubling Down on Luxury

As business returns to pre-pandemic levels, Marina Bay Sands' retail business is doubling down on its leading 'premium to luxe' positioning. This has set the IR apart from the competition, with growth in the clientele base over the years, especially among ultra-luxe shoppers.

This commitment to meet growing demand for exclusivity will help maintain Marina Bay Sands' position as a leading destination in the region once borders fully reopen.

To this end, The Shoppes is exploring new premium offerings, such as expanding luxury footprints, personal shopping service and VIP private salons, as a way to reinforce its leadership position in the global luxury retail space. Chan explains: "Luxury consumers around the world have shown that they desire exclusivity in the form of a *salon privé*. So, we are working to ensure that Marina Bay Sands can meet and exceed their expectations." **W**

# ENVY OF THE CULINARY WORLD

“Food is our common ground, a universal experience.” These words by the great American chef-author James Beard resonated through the two years of pandemic, especially when the world saw social activities such as dining out with loved ones reduced to a near halt.

Over the last two years, Singaporeans continued to turn to food as a source of comfort and sported new interest in rediscovering culinary gems close to home. And as the F&B industry emerges from Covid-19 to ride the upswing of tourism recovery, Marina Bay Sands is staging a resolute comeback to satiate an increased appetite for one-of-a-kind dining experiences.

## Best-in-Class Dining

Since its opening in 2010, Marina Bay Sands has revolutionised Singapore’s dining scene by pioneering new-to-market F&B concepts. Through collaborations with culinary icons and leading hospitality groups, the resort continues to build on its portfolio of fine and casual dining concepts to satisfy its diverse customer base.

2022 was a remarkable year, with numerous concept refreshes and new openings, headlined by the highly anticipated launch of WAKUDA Singapore in April. The partnership between Marina Bay Sands, culinary maestro Tetsuya Wakuda and 50 Eggs Hospitality Group is a game-changer for Japanese dining in Singapore with its multi-faceted concept, stunning design and modern take on Japanese classics. Located in the heart of the bustling hotel lobby, WAKUDA is a natural crowd-puller with its high-quality cuisine and trendy vibe.

In September, throngs of pop superstar JJ Lin’s fans from near and far flocked to Miracle Coffee Singapore’s pop-up – a prelude to the artisanal coffee concept’s flagship café launching in 2023 at ArtScience Museum. The café is another addition to the IR’s roster of high-profile dining concepts.

“We are moving towards a three-tiered approach to F&B. The first is to drive ultimate luxury experiences for our high-net-worth customers, the second to deliver experiential dining through showmanship and the third to create something for everybody. The common thread is to elevate the experience at every level as we set the stage for the future,” says Tane Picken, Senior Vice President, Hospitality.

In the same year, Marina Bay Sands revitalised its signature restaurants in the spirit of culinary innovation to keep experiences fresh for diners. Its anchor restaurant RISE now boasts one of Singapore’s most impressive international buffets, rooted in Southeast Asian heritage recipes. In a bid to enliven the lobby dining experience, Renku Bar & Lounge also enhanced its nightly soirees with the accompaniment of live piano tunes and a bespoke gin trolley to deliver a whole new level of personalisation.

## MAJOR ACCOLADES IN 2022



Forbes Travel Guide 2022  
Five-Star Restaurant –  
Waku Ghin



Two Michelin Star by  
Michelin Guide Singapore  
2022 – Waku Ghin

One Michelin Star by  
Michelin Guide Singapore  
2022 – CUT



Marina Bay Sands has revolutionised Singapore’s dining scene by pioneering new-to-market F&B concepts, such as award-winning pop superstar JJ Lin’s Miracle Coffee.

### Culinary Prowess Under One Roof

In 2022, Marina Bay Sands combined its celebrity chef prowess with numerous high-calibre events. The Michelin Star Revelation and Gala Dinner held in July saw top culinary stars convene for an unforgettable evening at Sands Expo & Convention Centre, as the IR played host to its first in-person gala dinner since the onset of the pandemic. Celebrity chef Tetsuya Wakuda led an unprecedented line-up of homecoming Michelin-starred chefs to present a star-studded 450-guest dinner.

While a regular event of this scale would typically require six months of planning, Marina Bay Sands orchestrated it in just five weeks by amassing the collective expertise of its banquet, culinary and stewarding Team Members. 250 bottles of red wine were double decanted as the kitchen came alive with more than 100 in-house chefs and 120 servers mobilised to deliver the gastronomic experience.

Since its bidding days, Marina Bay Sands has not wavered from its promise to Singapore to uplift the dining scene through its ensemble of celebrity chef restaurants. 2022 saw the celebration of the Formula 1 Grand Prix, setting the city state abuzz with its post-pandemic return and acting as a timely

occasion for celebrity chefs Daniel Boulud and Wolfgang Puck to visit their Singapore outposts. Guests were treated to a sold-out 'Restaurant DANIEL Signatures' dinner at db Bistro & Oyster Bar comprising the best of Chef Daniel Boulud's eponymous two-Michelin starred restaurant, while many others delighted in Chef Wolfgang Puck's company at CUT and Spago.

"Our celebrity chefs are like family. Whenever they visit, they make an impact not just on our customers who seek these once-in-a-lifetime experiences to meet them in the flesh, but also our culinary Team Members. These highly respected chefs are mentor figures who bring new perspectives and inspire our people," says Picken.

### The Road Ahead

Marina Bay Sands believes in building a solid foundation in service excellence – an increasingly important ingredient in its recipe for success as it raises the bar for luxury. In 2022, the F&B team accelerated training for its close to 2,000-strong team through a series of new initiatives, including one in partnership with Forbes Travel Guide, an esteemed global authority on genuine Five-Star services.



Top culinary stars convened at the Michelin Guide Singapore 2022 Gala Dinner held at Sands Expo & Convention Centre.

Between June and November 2022, selected restaurant leaders and service talent across Marina Bay Sands' in-room and poolside dining, celebrity chef and signature restaurants underwent training covering a spectrum of topics, including the foundations of exceptional service. Forbes inspectors also conducted quality assessments based on globally recognised standards to offer individual outlets specific and insightful areas for improvement.

Internally, Marina Bay Sands takes a proactive stance to nurture F&B talent through upskilling. It is the only official training organisation outside of the Wine & Spirit

Education Trust (WSET) to extend in-house training for the WSET Level 1 and 2 certifications, and soon the advanced Level 3 in 2023. It is also the first in Singapore to partner with the International Tea Education Institute (ITEI) to certify tea sommeliers – a move in anticipation of a rising trend in tea appreciation.

“With our sights set on the future, we continue to be on the lookout for F&B talent to take us into our next chapter of growth. Beyond training, it is also about hiring someone with the right character and intuition who understands the nuances to deliver exceptional customer service,” Picken adds. **W**



Marina Bay Sands' diverse and passionate F&B workforce puts its stellar dining repertoire on the world map.

# STAGING A COMEBACK

Marina Bay Sands proved to be an entertainment juggernaut in 2022, with the return of nightlife and a robust calendar of international celebrity-studded events and world-class performances.

The year ended on a euphoric high, with the resort rolling out the carpet for some of the biggest names across the region, as well as an exhilarating sky-high Christmas Eve celebration at the Infinity Pool with global megastar Jackson Wang.

From 30 November to 1 December 2022, Marina Bay Sands played host to the inaugural on-site Disney Content Showcase, one of the biggest entertainment summits in Asia. The two-day event gathered 23 of the finest talent in the entertainment industry from Korea, Japan, Indonesia and the United States, to tease highly anticipated projects from the media giant and its subsidiaries such as Pixar and Marvel Studios. Fans engaged with a slate of star-studded events, which included a dazzling blue carpet extravaganza where celebrities made their appearance in public, alongside two intimate dialogue sessions where students had the rare opportunity to share in the experience of leading creatives. With over 500 international press and hundreds of fans in attendance, the showcase marked the IR's largest-ever talent tour.

Hot on the heels of this event, Jackson Wang gave Singapore a night to remember on Christmas Eve by making a special appearance at Christmas in the Skies, Marina Bay Sands' first-ever pool party for the public at the iconic Infinity Pool.

These events are testament to how the IR continues to redefine entertainment with innovative events in the post-pandemic climate.

The pandemic's pause on entertainment prompted a revolution in strategy, encouraging a more holistic view on how to enhance the overall guest experience.

"Entertainment is no longer confined within the four walls of a theatre space for a 90-minute performance. It now includes the pre- and post-event experience, amplifying social media buzz, creating brand awareness, customer engagement

and elevating the property," says Paul Town, Chief Operating Officer.

"When we engage celebrities, it's the entire thought process of how we can do more with the artist, broadening the scope beyond a traditional concert set and leveraging multiple levers we have as an integrated resort," he says.

This new approach paves the way for the upcoming 15,000-seat arena – a key feature of its expansion plans (known internally as 'IR2') – where entertainment is propelled in a bold and exciting new way.

"Starting on this new multi-faceted entertainment strategy gives us a great runway leading up to IR2, in nurturing and expanding our relationships with the artists, and building our programming for the future," adds Town.

## 34

concerts, musicals and performances staged at Marina Bay Sands, more than double since 2021



The IR played host to the inaugural on-site Disney Content Showcase, marking its largest-ever talent tour.

### The Return of Large-Scale Shows

In 2022, a further easing of Covid-19 restrictions allowed the IR to reopen its nightlife venues AVENUE Lounge and MARQUEE nightclub.

Building on this momentum, Marina Bay Sands brought back its famed Light & Water Show, *Spectra*, to dazzle the Waterfront Promenade and staged a public fan event for the launch of one of 2022's biggest Hollywood blockbuster movies – *Top Gun: Maverick* – including a visual projection of the movie's emblem onto the façade of the three hotel towers and ArtScience Museum. It was the first public fan event to be held since the onset of the pandemic, gathering more than 4,000 fans at the Event Plaza.

The resort also attracted some of the biggest names in showbiz and staged a diverse range of music events, from Wakin Chau, one of the most revered names in Mandopop, to critically acclaimed Norwegian DJ Alan Walker for his Walkerverse tour, South Korean hip-hop group Epik High, and two high-profile appearances by global megastar Jackson Wang. It also staged a world-first prelude art exhibition curated by King of Mandopop Jay Chou for *Art Colure with Artistes Curated by Jay Chou*, featuring works from world-renowned artists including Mark Bradford, FUTURA, KAWS, Anselm Kiefer, Jahan Loh and Gerhard Richter.

The property also more than doubled the number of concerts, musicals and performances staged at Sands Theatre and Sands Expo & Convention Centre, from just 13 events in 2021 to 34 events in 2022. Much-loved productions took centre stage at Sands Theatre, including the first major musical to return to the venue, *The Sound of Music*, as well as *The LKY Musical* fronted by Adrian Pang and Kit Chan, popular local comedian Kumar's *Kumar Locked Down* performance, and a charity concert by homegrown singer-songwriter Gentle Bones.

Marina Bay Sands' Vice President of Entertainment, David Baxley, says: "In 2022, we upped the ante in our programming and offerings, building on our existing relationships to secure high quality entertainment acts that resonated with both local audiences and



*Spectra* made a remarkable return in 2022 with a public fan event for Hollywood blockbuster movie *Top Gun: Maverick*.

overseas visitors. As an integrated resort, our flexible venues and in-depth expertise allowed us to attract international productions that are now back on tour. The pandemic also renewed our focus on homegrown talent in the past two years while borders were closed, and that trend continues to be part of our overall entertainment strategy as we move into 2023."

## 551,970

visitors to *Spectra Light & Water Show* since restarting in April

# 4,200

fans turned up for **Top Gun: Maverick: A Light, Water and Pyrotechnics Extravaganza**

# 23

international DJs helmed the deck at **MARQUEE Nightclub** since reopening in July

### The Return of a Nightlife Icon

Champagne-filled nights of revelry with top-notch live entertainment on the DJ decks returned to Marina Bay Sands as MARQUEE made its highly anticipated comeback on 1 July after a nearly two-and-a-half-year hiatus. Reopening to sold-out crowds and cementing itself as a tour de force in Asia's nightlife scene, Singapore's largest nightclub welcomed more than 132,000 guests in 2022.

Since its official return, MARQUEE has played host to some of the world's best international DJs, including trance icons Paul van Dyk and MaRLo, and world-renowned DJs Martin Garrix, Hardwell and Nicky Romero. With Singapore's Formula 1 night race back on the island-republic's entertainment calendar, MARQUEE pulled out all the stops with major international DJs Afrojack and Steve Aoki headlining a sold-out race weekend for one of its most memorable parties since the nightclub launched in 2019.

A gamechanger in nightlife, MARQUEE has also expanded its entertainment repertoire with celebrity DJ acts such as Kim Hyoyeon of Girls' Generation, one of the most successful K-pop music groups of all time.



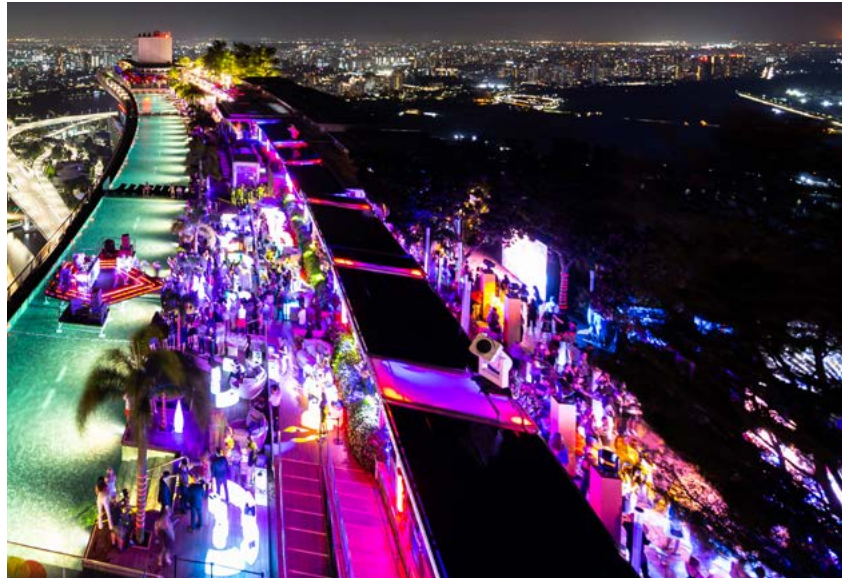
MARQUEE hosted some of the world's most renowned performers since its comeback in July, including (top) Trance icon Paul van Dyk and (bottom) international DJ Steve Aoki.



## Entertaining the World

With its adrenaline-fuelled entertainment calendar showing no signs of letting up, Marina Bay Sands is set to expand its repertoire of quality entertainment offerings to attract new and repeat visitors.

Driven by the strong rebound in global tourism and demand for world-class events, the IR is already expected to make waves in entertainment with the hotly anticipated Singapore premiere for hit Broadway musical *Frozen* in 2023. Plans are also in the pipeline for concerts to be headlined by some of the biggest music stars in the industry, positioning the resort as an entertainment dynamo this year. **IR**



The IR held its first-ever pool party for the public at its iconic Infinity Pool for Christmas in the Skies.

## SOARING TO NEW HEIGHTS WITH GLOBAL MEGASTAR JACKSON WANG

Multi-hyphenate global sensation Jackson Wang collaborated with Marina Bay Sands twice in 2022 to host two dazzling events.

His maiden appearance at Marina Bay Sands was at MARQUEE in August, where he hosted *TEAM WANG records (Human Remix)*, a thrilling showcase for budding homegrown music talent. Wang became the first international celebrity to walk the red carpet at Marina Bay Sands since the pandemic, and the first ever celebrity to host an event at the nightclub. Wang was joined by MARQUEE's resident DJ FVDER, world-renowned beatboxer Dharni, Wang's long-time collaborator and music producer BOYTOY, as well as singers Laurie and XENZU.

Just four months later, Marina Bay Sands turned its Infinity Pool atop the Sands SkyPark into a mesmerising party venue decked in shades of crimson red with a special LED-lined floating stage that reigned across the expansive pool. The IR built on its relationship with Wang and leveraged his popularity to headline its inaugural pool party, which drew 400 revellers and fans for a night to remember.

Marina Bay Sands' Senior Vice President of Marketing and Global Events, Qian Peilai, says: "Marina Bay Sands is in a prime position to cater to the growing demand for unique entertainment experiences that put us above the competition in Asia. Through dynamic collaborations over the years with megastars in the region, such as Jackson Wang, Jay Chou and JJ Lin, we are constantly redefining entertainment for our customers."



Global megastar Jackson Wang (third from left) with his fellow performers at his maiden appearance at MARQUEE in August.

# REVITALISING MICE

Following two years of pandemic-fuelled disruptions, Singapore's MICE industry roared back to life in 2022, as event organisers took advantage of border reopenings to resume their activities with renewed vigour.

As a leading MICE destination, Sands Expo & Convention Centre was at the centre of this much-welcomed revival. Having used the downtime to strengthen its MICE proposition by leveraging digital and sustainable solutions, Marina Bay Sands was optimistic about the return of business travel when most Covid-19 restrictions in Singapore were lifted in April 2022. Yet, Sands Expo's performance in 2022 exceeded even the most hopeful internal forecasts.

By the end of 2022, Marina Bay Sands had hosted 2,164 events, compared to 870 in 2021 and 3,600 pre-pandemic. Notable large-scale events included returning ones such as Singapore International Water Week and Tax Free World Association (TFWA), as well as new shows like TOKEN2049, the anchor event for Asia Crypto Week, and Find – Design Fair Asia, the region's leading furniture, interiors and design event.

"Bringing in new shows into Singapore is important, because we exist to help Singapore attract big MICE events. But to be able to achieve that in a year when the industry was only just recovering and borders had just reopened is a remarkable feat," says Ong Wee Min, Vice President of Sales & MICE.

Even as Covid-19 restrictions ease and travellers return to Singapore, ensuring the health and safety of MICE delegates and visitors will continue to be a key priority for Marina Bay Sands. To this end, the IR goes beyond prevailing safety guidelines and has obtained certifications that affirm a deep commitment towards meeting best-in-class hygiene and safety standards.

Sands Expo was the first in Singapore to attain the SG SafeEvent Certification, a nationally recognised certification programme that is awarded only to venues which meet strict requirements and uphold best practices.



State-of-the-art Hybrid Broadcast Studios are key aspects of an omnichannel MICE strategy designed for both physical and virtual audiences.

## MAJOR ACCOLADES IN 2022



Experience Excellence:  
Outstanding Event Venue  
Experience at the Singapore  
Tourism Awards 2022



Best Convention Centre  
(Southeast Asia) at M&C  
Asia Stella Awards 2022



Healthy Venue Gold  
Accreditation by World  
Obesity Federation



EIC Sustainable Event  
Standards 2022 (Platinum  
Level) by Events Industry  
Council

### Turning Crisis into Opportunity

As global MICE activity came to a standstill following the spread of Covid-19 in 2020, Sands Expo devoted its energy to developing digital capabilities that would enable clients to engage their audiences virtually.

Developed initially to combat a crisis, these solutions – most notably the Virtual Meeting Place (VMP) and state-of-the-art Hybrid Broadcast Studios (HBS) – are now key aspects of an omnichannel MICE strategy designed for both physical and virtual audiences in a post-pandemic world. These newly developed digital capabilities enable organisers to boost an event's overall productivity, enhance the delegate experience and lengthen the lifecycle of their shows.

Sands Expo extended its virtual and hybrid capabilities further by rolling out VMP in October 2021, becoming the first venue in the MICE industry to launch such a platform globally. The VMP acts as an extension of the physical venue, empowering organisers to replicate real-life event spaces at Marina Bay Sands with live streaming, exhibition booths and a content library.

Even as face-to-face events return, organisers today are looking to leverage innovative technologies to deliver superior experiences; the groundbreaking HBS equips events teams with broadcast-quality live streaming, and holographic and mixed reality capabilities.

"HBS enabled Marina Bay Sands to remain part of the conversations with our clients. Just as we provided physical spaces in the past, we can now offer virtual spaces that give our clients the ability to wow their audiences and tell their stories with leading-edge holographic and mixed reality technology," explains Ong. "In the post-Covid world, we are seeing a change in the way our clients use the HBS. It was previously used as a replacement for physical engagement, but now it is an enhancement to in-person meetings, and forms part of our clients' omnichannel strategy."



Sands Expo & Convention Centre saw the return of notable large-scale events in 2022, exceeding its internal forecasts and expectations.

### Sustainability is the New Digital

The most visceral aspect of Marina Bay Sands' sustainability efforts in MICE is in its infrastructure. Sands Expo & Convention Centre is Singapore's first carbon neutral MICE venue, offering 1.3 million square feet of flexible convention and exhibition space. In addition to being an ISO-certified venue, Sands Expo is the first venue in Asia Pacific to be certified LEED-Platinum.

The sustainability strategy extends beyond just infrastructure. On the talent front, the experienced MICE team has acquired the knowledge and expertise to help event organisers customise meeting experiences with sustainability in mind. By incorporating solutions such as sustainable menus, or green procurement and waste management processes, organisers can reduce their overall environmental impact at no additional cost.

"In terms of client priorities, sustainability has become the new digital. It's important for us to continue to lead in this area post-pandemic, and we are constantly working to develop sustainability solutions for our clients," says Ong.

# 2,164

events hosted in 2022

## The Future of MICE

Looking ahead, Marina Bay Sands believes that the future of the MICE sector will no longer be solely physical in nature. As new norms emerge, the traditional 'five-day-a-year event' concept will transform to include an omnichannel strategy, involving new technologies deployed to engage a wider audience globally. Under this new paradigm, delegates will enjoy a seamless experience transitioning between physical and virtual events and have access to on-demand content similar to that offered on online streaming entertainment platforms.


Delegates who come to Marina Bay Sands are also seeking a richer experience by taking in the totality of the property's attractions – from F&B to entertainment, arts and culture – something standalone MICE venues cannot offer.

"Most delegates don't want to just go to a meeting any more. They are looking for a richer, more holistic experience that encompasses the room, the dining and the entertainment, pre and post stay. That has become more of an important competitive advantage for our MICE offering," adds Ong.

It also plays well into the premium positioning strategy. While MICE is a broad industry, catering to a diverse range of audiences across different markets, there is increasing demand for spectacular, one-of-a-kind experiences.

From exclusive access to new venue spaces, VIP treatment for C-suite guests, to organising masterclasses for special interest groups, the team at Sands Expo will go the extra mile in ensuring an elevated event experience that maximises customer engagement and satisfaction.

After a solid 2022, Marina Bay Sands aims to continue to blaze new, exciting trails for MICE, and cement its position as a leader in this fast-growing space.

Says Ong: "The risk is complacency. So, we must keep exploring new processes, ideas and partnerships to do things better and faster, and to help us deliver superior experiences." 

## THE BAY PRECINCT STRATEGY

With the MICE sector going through a period of revitalisation following the pandemic, coupled with the return of large-scale international events to Singapore, Sands Expo is embarking on a bold venture aimed at providing a mass customisation solution for its sophisticated business event clients.

To be launched in phases, the Bay Precinct Strategy aims to create an enlarged ecosystem of services and offerings by bringing together different hospitality players, attractions, retail malls and service providers around Marina Bay. As the intrinsic uniqueness of each event spans an enormous set of possibilities, this cross-sector alliance is a critical step to amassing and presenting a directory of specific partner capabilities that event organisers can refer to when designing and curating a highly personalised event programme for their delegates.

"The Bay Precinct Strategy seeks to change the very nature of how business events are traditionally organised – from a one-venue destination to an experiential journey showcasing Singapore's unique culture and character," says Ong.

"With this strategy, we are positioning Marina Bay as the epicentre for international business events when organisers think of Singapore as their choice MICE destination."



# EXPANDING THE CULTURAL PORTFOLIO

Marina Bay Sands had a strong offering of attractions in 2022, rebounding with a fresh line-up of dynamic experiences including the ArtScience Museum, Digital Light Canvas, Sampan Rides and SkyPark Observation Deck.

The pandemic period was an opportunity for the resort to reimagine and transform its attractions with one-of-a-kind activations to keep up with the latest tourism sector trends in an era of changing visitor expectations.

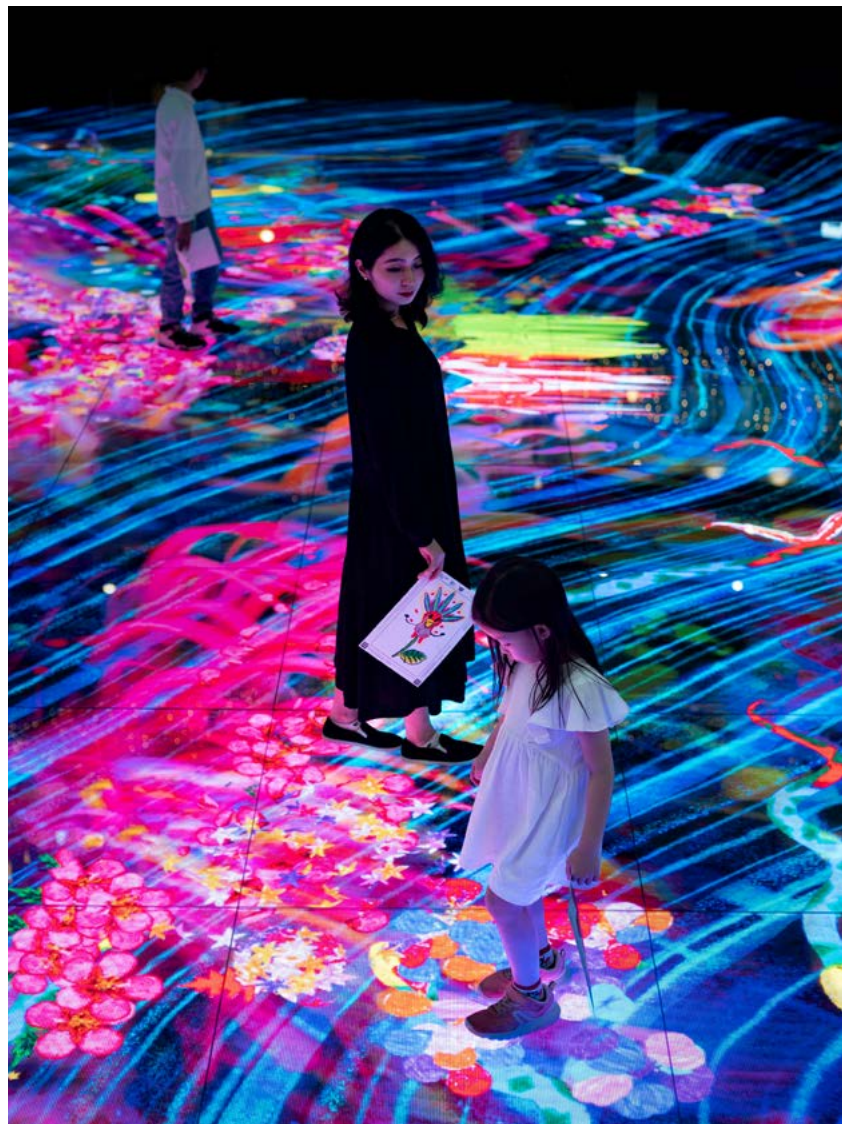
The disruption to mass travel beginning early in 2020 led to a large drop in visitation, necessitating Marina Bay Sands' pivot towards a predominantly local audience. ArtScience Museum paved the way for this, testing waters with the domestic market during the 2020 Circuit Breaker period. This included the creation of a successful online broadcast programme called 'ArtScience at Home', providing accessible cultural experiences to be enjoyed from the comforts of one's home.

Through the continuous development of such initiatives, the Attractions team was able to identify the types of experiences that resonated with different audiences and, using these learnings, create an innovative strategy to employ across all attractions within the IR.

"We turned this crisis into an opportunity to elevate our attractions beyond what they were built for, envisioning them as lifestyle hubs where exciting, original, educational, immersive experiences can take place," says Honor Harger, Vice President of ArtScience Museum and Attractions. "By drawing on the uniqueness of each attraction, we managed to curate a wide variety of dedicated programmes appealing both to the local crowd and the tourists who we knew would return after the pandemic."

Early 2022 eventually saw the easing of border restrictions and resumption of international travel, culminating in a significant rebound of tourist visitation to the attractions, especially from regional neighbours Malaysia, Indonesia, Vietnam and India. By year-end, the Attractions portfolio had clocked in 1.6 million visitors. This success was a testament

to the team's relentless pursuit to revolutionise their offerings with a thoughtful, multi-faceted game plan that took the attractions to the next level.



Digital Light Canvas by teamLab underwent a major refresh as part of the Attractions team's strategy to rejuvenate experiences for visitors.

### Offering New Vantage Points

Located 56 storeys above ground, the SkyPark Observation Deck is an iconic attraction boasting spectacular views of Marina Bay and the panoramic vistas of the city. Over the years, its appearance in popular feature films including *Crazy Rich Asians* has upgraded its status to being synonymous with living the high life.

The Attractions team doubled down on this insight in 2022, elevating it beyond a sightseeing platform to a versatile lifestyle venue where people can revel in exciting, unparalleled experiences. The team collaborated with several local organisations throughout the year to breathe new life into the space, unveiling a bold series of marquee programmes.

In June, *Movies in the Sky* was launched in partnership with Cinewav and Klook, transforming the SkyPark Observation Deck into one of the highest rooftop cinemas in the world, with breathtaking views and an outdoor entertainment experience like no other. Featuring an array of popular and internationally acclaimed titles, visitors could look forward to luxurious movie screenings under the stars, complete with recliner floor sofas as well as food and drinks from CÉ LA VI.

The SkyPark Observation Deck also contributed to the resort's vibrant nightlife scene in October, converting into a buzzing dance floor with Pelago's *Silent Disco in the Sky*. Set against the backdrop of Singapore's glittering skyline, partygoers could groove the night away to their favourite jams through headphones blasting different styles of music spun live by three DJs.

On the ground, another attraction continuing to engage its audiences through a rotating presentation of works is ArtScience Museum. Since opening in 2011, the Museum has cultivated pivotal partnerships with many local and international institutions that have helped to usher in a constant flow of exhibitions and experiences across all attractions.

Together with long-time partner SPACElogic, ArtScience Museum ventured into the colourful world of manga in 2022, exploring this influential art form for the first time with *Attack on Titan: The Exhibition*. Based on the critically acclaimed Japanese manga and anime series, this timely



'Sketch Flight', a large-scale, interactive digital installation developed as part of Future World's revamp in 2022.

exhibition rode the waves of a global pop culture phenomenon and brought scores of locals and tourists through the Museum's doors.

In 2016, the launch of ArtScience Museum's permanent exhibition *Future World: Where Art Meets Science* also marked the start of its landmark collaboration with Tokyo-based art collective teamLab. Since then, many large-scale digital artworks have been unveiled to offer new adventures for visitors, from *Future World's* regular refreshes to the inception of Digital Light Canvas by teamLab – Marina Bay Sands' youngest attraction located at The Shoppes.

This partnership was scaled up to new heights in November 2022, culminating in one of *Future World's* most dramatic redevelopments to date. Three major interactive artworks were revealed within a new gallery titled *Exploring New Frontiers*, alongside a major transformation of Digital Light Canvas by teamLab.

"We've been able to rebuild our relationship with visitors, despite the pandemic – from reconnecting with international travellers to deepening the warm affinity that we've established with our local audiences since the very start. Our ability to transform our attractions into novel spaces truly underscores Marina Bay Sands' ability to draw visitors to rediscover our urban spaces," says Harger.

## Embracing the Season of Wellness

There were two central themes anchoring the programmes and initiatives at Marina Bay Sands' attractions in 2022. While environmental sustainability has always been at the heart of the property's indulgent experiences, a new focus – mental health and wellness – was brought to the fore by the collective challenges faced during the pandemic.

“Covid-19 and its accompanying social isolation over the last few years have generated much stress and anxiety among the global population, foregrounding the importance of looking after one's wellbeing amid a mental health crisis. This sentiment was echoed by many within our team while brainstorming ideas for programmes; hence, we decided to work towards curating innovative experiences that would mark Marina Bay Sands as a sanctuary where guests can rest and reset,” explains Harger.

Each initiative across the attractions complemented the other to form a holistic take on wellness. At SkyPark Observation Deck, visitors were encouraged to rejuvenate their minds and bodies with *SkyPark Yoga* sessions by *Virgin Active* held at sunrise.

Meanwhile, ArtScience Museum introduced a year-long *Season of Mental Wellbeing* aiming to raise awareness and initiate conversations through

thoughtfully curated exhibitions, education activities and public programmes. Kickstarting the season in February was *Hope from Chaos: Pandemic Reflections*, offering visitors a space for reflection by looking into the inner lives and practices of visual artists as they weathered Covid-19. In September, the headlining exhibition of the season – *MENTAL: Colours of Wellbeing* – invited visitors to embark on an intimate and personal journey to get in touch with their feelings. Bringing together over 20 artworks and large-scale installations by artists, scientists and designers around the world, the exhibition celebrated the wide spectrum of mental health.

Environmental sustainability was a key driver for the refresh of Digital Light Canvas by teamLab at The Shoppes in November. A new interactive installation called *Graffiti Nature* was unveiled, allowing visitors to explore a lush ecosystem of flora and fauna. Drawings of various endangered animals and plants can be brought to life in visitors' imaginations and released into the digital jungle.

“Our attractions offer unique experiences that not only open visitors' eyes to the beauty of the world we live in, but also emphasise the importance of a harmonious relationship between mankind and its environment. By showcasing this connection, we are reminded of our responsibility towards conserving the natural world for our collective future,” says Harger.



SkyPark Yoga sessions held 56 storeys in the skies at the SkyPark Observation Deck.

## Shaping a Museum of the Future

To celebrate the 10th anniversary of ArtScience Museum in 2021, the VR Gallery was unveiled in July of that same year, followed by the launch of the Museum's first purpose-built screening room, ArtScience Cinema, in May 2022. These offerings marked the complete transformation of the Level 4 spaces into a new frontier of digital immersion, adding another dimension to the visitor experience while setting the stage for the next decade of growth and exploration.

"As a museum operating at the intersection of art, science, technology and culture, we have built a strong portfolio over the years, establishing our reputation for cutting-edge, immersive experiences. However, some of the most interesting stories by artists, filmmakers and even scientists continue to be told through new mediums of technology such as virtual reality. As such, we really wanted to create a permanent platform that can regularly spotlight such works," says Harger.

A key highlight of 2022 for the VR Gallery was the premiere of Marshmallow Laser Feast's 12-minute-long virtual reality experience *We Live in an Ocean of Air*. It saw visitors go beyond the VR headsets to embark on a multi-sensory journey made possible through a combination of state-of-the-art technology including body tracking devices, heart rate monitors and breath sensors. The experience opened to rave reviews, selling out sessions across its four-month run.


In a similar vein, ArtScience Cinema was opened to provide a dedicated home for the Museum's moving image programme. Within this new space, curated film programmes will be presented year-round, including feature films, cinematic retrospectives, festival selections, documentaries and more. To keep films accessible to the masses, the Cinema also offers both free and ticketed admission. Since its launch, over 60 films have been screened.

Over the last decade, ArtScience Museum has become a vibrant expression of Singapore's commitment to art and science, serving as a vessel for experimentation, innovation and interactivity through its presentation of groundbreaking exhibitions. In 2022, *Patricia Piccinini: We Are*

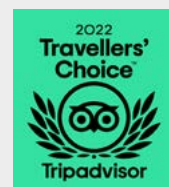


Six blockbuster exhibitions and more than 60 films were presented at ArtScience Museum in 2022.

*Connected* pushed the boundaries as one of the most evocative exhibitions to premiere in Singapore; her animal-human hybrid sculptures explored the evolving relationship between humans and nature in the face of biotechnology advances such as genetic engineering.

Even with its origins as part of an integrated resort, ArtScience Museum has managed to come into its own within the local arts scene. "We like to think of ourselves as a future-oriented museum, which sets us apart from other cultural institutions in Singapore. Our rich and varied offerings have also enabled us to join the international conversation with similar museums around the world," adds Harger. "Our ultimate goal is to offer visitors some insights into the many possibilities of the future and show how they might play a role in shaping it." 

### MAJOR ACCOLADES IN 2022



Travellers' Choice 2022 by  
TripAdvisor – Sands SkyPark  
Observation Deck



# THE ROAD TO FESTIVALISATION

In 2022, Marina Bay Sands embarked on a journey to build its status as a landmark destination through a new strategy to deepen cultural engagement with visitors. By turning the spotlight on cultural themes and amplifying marquee events taking place on property and around Singapore, the integrated resort will be offering multiple immersive experiences throughout the year as part of its Festivalisation strategy.

The series had its debut in January 2023 with 'Where Art Takes Shape', a 10-day celebration in tandem with Singapore Art Week. It presented a limitless canvas for Marina Bay Sands to showcase its multi-faceted prowess across business, leisure and entertainment fronts, by crafting experiences around an anchor event to reach an even wider audience.

Beyond playing host to Southeast Asia's largest art fair, ART SG, at Sands Expo & Convention Centre, visitors were invited to celebrate art in all its wondrous forms through a host of activations across property, from art-inspired cocktails and film screenings at ArtScience Museum, to nightly dress show performances at the Event Plaza and animated projections on the underbelly of Sands SkyPark.

Bright pops of colours that adorned the resort were reflective of renowned French-Vietnamese graffiti artist Cyril Kongo's work in a six-metre-long canvas, which he painted live at the Event Plaza with the help of young aspiring visual arts talents from The Business Times Budding Artists Fund. Guests also had the chance to witness award-winning local pastry chef Janice Wong's signature chocolate wall up close, while others took part in chocolate painting workshops conducted by the culinary maestro.

In the coming months, the Festivalisation calendar will revolve around themes such as wellness, food and wine, music and fashion, and more. **W**

*"The Festivalisation approach is an evolution from the days of singular events to readily accessible experiences that are all-encompassing across our property. By building a multitude of events around specific themes, we are offering visitors the opportunity to join in the festivities and be part of the action, whilst having the freedom to curate their own experiences."*

**Paul Town**  
Chief Operating Officer



'Where Art Takes Shape' was a 10-day celebration dedicated to Singapore's vibrant arts and culture scene.

# THE DIGITAL FUTURE OF HOSPITALITY

A guest arrives at Marina Bay Sands' hotel – and without pausing at reception heads straight to the lift lobby. Having already checked in via the mobile app on his way to the integrated resort, he accesses the lift and unlocks the door to his room with his mobile phone.

Once inside, the guest orders room service, makes a reservation at his favourite celebrity chef restaurant, and buys tickets for an exhibition at ArtScience Museum, all on the app.

This end-to-end digital experience is no longer a vision of things to come, but rather a reality for key customers today.

New features added to the Marina Bay Sands mobile app also include shopping concierge services, contactless check-outs and a live chat function. Loyalty members can also view their transaction history, view personalised offers, download e-cards and redeem parking. Drivers can exit the carpark seamlessly upon parking redemption, without the need to flash their membership cards once their In-Vehicle Unit is registered in the system.

The upgrade to the mobile app is part of an ambitious 'Smart IR' initiative aimed at leveraging

digital solutions to elevate the guest experience to unprecedented heights. In the context of Marina Bay Sands' US\$1 billion reinvestment programme in its physical infrastructure, this digital transformation effort is the 'software' upgrade helping the resort reinforce its leadership position in the global luxury travel segment.

"In the digital era, everyone is hyperconnected all the time. We wanted to use digital technology to make our offerings even more seamless for our customers and, at the same time, empower our internal Team Members to have more time to provide personalised service," says Jeremy Bach, Senior Vice President and Chief Customer Officer.

Marina Bay Sands' digital offerings are gaining traction among customers, with the app having registered half a million downloads to date, doubling the number in 2020.

## 500,000

downloads of the  
Marina Bay Sands app



Marina Bay Sands' newest upgrade to its mobile app allows guests to check in to the hotel even before arriving at its doorstep.

### Creating Synergy

Technology solutions such as the mobile app are also creating synergy between Marina Bay Sands' different business units, offering customers a seamless and convenient path across the hotel, F&B and retail, entertainment and casino.


"The use of the app encompasses all aspects of the integrated resort. Besides the smart hotel module, customers can purchase attraction tickets and make room bookings or table reservations," explains Bach.

The data from any action taken on the app, such as checking in to the hotel, is captured by back-end systems and communicated to the relevant business units, resulting in improved efficiency and a better customer experience. To achieve this level of synergy, the building of the app required a whole-of-IR effort that involved close collaboration among teams from the different business units.

### Only the Beginning

Marina Bay Sands is only at the early stages of its multi-year digital enhancement roadmap. In the not-too-distant future, customers will be able to request their vehicles from valet parking or a limo service to pick them up from the airport through the app – complete with real-time tracking. The Marina Bay Sands mobile app will support six languages in the future and offer guests the option to control the lighting and temperature of their hotel rooms.

Further down the road, future enhancements start to tread at the doorstep of science fiction. For instance, visitors navigating the vast property could one day be guided by 3D digital characters powered by augmented reality and virtual reality technology.

However, Bach makes clear that the goal of digital technology is not to replace human interaction for those who desire it. "The way we see it, our digital solutions are not meant to replace the personalised service we are known for, but rather to supplement it. If you just want to find some basic information, it is available at your fingertips. But if you have a query that is more out of the box, you can easily connect to a human through the live chat. We have no intention of losing that human touch." 

## A WORLD OF REWARDS

Sands LifeStyle, Marina Bay Sands' generous customer loyalty programme, grew from strength to strength in 2022, on the back of strong spending and a robust partnership programme.

The recovery had particularly strong support from overseas visitors, following two years of stable sign-ups among the local customer base during the pandemic. The confidence shows up in the numbers – in the first nine months of 2022 alone, the member spend had already exceeded pre-Covid levels.

With over 250 retailers already on the programme, the team is also forming strategic partnerships locally and regionally to acquire high net worth and premium customers with the programme's signature features – such as instant rewards and no limits on the loyalty reward dollars that can be earned.

As Sands LifeStyle applies to the entire spectrum of the resort's offerings – from F&B, attractions and hotel, to retail and entertainment – the programme is a convenient way for visitors to kickstart their experiential journey with Marina Bay Sands.

Looking ahead, the team will continue to work towards elevating the rewards programme to make it even more compelling to visitors, especially from the premium end of the market.

"As we focus on cultivating premium customers, our programme will evolve to support the company's goal of elevating customer experience by making our benefits more relevant, compelling and personalised," says Bach.



# DRIVING GREATER EFFICIENCY THROUGH TECHNOLOGY

One of the constant challenges in running an integrated resort is effective workforce planning. For a 24/7 hospitality business, this means having to manually roster over 1,200 operational staff daily across different work shifts, and up to six weeks in advance.

In 2022, this mammoth and laborious task was automated, freeing up an estimated 1,200 hours in the Housekeeping, F&B and Hotel Reservations departments – leaving time to focus on analysing manpower patterns instead. The solution came from Marina Bay Sands' Work Force Planning and Robotic Process Automation (RPA) teams, using RPA technology to automate the repetitive process.

"Marina Bay Sands is dedicated to fostering a culture of 'doing more with less', by investing in innovation to enhance productivity. A key aspect of this strategy involves adopting new technologies as part of a broader mission to elevate levels of luxury across the property," says Paul Town, Chief Operating Officer.

RPA is a prime example of how these efforts have accelerated in recent years. The software bot, which can execute multi-step processes and automate repetitive tasks, reduces manual labour and enables staff to focus on more collaborative and creative work. In 2019, the hotel became the first in Singapore to pioneer an automated radio-frequency identification-enabled check-out box using RPA to optimise room inventory and minimise waiting time for guests checking in.

Other recent RPA applications include supporting the Marina Bay Sands mobile app with back-end pre-arrival and check-in processing for Call Centre and Front Office teams, as well as a domestic limo booking system which automates the processing of some 260 VIP limo booking requests daily. The potential repurposable hours that can be gained due to this solution alone are estimated at 22 hours daily, or 8,030 hours annually.



RPA-enabled work automation enables Team Members to focus on service delivery and guest interactions.

"With borders reopened and tourism activity gaining momentum, we have accelerated our adoption of data analytics and solutions to better forecast manpower demands, embrace new revenue opportunities, enhance our customer service, and most of all, enable our staff to take on higher value and more meaningful roles," says Town.

To date, more than 100 work processes have been automated using RPA across various business functions, returning an approximate total of over 80,000 annual repurposable hours.

**+80,000**  
hours saved annually through  
automation of work processes

### Igniting Creativity for Innovation

Underpinning Marina Bay Sands' entire productivity effort since 2017 is an initiative known as IGNITE – Identify, Generate, Navigate, Initiate, Transform and Evaluate – an adaptive toolset specifically developed to maximise profitability through service and productivity. Pioneered by the Operational Evaluation & Analysis team, IGNITE's 'Elevate' workshops and forums invite leaders to identify business problems and ideate creative solutions that can have inter-departmental benefits. It is also via this platform where Team Members learn about how available technologies, such as RPA, can enhance their operations.

To date, over 400 Team Members have been trained across front- and back-of-house as 'change ambassadors' to champion creative solutions and improvements in their areas of operations and challenge the status quo.

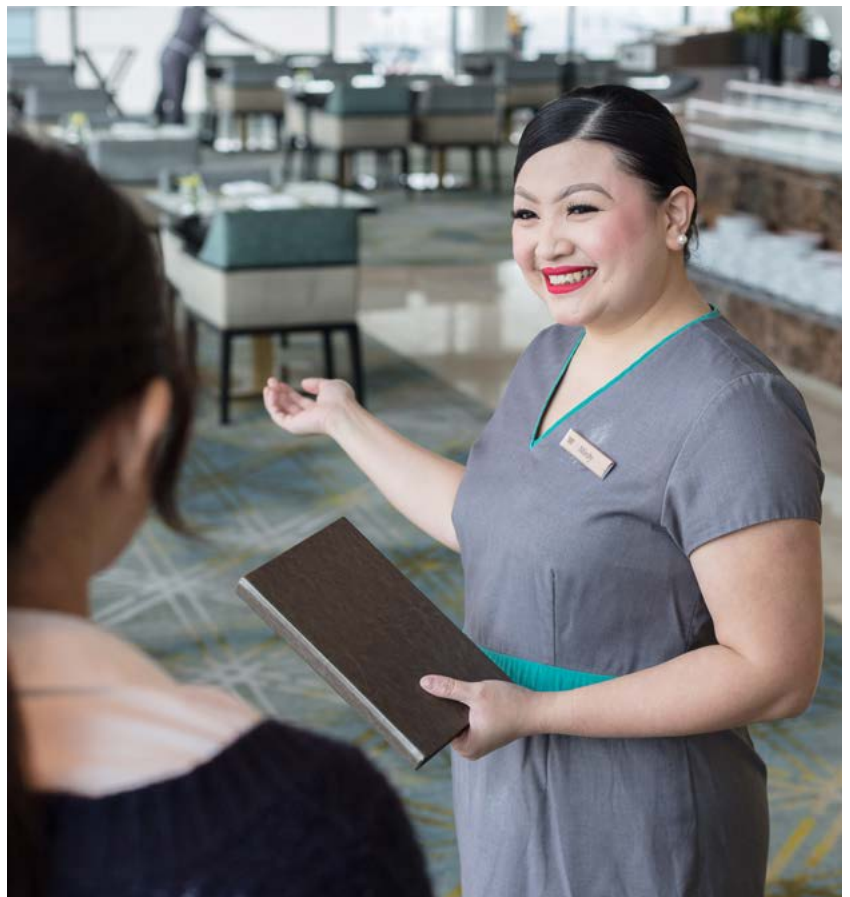
The drive to implement new processes shows no signs of slowing at Marina Bay Sands. In 2022, the system was rolled out to a specific centralisation system to streamline restaurant-related calls. Previously, individual F&B outlets and restaurant staff had to split their time between serving the physical customer at the venue and attending to landline calls. This new system helped free them up to focus on delivering great service in-restaurant, as well as improve call rates, customer satisfaction and restaurant bookings.

Another initiative born out of IGNITE is a centralised invoicing system for casual labour suppliers. Unlike full-time Team Members who are remunerated once a month, contract-based casuals are paid on an hourly basis to carry out work across areas such as banquets, culinary, special events, stewarding and logistics support. This means the vendor supplying this casual labour would have to generate accurate records of where each casual Team Member worked and submit a unique invoice to individual departments. This process is extremely time consuming, especially for larger vendors providing casuals across the resort's many different departments.

To reduce chances of error and eliminate the need for multiple approvals and delays in payment, the Productivity team introduced the concept of a centralised approval system for all invoices. Department managers now only need to acknowledge the worker's attendance digitally via a central system, which will automatically route the invoice to a single approver for payment. This innovation has resulted in more than 170 hours saved annually. **■**

*“Our commitment to driving innovation across Marina Bay Sands is key to achieving our ultimate objective of offering the best integrated resort experience to our guests.”*

**Paul Town**  
Chief Operating Officer



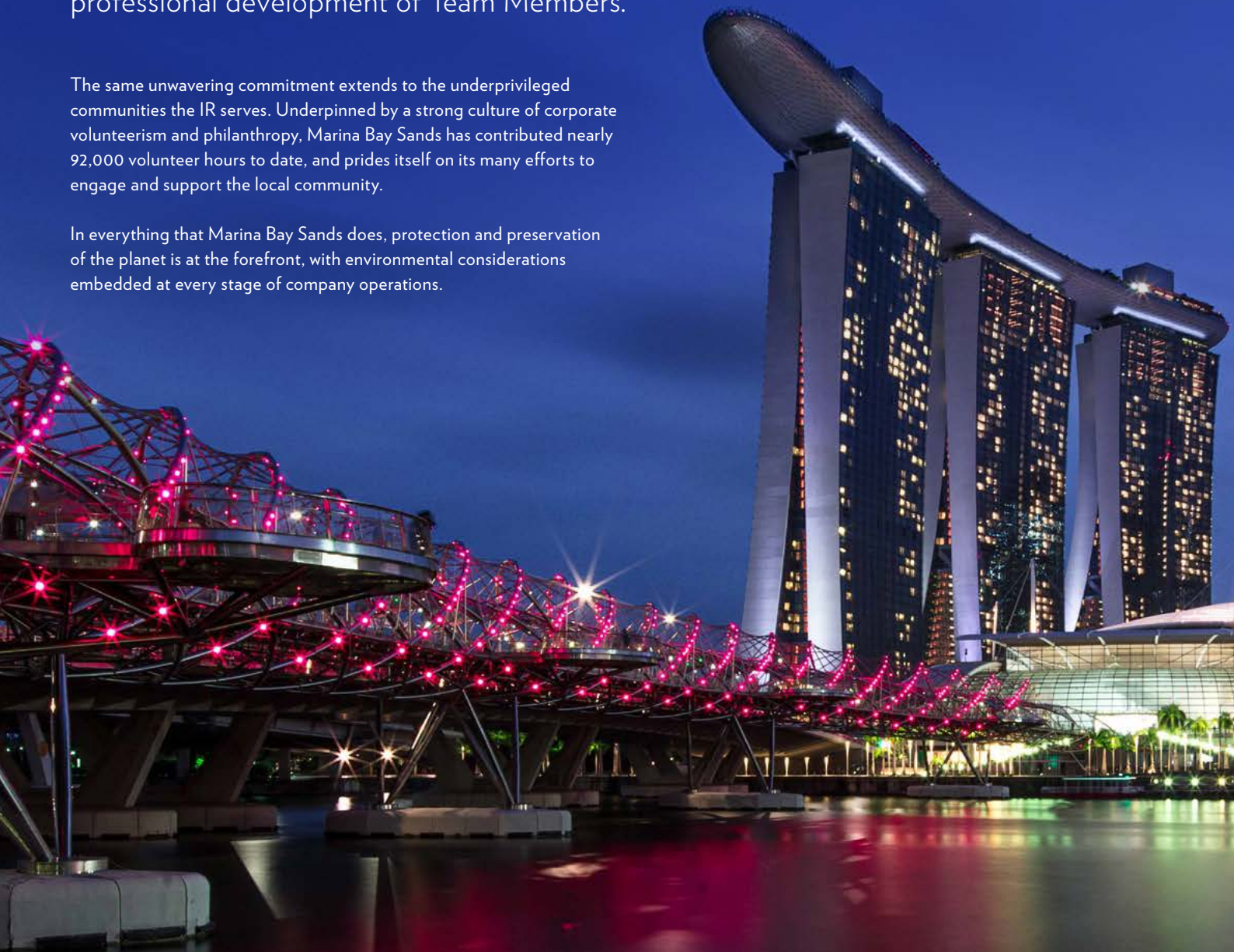
The call centralisation system enables F&B service staff to prioritise the guest experience.

# MEASURING PROGRESS

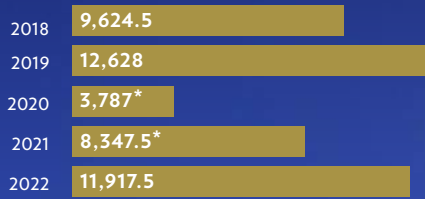
Marina Bay Sands is devoted to creating a positive impact for its people, for society and for the planet, with a dedicated focus on ESG commitments under the Sands ECO360 global sustainability programme. Constantly working to measure, analyse and build on the progress of the previous year, its mission is to create employment opportunities and invest in the personal and professional development of Team Members.

The same unwavering commitment extends to the underprivileged communities the IR serves. Underpinned by a strong culture of corporate volunteerism and philanthropy, Marina Bay Sands has contributed nearly 92,000 volunteer hours to date, and prides itself on its many efforts to engage and support the local community.

In everything that Marina Bay Sands does, protection and preservation of the planet is at the forefront, with environmental considerations embedded at every stage of company operations.

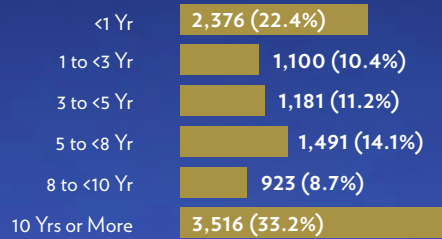


### Volunteer Hours

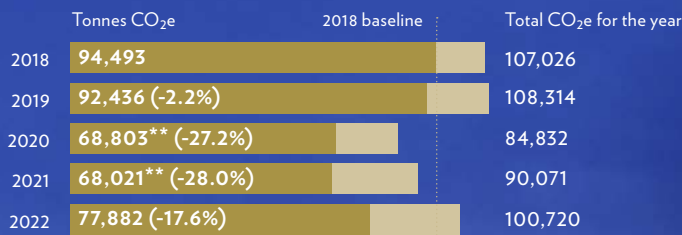


\*Dip in 2020-21 was due to the pandemic

### Employee Length of Service



### Carbon Emissions



■ Market-based emissions

\*\*Operational downturn associated with global pandemic impacted reduction



## PEOPLE

# SCALING NEW LEVELS OF LUXURY THROUGH UPSKILLING

As Marina Bay Sands enters a new chapter of growth, its workforce of over 10,000 Team Members remains its biggest asset to take it to the next level.

From using robotics and technology to automate transactional tasks, to investing in rigorous programmes to sharpen the skills of front line staff, Marina Bay Sands is sparing no efforts in future-proofing its workforce.

The Marina Bay Sands Butler Academy is a prime example. Initiated in April 2022, the Academy collaborates with industry partners to train new and existing butlers on the gold standards of service to complement the growing number of luxury hotel suites.

Similarly, the resort elevated its hospitality standards in 2022 with the global Five-Star benchmarks set out by the Forbes Travel Guide. Leaders and training managers from Hotel Operations and F&B underwent an in-depth four-month service training programme from certified coaches to refine their current training regimes and best practices.

“The future also lies in a digital workforce, or one that doesn’t shy away from using technology to work faster and better,” says Chan Yit Foon, Senior Vice President of Human Resources.

The IR is identifying key roles and competencies required to deliver its new premium repositioning, spanning across property styling and luxury hotel services to wellness. These roles extend to the digital field to help shape the future of meetings, namely digital project managers and 3D designers.

“It’s going to be a big shift as we introduce new technology and new processes. The goal isn’t to replace front line Team Members but to enable them to be more focused on front line hospitality and servicing the guests, rather than on transactional activities,” adds Chan.

## Building a Local Talent Pool

With the aim of upskilling its staff, close to S\$40 million has been invested in training since opening, equivalent to over 4.8 million hours.

Marina Bay Sands is also continuing to build programmes that will allow it to attract and retain a talent pool built primarily of locals.

One such apprenticeship programme, the proprietary Grow-and-Protect scheme, came to fruition in 2022, designed to identify and train locals keen to pursue a professional career in security services. In addition to receiving a sign-on bonus, apprentices learn as they earn over a 12-month period, attain their Police Licensing and Regulatory Department licence, and build confidence through on-the-job training.

In 2022, the Future Leaders Programme (FLP) ran its second installation to fast-track individuals with high leadership potential to become hoteliers of the future. Open to locals, the FLP is a 24-month programme immersing individuals in the management tracks of three major hotel departments: Front Office, Housekeeping and Transportation. These high potential Team Members go through a rigorous selection process including talent profiling, panel interviews and simulation exercises, with only a few reaching the final rounds of selection.

“A successful hotelier is a master of all trades. With the FLP, we are arming leaders of the future with acute skillsets required in a hotel as fast-evolving as Marina Bay Sands. This

## MAJOR ACCOLADES IN 2022



Special Recognition:  
Most Exemplary Employer  
at the Singapore Tourism  
Awards 2022



Enabling Mark (Platinum)  
by SG Enable 2021-2024

5-Star Employer of Choice  
Award at the Human  
Resources Director Awards  
Asia 2022



long-term vision is integral to nurturing an increasingly young workforce in their 20s and 30s – who make up 50% of our staff strength – and assimilating them with existing generations,” says Chan.

As of year-end 2022, two thirds of the IR’s workforce are Singaporeans or Permanent Residents of Singapore, with 48% holding Professional, Managerial, Executive and Technical (PMET) roles.

### An ‘Out of the Box’ Recruitment Approach

Marina Bay Sands is unceasing in its hiring efforts. With an average of over 40 million visitors annually pre-Covid, and a rapid resumption of business activity in the last year, it is accelerating its pursuit of talent to drive growth amidst a tight labour market.

Covid-19 has sparked new perspectives on workforce planning, seeing a transition from conventional hiring approaches to creative modes of recruitment. This was evident in Marina Bay Sands’ inaugural three-day Virtual Career Fair held in November 2021, which ignited the Talent Acquisition team’s journey to explore hybrid recruitment drives and widen its reach for jobseekers. For instance, on-site recruiters are supported by an online team of HR personnel and hiring managers who conduct live chats and virtual interviews with jobseekers from their offices in Singapore. This hybrid approach offers both the HR team and job applicants the flexibility to take part in ‘walk-in’ virtual interviews without being limited by geographical boundaries.

By the end of 2022, Marina Bay Sands crossed the 10,000 Team Member mark to close the year with a nearly 10,600-strong workforce.

### Wellness @ Marina Bay Sands

With Covid-19 leading to an increased focus on mental wellbeing and a shift in priorities, Marina Bay Sands has reconsidered existing policies to align them with new realities of today’s workplace.

In early 2022, a hybrid work policy was introduced, allowing non-operational Team Members the flexibility to return to the office a minimum of three days a week, while equipping those in specialised and technical roles with essential tools to enable them to adopt a full work-from-home system. As the workforce of tomorrow evolves towards hot-desking and co-working spaces, Marina Bay Sands continues to seek the best work-fit equilibrium for its more than 100 departments without compromising team bonding and productivity.

Chan explains: “The pandemic has led us to reimagine our Team Member experience, whether it’s through digitising HR functions, recalibrating workplace expectations or enabling change through our future leaders. These collaborative efforts continue to differentiate our organisation as the employer of choice.”

Close to

**\$40  
MILLION**

invested in training  
since opening



The Grow-and-Protect scheme identifies and trains locals to pursue a professional career in security services.

# PUTTING PEOPLE AT THE HEART OF OUR BUSINESS

Behind the activity of Marina Bay Sands' *porte-cochère* is a highly efficient team keeping the driveways running like clockwork, including 76-year-old Valet Captain Lee Yew Kee.

One of the IR's pioneer silver workers, Lee was past the then-statutory retirement age of 62 when he joined the company as a driver in 2010. After an accident in 2016, Lee returned to work where he was reassigned light, deskbound duties until he was healthy enough to resume his Valet Captain duties. Today, he continues to thrive in his job.

"Silver workers like myself are motivated by a deep sense of purpose to keep contributing to the workplace. We come with an open mind to learn and often build meaningful relationships even amongst our younger supervisors. Marina Bay Sands' greatest strength lies in embracing and building a respectful culture towards senior workers. And for as long as I can keep working, I always tell the people here that there is no better place to be," says Lee.

Diversity and inclusion are deeply entrenched in the resort's leadership vision and hiring philosophy to ensure minority groups within the community receive fair representation and a level playing field regarding career progression and pay structure.

Guided by the Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP), Marina Bay Sands drives equal employment opportunities through a Diversity & Inclusion HR committee. Since 2016, this taskforce has championed initiatives such as non-discrimination and harassment policies, a merit-based reward system and inclusive hiring approach to welcome persons with disabilities, silver workers, women returning to work, as well as those reintegrating into society. Collectively, these individuals bring a different set of life experiences, work ethics and valuable skillsets to the workforce.



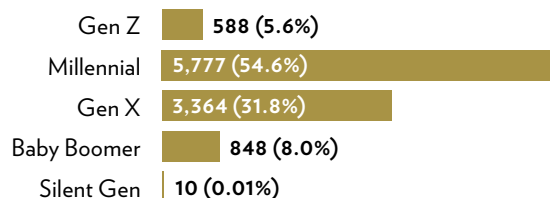
Valet Captain Lee Yew Kee is one of the integrated resort's pioneer silver workers.

*"Silver workers like myself are motivated by a deep sense of purpose to keep contributing to the workplace."*

**Lee Yew Kee**

Valet Captain

## Age of Marina Bay Sands' employees



Median Age: 39.2

### A Culture of Lifelong Learning

At Marina Bay Sands, the hiring philosophy is to match the candidate's skillsets with the job demands.

The IR actively hires senior workers, automatically re-employing workers who pass the statutory retirement age with no change to their job scope or employment terms. This means workers aged 63 years old and above remain employed for as long as their physical health permits, allowing them to continue with meaningful contributions to the workforce. Concerted efforts are also in place to take care of this group of workers, whether through offering flexible work hours or redeploying them into roles that are compatible with their cognitive and motor abilities.

Chan Yit Foon, Senior Vice President of Human Resources, says: "People often have preconceived notions about older workers. But the truth is they bring us invaluable experience, whether in problem-solving or having to adapt to new ways of working. They are also reliable and collaborative in nature, much of which is attributed to their emotional maturity and wellbeing. Therefore, we continue to invest in age-inclusive workplace practices such as lifelong learning and job redesigning."

As an industry leader, Marina Bay Sands often shares its best practices with other companies. In 2021, it was invited by the National University Hospital to discuss job opportunities for the ageing population at the Health District @ Queenstown, including a visit from IR veterans to senior residents to share anecdotes of their time with the company.

### Enabling Persons with Disabilities through Gainful Employment

Marina Bay Sands began its hiring journey for persons with disabilities in 2010 when its F&B team took on trainees from Metta School, three of whom went on to become full-timers in 2012. When the company made an executive decision to ramp up efforts on inclusive hiring in 2016, its earliest champion was the casino team which spearheaded a programme to identify suitable roles and physical modifications to the work environment, as well as pilot an internal support network for new Team Members. These initiatives are guided by the SPD,

a local non-profit organisation aiming to maximise the potential of persons with disabilities and integrate them into mainstream society.

Since then, the Talent Acquisition team has expanded recruitment efforts to focus on hiring persons with disabilities by partnering with SPD and SG Enable, and later through the Singapore Government's Job Placement and Job Support schemes – implemented to safeguard the livelihoods of local workers amidst economic disruptions brought about by the Covid-19 pandemic. These efforts were recognised at SG Enable's inaugural Enabling Mark Awards 2021, where the IR received the Platinum Award (2021–2024).

Since opening in 2010, Marina Bay Sands has hired close to 50 persons with disabilities across 11 departments, four of whom have been with the company for 10 years or longer and have progressed significantly in their careers.



Diversity and inclusion are fundamental building blocks of Marina Bay Sands' hiring philosophy.

“When we first embarked on this inclusive hiring journey, our immediate challenge was to address existing mindsets of hiring managers and co-workers. Therefore, we place great emphasis on disability inclusion training to help supervisors and co-workers gain a better acceptance of persons with disabilities, to eventually pave the way for successful integration,” says Chan.

2022 also saw the hire of over 100 senior workers – the biggest number of annual hires in the company’s history. As of the end of 2022, more than 1,250 Team Members were aged 55 and above, spanning across 75 different departments with an average tenure of eight years – the longest being 15 years. The two oldest Singaporean workers, 81 years of age, are Guest Service Agents in the Public Area Maintenance department who have been with the company since 2010 and 2011.

Today, women make up 47% of the workforce and hold 45% of the company’s PMET roles. The IR also lends its support to working mothers through the Marina Bay Sands Youth Education Award. Since launching in 2013, the study grant has benefited 1,116 children of Team Members, of which 68% are female Team Members.

### Empowering Women and Persons Reintegrating into the Workforce

In October 2022, an all-female resource group, ‘Empowher’, was formed, comprising leaders from multiple departments, aiming to empower women at Marina Bay Sands. The self-initiated group aims to promote safe and open communications in the workplace, celebrate each other’s strengths and chart ways to further develop future female leaders.

The Talent Acquisition team has been working with local charity, Daughters Of Tomorrow, widening its outreach to women from low socioeconomic backgrounds.

2022 also saw hiring efforts extend beyond social enterprise Agape to three new associations – HCSA Community Services, Jamiyah Halfway House and the Yellow Ribbon Project – providing disadvantaged and displaced individuals a second chance to reintegrate into society.

Through these partnerships, Marina Bay Sands currently employs 15 of such individuals who have shown exemplary performance in customer-facing roles across Attractions, Call Centre, Front Office and F&B. 🌟

*“Women empowerment in the workplace is a progressive journey, and one in which we are committed to making an impact. Through Empowher, we hope to deepen our existing network of support, mentorship and work-life opportunities. This collaborative space also encourages dialogue that serves to uplift and inspire one another.”*

#### Suzie Tan

Senior Vice President, Finance



‘Empowher’, an all-female resource group, aims to chart ways to develop future women leaders.

# COMMUNITY SOCIAL IMPACT

Inspiring change and enabling communities to reach their fullest potential is the hallmark of Marina Bay Sands’ community engagement programme, Sands Cares. The IR takes its Corporate Social Responsibility (CSR) commitments seriously, leveraging its unique property offerings, investments of philanthropic funding, capacity building and the volunteerism of its over 10,000-strong workforce to advance Singapore’s social needs.

### Hardship Relief

Investing in solutions to create resilience for those in need

### Education

Nurturing the workforce of tomorrow through learning and mentorship

### Cultural and Natural Heritage

Promoting and preserving culture and heritage

### Disaster Response and Preparedness

Providing and assisting in community crisis planning

The past two years have tested the resilience and commitment of the world’s response in navigating a ‘new normal’. This has spurred Marina Bay Sands to adopt innovative ways to help tackle social challenges across the communities and causes it serves and guided its approach for 2022.

In 2022, Marina Bay Sands organised more than 40 community events. From virtual career workshops to in-person tours and befriending sessions, it created a wide range of activities for its volunteers and beneficiaries to remain connected while staying safe. Remarkably, its Team Members contributed close to 12,000 hours in 2022, an increase of more than 40% over the 8,348 hours in 2021. Nearly 60% of the volunteer hours were contributed during paid time, reflecting Marina Bay Sands’ long-standing culture of giving.

In 2022, Marina Bay Sands’ annual signature event, Sands for Singapore Charity Festival, returned for the first time since the start of the pandemic. Spanning across two weeks from August to September, the charity extravaganza rallied Team Members, members of the public and community partners to raise funds for multiple causes. The Event Plaza was transformed into a purpose-focused Giving Marketplace. F&B offerings from signature restaurants Black Tap and Yardbird, alongside performances from some of Singapore’s top music talents, enabled the public to revel for a good cause. Over S\$4 million was raised, bringing the total amount raised to over S\$31 million since the annual event began in 2013.



# ACCELERATING IMPACT

Inspired by the entrepreneurial and philanthropic spirit of its company founder, the late Sheldon G. Adelson, Marina Bay Sands dedicates its resources to support community partners through capacity building and mentorship opportunities.

The Sands Cares Accelerator is a three-year programme that brings Mr Adelson's legacy to life by investing in non-profit organisations and advancing impactful causes that help address the needs of the regions in which Las Vegas Sands operates. In 2020, Singapore welcomed its first Accelerator member – Art Outreach Singapore – a non-profit organisation with a focus on cultivating education, support and access to the arts, by nurturing emerging art practitioners and working with community groups such as schools and the general public.

Beyond extended funding, the Accelerator programme has provided structured guidance from Marina Bay Sands' subject matter experts from different departments. Industry advice from Marina Bay Sands has helped Art Outreach grow its signature programme, HEARTH, a community art space that supports independent Singapore-based practitioners with free space and micro-grant funding to create and exhibit their work. The Sands Cares Accelerator has also enabled Art Outreach to

advance several key goals for its organisation, primarily in supporting young practitioners and affording them the opportunity to learn essential business skills.

On HEARTH, Mae Anderson, Chairman of Art Outreach, shares: "This first-of-its-kind initiative has galvanised audiences and collectors, with particular focus on developing and supporting new and younger collectors. HEARTH also extends opportunities beyond artists and curators as the projects welcome the participation of aspiring entrants to graphic design, set design, art management and other art careers. Since the launch of this initiative, it has been a privilege to support 41 projects that have seen the participation of 185 artists and curators. We are encouraged by the overwhelmingly positive response to what is now one of Art Outreach's flagship programmes and look forward to expanding the positive impact of HEARTH in the coming years."



Marina Bay Sands leverages its active Team Member volunteerism to create a positive impact in the local community.

## MAJOR ACCOLADES IN 2022



Certificate of Recognition (High Distinction Award) at the 2022 AmCham CARES AWARD



Special Recognition: Special Award for Community Care (Business) at the Singapore Tourism Awards 2022



Patron of the Arts Award 2022 by National Arts Council Singapore

# NURTURING THE HOSPITALITY WORKFORCE OF TOMORROW

In a milestone development, Marina Bay Sands, together with parent company Las Vegas Sands, unveiled plans to support future hospitality practitioners through the Sands Hospitality Scholarship.

Aimed at nurturing passionate, ambitious and forward-thinking hospitality practitioners, the US\$1 million bond-free scholarship will benefit over 100 Singaporean students pursuing hospitality or tourism-related courses at six Institutes of Higher Learning – Nanyang Polytechnic, Ngee Ann Polytechnic, Republic Polytechnic, Singapore Polytechnic, Temasek Polytechnic and the Singapore Institute of Technology (SIT). The scholarship will provide holistic support to students, allowing them to finance their educational expenses – from tuition fees, course materials, to overseas immersion programmes and other activities.

“We are deeply appreciative of Marina Bay Sands’ generosity that will benefit deserving Ngee Ann Polytechnic students pursuing full-time diplomas in Hotel & Leisure Facilities Management and Tourism & Resort Management. The Sands Hospitality Scholarship will enable the students to engage in programmes such as local learning journeys and overseas immersions that will broaden their perspectives, enhance their skills and enrich their student life experience. All of these will equip them with the competencies to thrive in and contribute to

the hospitality and tourism sectors,” said Mr Lim Kok Kiang, Principal & CEO of Ngee Ann Polytechnic.

Marina Bay Sands further prepares the next generation of hospitality professionals through educational partnerships and career training opportunities. In July 2022, a six-month pilot hospitality mentorship programme in partnership with SIT was initiated. Aimed at advancing learning and mentorship opportunities to build the workforce of the future, the programme saw 15 hospitality business students from SIT participating in personalised 1-1 mentoring sessions with mentors across various departments including MICE, Hotel Operations, Human Resources and Sales.

Joy Kang, Associate Director of Sales and participating mentor, shared: “University students are at a crossroads in their lives where they are presented with many opportunities, but they may be uncertain about what they want. A mentorship programme like this offers them the opportunity to gain a deeper understanding of what the industry can offer and allow them to make a more informed decision when they graduate.”



Las Vegas Sands and Marina Bay Sands launched the US\$1 million bond-free Sands Hospitality Scholarship programme, which will benefit over 100 students from six Institutes of Higher Learning in Singapore.

# CREATING RESILIENCY FOR THE VULNERABLE

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

Through its corporate partnerships with The Food Bank Singapore and Clean the World Asia, the IR was able to organise large scale volunteer initiatives directly benefitting disadvantaged populations.

## The Food Bank Singapore

Aimed at addressing food insecurity in Singapore, Marina Bay Sands organised two Sands Cares Food Kit Build activities in partnership with The Food Bank Singapore. The event is part of an annual worldwide effort led by parent company, Las Vegas Sands, through which 8,500 food kits containing nutritious and essential food items were packed in reusable tote bags and distributed to over 50 community partners across Singapore. From packing food kits, to delivering and distributing them to vulnerable communities including seniors, low-income families and migrant workers, the initiative allowed for more than 700 Team Members across various departments to contribute and support the efforts of The Food Bank Singapore.

Leveraging on opportunities to multiply impact, the company also invited 45 secondary school students from its youth mentoring programme in partnership with CARE Singapore to participate in the food kit build, where they learnt about the importance of food security and packed 200 food kits alongside their mentors. Shiraz Alexander Joseph, from Damai Secondary School, shared: "If we are fortunate enough, we should always try to extend a helping hand to those in need to ensure that everyone has access to essential items. Activities like these also help us build synergy and teamwork amongst our friends and mentors to make the world a better place."



The 2022 Hygiene Kit Build saw close to 600 Team Members participate.

## Clean the World Foundation

Since 2015, Sands has provided over one million hygiene kits through its signature Sands Cares Global Hygiene Kit Build held across Sands properties worldwide. Locally, Marina Bay Sands has contributed to Clean the World's efforts by assembling 193,500 hygiene kits as part of its continued efforts in supporting and equipping communities with the tools to cope in disasters.

The 2022 kit build saw close to 600 Team Members sort and assemble 28,500 kits containing essential hygiene items such as soap bars, dental sets and shower gel. Besides distributing 8,500 kits locally to beneficiaries served by local community partner Singapore Red Cross, 20,000 kits will go to Children International in the Philippines and be redistributed to disaster-prone areas when the need arises.

# 28,500

hygiene kits contributed  
to Clean the World  
in 2022



# SHAPING MINDSETS AND BEHAVIOURS

Building on the company's core OneMBS values of Respect, Integrity, Passion, Teamwork and Creativity, Marina Bay Sands nurtures Team Members to deliver unforgettable moments in every aspect of their work.

Connecting that mission with Sands Cares' purpose of creating positive impact, the resort provides learning opportunities for Team Members to widen their perspectives and cultivate mindsets and behaviours aligned with the spirit of giving back.

## Conversations That Matter

To deepen Team Members' understanding of the various causes and partners the IR supports, Sands Cares launched its exclusive dialogue forum, Impact Conversation, in 2021. Styled as fireside chats, speakers from Agape Connecting People, Care Corner Singapore and Singapore Red Cross shared more about what it takes to build disaster readiness, harness the potential of adolescents, and provide human-centred service – issues that are core to the causes that Sands Cares supports.

In 2022, it welcomed three community partners, Art Outreach Singapore, CARE Singapore and SPD, to the successful series. Incorporating new elements into the series, an interactive workshop was introduced in the session with SPD, allowing Team Members to put their newly learnt knowledge at the dialogue session to the test with a series of simulation activities aimed at creating a more inclusive society for people with disabilities.

Ms Katherine Sng, Director, Community Partnerships, SPD, said: "It takes the collective effort of everyone in the community to be inclusive. Greater understanding of disabilities is important in encouraging interactions between those with and without disabilities. We want to thank Marina Bay Sands for adopting inclusive hiring practices and for partnering SPD in holding awareness talks and dialogues under their Sands Cares Impact Conversation series to promote disability inclusion amongst their workforce." 🌟

## CREATING ONCE-IN-A-LIFETIME OPPORTUNITIES

Life skills and real-world experience outside of the classroom and standard curriculum form a critical part of a complex equation in building talent and resilience among youth. Marina Bay Sands' approach to capacity building in this area is informed by its expertise, long-standing relationships with industry experts and desire to uplift the next generation of future leaders. As part of its ongoing *In Conversation With* series launched in 2014, Marina Bay Sands provided five opportunities in 2022 for young adults to engage with and be inspired by leading figures who have a wealth of knowledge and experience in their respective careers in film, art and culture. Film director Domee Shi and producer Lindsey Collins, celebrity chef Daniel Boulud, His Serene Highness Prince Albert II of Monaco, Disney talents Jung Haein, Ko Kyungpyo and Kim Hyejun, and directors Miike Takashi and Peter Sohn, were some of the luminaries who took centre stage to inspire over 250 students.

Nicholas Heng, a 25-year-old student from The Culinary Institute of America, Singapore, said: "The session was very insightful, and it was interesting to learn how despite working over 50 years, Chef Daniel Boulud feels like he has never worked a day in his life. It is great to see his passion and how he is constantly happy doing what he does. It is great motivation for budding chefs like us to be bold in taking the first step forward, always looking on the bright side and be open to learning new things at any point in our careers."



## PLANET

# 2022 HIGHLIGHTS

Marina Bay Sands' mission has always been to deliver the best in hospitality while respecting a commitment to protect and preserve the planet. The Sands ECO360 programme works to ensure that in offering world-class hospitality experiences, the IR is focused on reducing its environmental footprint through sustainable building development and resort operations.

Working together with its more than 10,000-strong team and external partners, Marina Bay Sands strives to maximise its positive impact. As part of its commitment to protect the planet, it is constantly innovating towards a low-carbon future, greater water stewardship, optimisation of resources to reduce single-use plastics and an increased range of sustainable options to facilitate more responsible choices for its guests.



**17.6%**  
REDUCTION  
IN CARBON  
FOOTPRINT  
from 2018 baseline

**100%**  
OF SANDS  
EXPO'S  
ELECTRICITY  
CONSUMPTION  
POWERED BY  
RENEWABLE  
ENERGY

**126**  
MILLION  
LITRES  
OF WATER  
SAVED

compared to 2019 baseline

**4,825 KG**  
OF FOOD  
DONATED



# WORKING TOWARDS A LOW-CARBON FUTURE

Marina Bay Sands is unwavering in efforts to reduce its environmental impact, with a global commitment to the Science Based Targets initiative pledging to reduce Las Vegas Sands' greenhouse gas (GHG) emissions by 17.5% by 2025.

The past year proved to be a landmark year for the property, as the world emerged from the pandemic and business operations resumed at near-full capacity. While energy consumption and GHG emissions remained at lower-than-baseline levels in the first half of 2022, they quickly bounced back to pre-pandemic levels in the second half as tourism returned in full swing.

Adopting a science-based data-driven approach, decoupling the resort's carbon footprint from business growth has been the linchpin of the IR's strategy. Through innovative solutions and technology, Marina Bay Sands has lowered its carbon footprint by over 40% since 2012, while encouraging a shift towards more sustainable consumption. Several milestone projects were completed in 2022, including the upgrading of LED lighting in underground pedestrian networks and the enhancement of room control units in one of the hotel towers.

Having maximised its infrastructure efficiencies, Marina Bay Sands is constantly on the lookout for leading-edge solutions to achieve further reductions in its environmental footprint. Projects in the pipeline include implementing more electric vehicle charging stations, among others.

As one of Asia's leading sustainable venues and Singapore's first carbon-neutral MICE venue, Sands Expo & Convention Centre is committed to creating unforgettable experiences with low environmental impact through its industry-leading Impact Meetings programme. 100% of Sands Expo's electricity consumption is powered by renewable energy, making every event sustainable from the get-go.

Sands Expo took a deep dive into carbon accounting last year, when a cross-departmental effort was rallied for a local association's gala dinner, tracking the event's entire environmental footprint from preparation to execution. This encompassed the food quantity ordered, kitchen preparation scraps and the event's actual chilled water and electricity usage to ensure accuracy in the delegates' carbon footprint.

Amidst unprecedented demand for sustainable events post-pandemic, Sands Expo continued to reaffirm its commitment to sustainability with its achievement of the Events Industry Council's Sustainable Event Standards Platinum certification in May, making it the highest-rated venue outside the United States under the certification.

Sands Expo continues to be the choice venue for leading sustainability events, including the launches of both the MICE and Hotel Sustainability Roadmaps by the Singapore Tourism Board, Singapore Hotel Association, and Singapore Association of Convention and Exhibition Organisers in 2022. Extensive sustainability measures were implemented, including the elimination of all single-use plastics, use of innovative plant-based products on the menus, and circularity products such as a lectern and table numbers made from upcycled waste. Post-event impact statements tracking the events' environmental footprints were provided.

## MAJOR ACCOLADES IN 2022



Special Recognition: Special Award for Sustainability at the Singapore Tourism Awards 2022

# CONSERVING A PRECIOUS RESOURCE

Marina Bay Sands' strategy focuses on conserving water through efficiency, increasing water reuse and recycling, and protecting water ecosystems that benefit the local environment. High-efficiency equipment and low-flow fixtures remain a core focus of the property's approach to reducing overall water use, best demonstrated by the recent upgrade to more water-efficient dishwashers and optimisation of kitchen cleaning processes.

This has enabled the IR to save over 6 million litres of water annually and make significant strides towards its 2025 goal of reducing potable water per square foot usage by 7% from 2019. In addition, the resort drives behavioural change through Team Member training and inter-departmental collaboration to maximise water savings through process efficiency improvements.

"Water is one of the world's most precious resources. With global water use increasing at more than twice the rate of population growth in the last century, the need for efficient consumption is further amplified," says Meridith Beaujean, Executive Director, Sustainability. "Our water strategy focuses on conserving water through efficiency, increasing water reuse and recycling, and protecting water ecosystems that benefit the local environment."

Beyond its premises, Marina Bay Sands also works closely with its Drop by Drop Project partners to increase water resilience, reinvigorate ecosystems, incubate new water solutions and engage the community. Developed by Las Vegas Sands and Clean the World in 2019, the project aims to reinvest capital from the company's water stewardship savings into innovative projects supporting water champions in its local regions.

In 2022, the Drop by Drop grant funded Conservation International Singapore's '10 for Zero', building upon the five-part marine conservation virtual learning series for youths funded by the grant in 2021. The aim is to recognise and empower a pioneer cohort of 10 of Singapore's brightest youth leaders advocating for a future of net zero emissions and zero waste, as well as ocean and freshwater conservation.



The Rain Oculus functions as both a skylight and a rain collector, where up to 22,000 litres of water flow through every minute.

# COMMITTING TO OPTIMISE MATERIALS

While increased reliance on single-use plastic and packaging materials is a significant environmental challenge, it also presents a prime opportunity for businesses to rethink practices.

**G**rounded by its global E3R strategy – Eliminate, Reuse, Replace and Recycle – Marina Bay Sands adopts an evidence-based, impact-first approach towards reducing single-use packaging and minimising landfill waste. This is achieved by innovating opportunities for reuse, replacing single-use materials with renewable and sustainable alternatives, and recycling as much as possible.

In line with the strategy to reuse, a new Southeast Asian counter was launched in the Team Member Dining Room to serve the same food as the Halal food counters. Historically, a Halal section is provided with exclusive reusable bowls and plates for Muslim staff, while non-Muslim Team Members used disposables to enjoy the same dishes. This new Southeast Asian station allows for Team Members to enjoy the same Southeast Asian delights while using reusable dishes, enabling the property to eliminate the use of over one million disposable plates and bowls annually. The removal of these disposables resulted in a cleaner food waste stream, leading to a higher percentage of post-consumer food waste being treated and over 28% of the IR's food waste being diverted from landfill.

On the MICE front, Marina Bay Sands piloted an innovative solution to using recycled polyethylene terephthalate (rPET) bottles, with an artificial intelligence water station that cleverly dispenses water only when a cup is placed under its sensor. The 50 litre capacity machine was used by over 1,500 delegates, who were impressed by its technology and lauded the reduction in single-use plastics. Improving based on feedback from a repeat client, directional signage was also put up to enhance the machine's ease-of-use for first-time users.

The multi-dimensional nature of sustainability challenges calls for strategic partnerships between governments, businesses and civil society to trailblaze pathways towards a more sustainable future. Given the resort's scale, Marina Bay Sands recognises that it has an important role to play in driving transformational change and is committed to working with like-minded partners to advance its sustainability agenda.

Since 2016, the IR has partnered The Food Bank Singapore to serve over 370 member beneficiaries, including homes, family service centres and schools with children from low-income families. From 2021 to 2022, the IR funded a chiller delivery truck to transport safe, unserved leftover food from MICE events to the community. Through these unwavering efforts, over 4,824kg of food were donated in 2022. Marina Bay Sands also supported disaster relief efforts aiding flood victims in Malaysia by donating over 700 items of furniture from ongoing hotel room renovations, benefiting families that were affected by the floods. This donation represents just one of the waste diversion streams for the renovation furniture, with other items being recycled or distributed to second-hand initiatives.

## 1 MILLION

disposable plates and bowls were eliminated from use annually


# PUTTING SUSTAINABILITY ON THE MENU

At the heart of Marina Bay Sands' food sources lies the biodiversity surrounding it. Being a major player in the hospitality sphere, almost every aspect of the business from design and construction to daily operations has an impact on the environment.

This knowledge has propelled the IR to continuously identify sustainable products that protect the ecosystem and associated habitats. Some initiatives include serving fairtrade coffee and tea in MICE events, as well as using 100% Forest Stewardship Council-certified paper products throughout the property.

Ocean biodiversity has been a fundamental area of focus over the past several years. Since 2017, Marina Bay Sands has partnered the World Wide Fund For Nature Singapore (WWF-Singapore) to improve responsible procurement practices and transform Asia Pacific's seafood supply chain. In 2022, the programme was extended to include one more aquaculture farm in Singapore, producing barramundi and red snapper. This is in addition to the ongoing support of 10 aquaculture farms and fisheries in Malaysia and Singapore in their transition towards more sustainable farming practices under WWF's Aquaculture Improvement Programme (AIP).

Marina Bay Sands is also committed to providing plant-based options to mitigate the environmental impact of animal agriculture, one of the largest contributors to global GHG emissions. Eight restaurants provided menus featuring plant-based meat options and seasonal vegetables during a Meatless May campaign, organised in conjunction with Wellness Festival Singapore. The IR also hosts an Alternative Wednesday campaign where Team Member Dining Rooms offer plant-based protein items. These efforts led to procurement of just under 20 tonnes of plant-based proteins in 2022, an 860% increase from 2021.

Alongside these efforts, Marina Bay Sands continues to emphasise the importance of local and regional sourcing. With the launch of the MICE Edible Garden in 2021, over 115kg of herbs have been harvested annually at the RISE and MICE gardens for use in both public and internal events. This supports efforts towards Singapore's '30 by 30' goal to locally produce 30% of its nutritional needs by 2030. Complementing this, Marina Bay Sands regularly sources produce from neighbouring Association of Southeast Asian Nations (ASEAN) states to gain access to a reliable, quality supply of responsibly sourced dairy products, beef and lamb. 

*"Our relationship with and impact on nature is more important than ever. Covid-19 has shone a light on our interconnectedness with the environment and the responsibility we have as citizens and businesses. Biodiversity is high on our agenda, with responsible food sourcing being one of the key ways we address this material issue."*

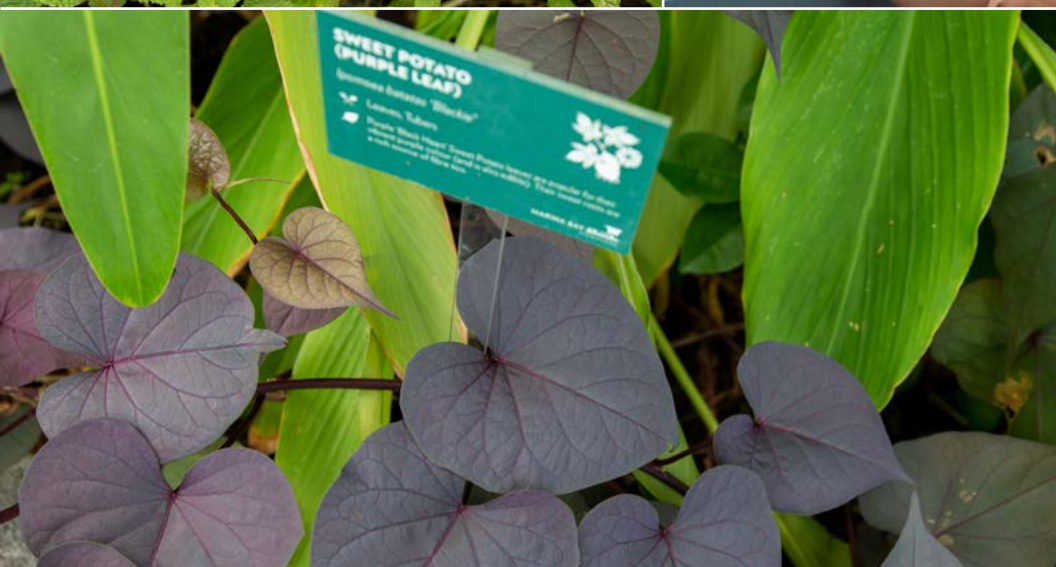
**Meridith Beaujean**  
Executive Director, Sustainability



**BRAZILIAN SPINACH**  
*Atractodes sissou hort.*  
 Leaves, Stem  
 Brazilian Spinach is known for its ability to thrive anywhere in the tropics. It can be used like any spinach, and is rich in vitamins K and calcium.



**APPLE MINT**  
*Mentha suaveolens*  
 Leaves  
 The delicate and sweet flavour of Apple Mint comes through in the leaves. Middle leaves and add to cocktails, mocktails, or tea for a fruity-minty boost.



**SWEET POTATO (PURPLE LEAF)**  
*Ipomoea batatas 'Blackie'*  
 Leaves, Tubers  
 Purple Sweet Potato Sweet Potato leaves are popular for their vibrant colour and can be used in a variety of ways. The tubers are also edible.



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