

Behind the scenes

2013 Sands ECO360° Report

Looking behind the scenes at Las Vegas Sands



Marina Bay Sands®

Location: Singapore

Year opened: 2010

Employees: 9,487

Rooms: 2,561

MICE¹ space: 1.2 million square feet

Environmental certification:

Singapore Building Construction

Authority Green Mark Gold, 2012;

EarthCheck Bronze Benchmarked, 2013;

APEX/ASTM⁶ Venue Level One, 2013

marinabaysands.com

Sands Cotai Central®

Location: Macao, SAR, China

Year opened: 2012

Employees: 8,241

Rooms: 5,756

MICE¹ space: 300,000 square feet

Environmental certification: Macao

Green Hotel Gold Award, 2014²

sandscotaicentral.com

The Plaza Macao

Location: Macao, SAR, China

Year opened: 2008

Employees: 1,940

Rooms: 379

MICE¹ space: 25,000 square feet

theplazamacao.com

The Venetian® Macao

Location: Macao, SAR, China

Year opened: 2007

Employees: 10,755

Rooms: 2,905

MICE¹ space: 1.2 million square feet

Environmental certification: Macao

Green Hotel Gold Award 2011;

EarthCheck Bronze

Benchmarked, 2014²

venetianmacao.com

¹ Meetings, Incentives, Conferences, and Exhibitions.

² Although Sands Cotai Central and The Venetian Macao achieved these environmental certifications in early 2014, the sustainability efforts to achieve them occurred in 2013.

³ Combined the Venetian | Palazzo and Sands Expo.

⁴ The U.S. Green Building Council Leadership in Energy and Environmental Design (LEED) Green Building Rating System™ is the internationally accepted benchmark for the design, construction, and operation of high-performance green buildings.

⁵ The gaming floors at The Venetian and The Palazzo are not part of the LEED certification.

⁶ APEX/ASTM – The meeting industry's first set of standards for environmentally sustainable meetings, created through a partnership between the Accepted Practices Exchange and American Society for Testing and Materials.

Las Vegas Sands (LVS) is the pre-eminent developer and operator of world-class integrated resorts that feature luxury hotels; world-class gaming, retail, entertainment, convention, and exhibition facilities; celebrity chef restaurants; and many other amenities. The success of our company began with The Venetian in 1999; it now spans the world, from Las Vegas to Macao, and from Bethlehem (USA) to Singapore. Our integrated resorts have become premier destinations for travel enthusiasts around the world.



Sands® Macao

Location: Macao, SAR, China
Year opened: 2004
Employees: 4,305
Rooms: 289
MICE¹ space: 9,000 square feet
Environmental certification:
Macao Green Hotel Silver Award, 2012

sandsmacao.com

The Palazzo®

Location: Las Vegas, NV
Year opened: 2007
Employees: 8,941
(The Venetian | The Palazzo)
Rooms: 3,064
MICE¹ space: 2.3 million³
square feet
Environmental certification:
LEED⁴ Silver for New
Construction⁵, 2008; TripAdvisor
GreenLeaders GOLD, 2013

palazzo.com

The Venetian®

Location: Las Vegas, NV
Year opened: 1999
Employees: 8,941
(The Venetian | The Palazzo)
Rooms: 4,028
MICE¹ space: 2.3 million³
square feet
Environmental certification:
LEED⁴ Gold for Existing
Buildings⁵, 2010; TripAdvisor
GreenLeaders GOLD, 2013

venetian.com

Sands Expo®

Location: Las Vegas, NV
Year opened: 1990
Employees: 1,044
MICE¹ space: 2.3 million³
square feet
Environmental certification:
LEED⁴ Gold for Existing
Buildings, 2010; APEX/ASTM
Venue Level Two, 2013

sandsexpo.com

Sands® Bethlehem

Location: Bethlehem, PA
Year opened: 2009
Employees: 2,153
Rooms: 302
MICE¹ space: 12,000 square feet
of meeting space and 14,000
square feet of tradeshow space
Environmental certification:
4 Keys in Green Key Eco-Rating
Program, 2013

pasands.com



Sands®

ECO 360°
GLOBAL SUSTAINABILITY

Our way of doing business.

Our responsibility to the planet is as important to us as our commitment to the comfort and well-being of our guests and Team Members. The Sands ECO360° Global Sustainability strategy is designed to help minimize our environmental impact, and it reflects our vision to lead the way in sustainable building development and resort operations. We feel that environmental stewardship is vital for the prosperity of future generations; it is a legacy that we can all be proud of.

Find out more about our properties around the world



Welcome from our Chairman

On behalf of Las Vegas Sands and our Team Members, we are proud to launch our 2013 Sands ECO360° Report. The past year was marked with significant business growth in our existing properties as well as steady progress on the construction of our two newest developments in Macao. The Sands ECO360° program has been fully integrated into our operations and continues to guide our design and construction decisions.

Our sustainability priorities are centered on the four pillars of the Sands ECO360° strategy. As we build new integrated resorts and upgrade our existing hotels, we ensure that the process is conducted in alignment with leading green building standards. Once in operation, energy efficiency continues to be our main focus. In 2013, we completed more than 80 projects globally, which reduced electricity consumption by 47.3 million kWh. Overall, our existing integrated resorts reduced electricity by 6.9% from the 2010 baseline, while Marina Bay Sands and Sands Bethlehem reduced their energy usage by 5.1% from the 2012 baseline. Under the Sustainable Meetings pillar, we continue to advance our green meetings program by pursuing internationally

recognized certifications. We partnered with clients to host a number of world-class sustainable events. We also reached out to our stakeholders to better understand what is important to them in terms of sustainability to advance the overall Sands ECO360° program.

Our efforts didn't go unnoticed. We achieved eight environmental awards and certifications, and now almost all of our properties around the world hold at least one third-party sustainability certification. Our leading practices in the management and measurement of greenhouse gas emissions, as well as transparency of our climate change strategy, have been recognized by the CDP's Global 500 Carbon Disclosure Leadership Index (CDLI).

The success of our program does not come without its fair share of challenges. Despite some recycling infrastructure constraints in our Asian markets, we adopted innovative technologies to expand our recycling program. We also conducted comprehensive water audits and developed water reduction plans for our global properties to address our water consumption.

Moving into 2014, we will target further improvement of our physical assets – a substantial effort has been placed on upgrading building management systems and processes in our existing properties, as well as thorough review and implementation of efficiency measures in our new development projects.

We would like to invite you behind the scenes to experience the actions and meet the people who contribute to our program's success.

Sheldon G. Adelson, Chairman and Chief Executive Officer, Las Vegas Sands



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Sands ECO360° strategy

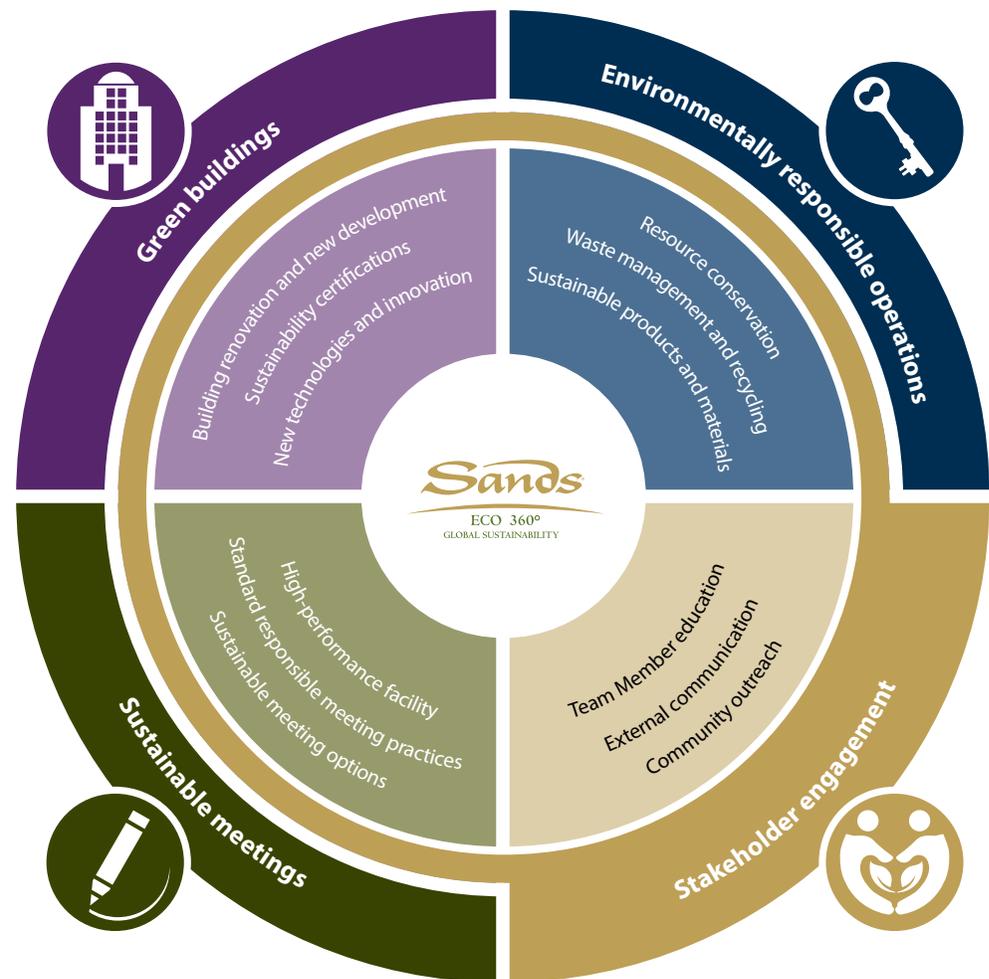
The Sands ECO360° global sustainability program reflects our vision to become a leader in sustainable development and resort operations. We developed Sands ECO360° around the four pillars below by identifying areas with the greatest environmental impact or opportunity. We are proud to share some of our 2013 accomplishments.

Governance and integration

In developing a comprehensive strategy we assessed our operations and evaluated where we have the greatest environmental impact and opportunity. We continually monitor and measure our environmental footprint to develop challenging yet attainable objectives and targets. Education and outreach span all areas of our strategy; we seek to engage each stakeholder group on a regular basis.

Our strategy is integrated across the entire business and given prominence at the highest levels of governance. The president and chief operating officer has overall responsibility for Sands ECO360°, while the senior vice president, chief procurement and sustainability officer leads the Global Sustainability Department, which develops and implements the strategy.

Property sustainability departments execute the sustainability strategy and identify future opportunities. Green Councils are established at each resort with leaders from departments such as Facilities, Hotel Operations, Food and Beverage, Casino Operations, Purchasing, Sales, Convention and Catering Services, Human Resources, Marketing, Communications, and Information Technology. Green Council members champion sustainability programs in their respective departments.





Key issues and our stakeholders

Our key issues

Our strategy is based on the issues identified as most important to our business, to our stakeholders, and to society. We monitor and evaluate issues pertaining to our Sands ECO360° strategy through regular interaction with internal and external stakeholders across our business globally.

We assess materiality through:

- The stakeholder engagement efforts undertaken during the ISO 20121 certification process at our properties in Singapore and Macao
- Workshops and sessions for Las Vegas Sands (LVS) Sustainability Teams to review key issues and update the Sands ECO360° strategy
- Secondary research on current and emerging issues from academic institutions, industry associations, peers, and partners.

The results are shown in relevance to our four-pillar strategy.

		Energy	Water	Waste	Air quality	Regulation and gov't relations	Guest satisfaction	Community engagement	Sustainable sourcing
 Green buildings	Renovation and development	✓	✓	✓	✓	✓	✓	✓	✓
	Certifications	□	□	□	□	✓	✓	□	✓
	Innovation	✓	✓	✓	✓	✓	□	□	□
 Environmentally responsible operations	Resource conservation	✓	✓	□	✓	✓	✓	✓	✓
	Waste management	□	□	✓	□	✓	✓	✓	□
	Products and materials	✓	✓	✓	✓	□	✓	□	✓
 Sustainable meetings	Facility	✓	✓	✓	✓	□	✓	□	□
	Standard practices	✓	✓	✓	✓	□	✓	□	✓
	Sustainable options	✓	✓	✓	✓	□	✓	✓	✓
 Stakeholder engagement	Team Members	✓	✓	✓	□	□	✓	✓	✓
	External communication	□	□	□	□	✓	✓	✓	□
	Community	□	□	□	□	□	✓	✓	✓

Our stakeholders

We prioritize our engagement with the following key stakeholders who are most interested in and/or affected by our business.

Team Members

Across the world, we employ nearly 50,000 Team Members; they contribute to our sustainability strategy and help deliver it every day.

Investors

Our investors understand that sustainability drives efficiency, and they increasingly value the corporation's environmental and social responsibility.

Clients and guests

As more clients and guests expect strong environmental credentials and services, Sands ECO360° allows us to attract and retain these clients.

Government agencies

We collaborate with government agencies to develop and implement environmental policy.

Non-Governmental Organizations (NGOs)

Sharing best practices and building strong relationships with environmental Non-Governmental Organizations (NGOs) inspire us and drive our innovation.

Communities

Our properties are in diverse communities around the world. Each of these has different needs, and we work with our Team Members to join local groups to make their communities a better place to live.

Suppliers

We continually partner with our suppliers to embed sustainability into our procurement process.

Academic institutions

We exchange knowledge, participate in and fund research projects, and provide learning opportunities to students.



GREEN BUILDINGS



OPERATIONS



SUSTAINABLE MEETINGS

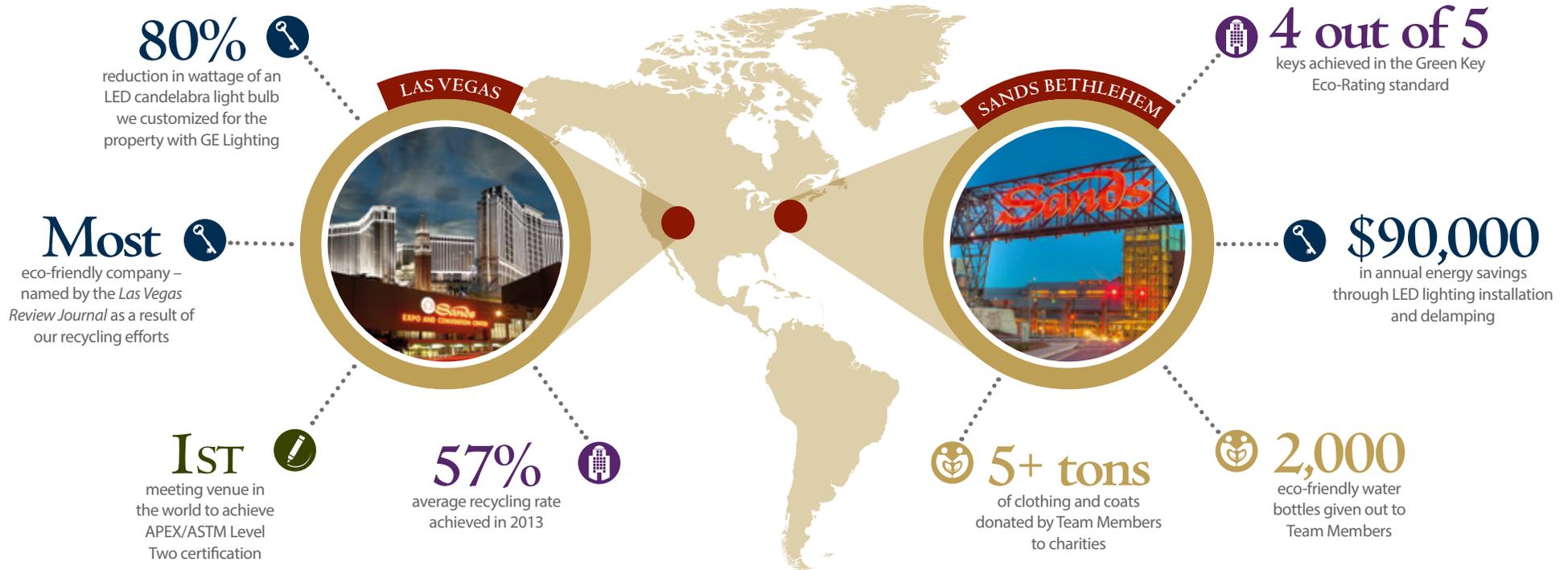


ENGAGEMENT

PERFORMANCE

OVERVIEW

Looking behind the scenes at our 2013 highlights



AROUND THE WORLD

47.3 million
kWh electricity consumption reduced through energy efficiency projects



"Seeing Sands ECO360° grow into an internationally recognized program is especially rewarding to us. Behind the scenes of our global accomplishments, we have a diverse and dedicated team, that works very hard to make our sustainable vision a reality."

Jenny Yu, Director, Global Sustainability



10%

reduction in emissions
– largest reduction of
all Las Vegas Sands
properties



MARINA BAY SANDS



30 million

gallons of water saved annually
through the installation of
faucet aerators



MACAO



100

Recycling points
established across Sands
China Limited properties
in Macao



1ST

meeting venue outside
of the United States to
be certified at APEX/
ASTM Level One



120

sustainability-focused
ideas collected through
the Ec-o-pinion campaign



5,000+

Team Members engaged in
sustainability-related activities



17.5 million

kWh saved annually through the
installation of LED lighting



1ST

Clean The World
facility established
in Asia thanks to
our partnership



2,200+

Team Members participated in the
"I Will If You Will" campaign



98 out of 100

score, achieving a leadership position in the CDP
Global 500 Leadership Index



1ST

ever Sands Supplier Excellence
award program launched, including
a category focused on Sustainability
& Corporate Culture



Behind the scenes... of our green buildings



Green Star

Mr. Mark McWhinnie,

Senior Vice President of Development
& Shared Services & Director of
Sands Cotai Central



As a senior leader in the company, Mark is passionate about sustainability. He leads by example to motivate his Team Members and always thinks outside the box to find innovative sustainable solutions. Under his leadership, our properties in Macao achieved multiple third-party sustainability certifications.

"My inspiration came from the energy and passion of those already engaged in the program. The ECO360° Council, sustainability champions, our 'Live Green' initiative, and fun activities were among the ways we educated and communicated about sustainability. Sands China Ltd. is the largest operator and employer in the private sector in Macao. I believe we have a duty to be a responsible corporate citizen in our community and to help our 28,000 Team Members understand how their actions can have an impact at work and at home. I am proud to have been part of their efforts to achieve several prestigious local and regional awards this past year."

 [Watch video online](#)





As a developer and operator of integrated resorts, buildings are the backbone of our business. We would like to take you behind the scenes of our spectacular properties to see the efforts that go into making them more sustainable. We believe that to make a positive contribution, we must start from the ground up. We have introduced Global Sustainable Development Standards to ensure that both the new construction and renovation of our facilities are carried out in a responsible manner. This benefits our occupants, from the guests that walk through our doors, and our 50,000 Team Members around the world, to our shareholders. Green buildings provide healthier and more comfortable environments, and they reduce operational costs through conservation measures. We all have a stake in ensuring the longevity of the planet's natural resources, which is why we are working hard to reduce our impact.

In this section



Building renovation and new development

Read more on page 11



Sustainability certifications

Read more on page 12



New technologies and innovation

Read more on page 13

Building renovation and new development

We launched our Global Sustainable Development Standards in 2013 to provide sustainable owner project requirements for the development of new resorts and the renovation of existing properties. The standards are based on Leadership in Energy and Environmental Design (LEED) principles, including energy and water efficiency, indoor environmental quality, sustainable materials, and waste recycling. Above and beyond LEED, we incorporated our global best practices such as comprehensive lighting standards, advanced loading dock environmental provisions, as well as back-of-house and front-of-house upstream recycling guidelines.

With our portfolio of more than 19,000 rooms and suites, we consider everything from energy-efficient light bulbs and appliances, to low Volatile Organic Compound (VOC) paints and carpets, water-efficient plumbing fixtures, and even integrated room controls. High-performance buildings pave the way for ongoing low-impact operations, and enhanced guest experience, which remains our top priority.



8

additional environmental awards or certifications were achieved in 2013

Sustainability certifications

We continue to make progress through standardizing and validating our efforts with independent third-party certifications. Internally, awards and certifications are a very strong motivator for our Team Members, because they often have a tiered structure with multiple achievement levels encouraging continuous improvement. Externally, sustainability certifications and awards can provide confidence to our guests and clients that the building is designed and operated in a sustainable manner behind the scenes. Finally, they help us bridge the gap between development and operation of our buildings as they introduce initial sustainability requirements during the design stage and monitor ongoing compliance once the building is in operation. We have achieved eight world-class environmental certifications and awards for our properties in 2013.

Las Vegas

Trip Advisor: Green Leader Gold Certification

The Venetian | The Palazzo

APEX/ASTM Level Two

Sands Expo and Congress Center at The Venetian |

The Palazzo

Macao

Macao Green Hotel Awards

Silver – Sands Macao

Gold – Cotai Central (Holiday Inn, Conrad and Sheraton), The Venetian Macao

World's Leading Green Hotel –

World Travel Awards

Conrad Macao

Earth Check Bronze

Benchmarked

The Venetian Macao

Singapore

Earth Check Bronze

Benchmarked

APEX/ASTM Level One

Marina Bay Sands

Bethlehem, PA

Green Key Eco-Rating

Certification, 4 Keys

Sands Bethlehem



World's Leading Green Hotel



EARTHCHECK





New technologies and innovation

We research and analyze innovative technologies and practices to optimize our new buildings and upgrade our existing facilities on a lifecycle basis.

Airside optimization in Macao

The successful implementation of energy-efficiency projects in the past seven years has reduced the energy loading on our buildings' air handling infrastructure. As a result, the originally designed HVAC¹ infrastructure became oversized. This presented us the opportunity to renovate the equipment to efficiently serve our buildings through variable speed fan motor drives, instrumentation, and optimized control sequences. This upgrade will result in annual energy savings of USD\$9 million in Macao alone, and it can be implemented at our other global properties.

Proprietary air conditioning system in Las Vegas

Air conditioning requires significant energy use, which accounts for 20% to 30% of total building electricity consumption. Our Las Vegas campus already has an efficient air conditioning system. To make further improvement, we are currently implementing Siemens proprietary control systems and equipment upgrades to optimize the chiller plant and reduce its energy use by 28%. This special project is also under evaluation for our resorts in Macao and Bethlehem, Pennsylvania.

Automated meeting space controls at Marina Bay Sands

At Marina Bay Sands, we have more than 242 meeting rooms and 341,754 square feet of exhibition halls. Historically, our facilities team manually adjusted the air conditioner when meeting space was not in use. We found an innovative system that linked the sales booking software to the building controls. It allows us to automatically adjust air conditioning based on the booking schedule of each individual meeting room. In addition, we installed occupancy sensors to precisely control lighting to maximize the energy efficiency of the space.

“Las Vegas Sands owns four of the world’s 20 largest buildings, which presents a great opportunity and responsibility to significantly reduce energy usage at our integrated resorts. Implementing advanced solutions to optimize efficiency while maintaining guest comfort is the most rewarding part of my job.”

John Hess, Executive Director of Engineering



¹ Heating, ventilation and air conditioning.



Behind the scenes... of our environmentally responsible operations

Green Star

Mr. Benny Zin,

Chief Operating Officer,
Marina Bay Sands



Benny's performance-driven approach led Marina Bay Sands (MBS) to achieve the largest emission reduction (10%) among all of the Las Vegas Sands properties in 2013. He was able to integrate sustainability into the operations of each department and hold the team accountable for the program's success. Under Benny's leadership, sustainability is becoming an integral part of MBS' company culture.

"Sands ECO360° has inspired and led to so many concrete, sustainable actions across our property. Our own herb garden supplies fresh herbs to our celebrity chef restaurants; our food waste digester reduces our environmental impact; and our purchasing guidelines ensure that vendors procure from sustainable sources. I am so honored to have the opportunity to shape our sustainable business operations, because every single action, no matter how big or small, will contribute to protecting our planet and future generations."





Resort operations account for the majority of our impact on the environment. We make every effort to implement sustainable practices and procedures without compromising customer experience. As many of the sustainable measures are not visible to our guests, this section will highlight what happens behind the scenes to maintain a responsible operation.

In this section



Resource conservation

Read more on page 15



Waste management and recycling

Read more on page 17



Sustainable products and materials

Read more on page 17

Resource conservation

In an effort to reduce our carbon emissions in 2013, our Team Members completed 82 energy-efficiency projects which reduced annual electricity consumption by 47.3 million kWh. The reduction is enough to power more than 4,000 average American homes. Our conservation projects included installing LED lamps and motion sensors, delamping, building management system controls upgrades, central plant optimization, and building commissioning.

We improved the quality and efficiency of our emissions and utility reporting which allowed us to manage our energy more effectively. Due to the large number of LED lighting projects conducted every year, we also introduced a lighting calculator to standardize our evaluation process and consistently track energy savings.

Despite our existing water conservation measures, we continue to see increases in water use as a result of our business growth. Therefore in 2013, each property completed a comprehensive water audit to identify further opportunities to reduce our consumption. We developed a water reduction plan and efficiency measures which will be implemented in coming years.



Resource conservation

GE Lighting partnership sparkles

Las Vegas, Nevada

We completed several major LED lighting upgrades at The Venetian and The Palazzo in Las Vegas. Our sustainability team searched for an LED replacement for more than 10,000 incandescent candelabra lamps used in chandeliers and sconces in our conference center, but could not find a solution in the market that met our energy and aesthetic quality specifications. To resolve this, we worked closely with GE Lighting to customize our very own LED candelabra lamp, that is not only 80% more efficient, but also enhances the ambiance. In addition, we replaced 5,700 halogen bulbs (120 watts) with 12-watt GE LEDs, which last 25,000 hours. These projects are expected to reduce a significant amount of energy use in the meeting areas.



in annual energy savings through installation of LED lighting at Sands Bethlehem

Shining a light

Bethlehem, Pennsylvania

Despite being the smallest property in our portfolio, Sands Bethlehem is big on improving energy efficiency. Through LED lighting installation and delamping the property saved more than \$90,000 in annual energy cost.



Going with the flow

Macao, SAR, China

We installed more than 10,000 faucet aerators at our Macao properties, which led to an annual saving of 30 million gallons of water. The device introduces air to produce a larger, softer, non-splashing water stream that reduces the flow by 25%.



gallons of water saved annually through aerators at Macao properties

Recalibrating success

Singapore

Marina Bay Sands (MBS) launched a re-commissioning and energy upgrade project for the entire facility. The goal was to improve performance of the equipment through better maintenance and more energy-efficient use. As a result, the minimum fan speed for nearly all air and water systems was reduced; control devices on large equipment were recalibrated, verified, or replaced, and the chilled water pumping system is using more realistic pressure set points with true reading devices that require less energy. In total, 140 facility improvement measures were developed for review and analysis by MBS Team Members, ranging from no-cost to high-capital expenditures. With an ongoing commitment to energy reduction from executives, management and operational teams, MBS achieved the largest emissions reduction – 10% in 2013 (from 2012) – of all Las Vegas Sands properties.



GREEN BUILDINGS



OPERATIONS



SUSTAINABLE MEETINGS



ENGAGEMENT

PERFORMANCE

Waste management and recycling

The size of our operations and varying maturity of local recycling markets pose a challenge in implementing comprehensive recycling programs at our properties around the world. Therefore, our waste management and recycling strategy is based on sharing best practices from our resorts and adapting them to existing market conditions.

Learning from Las Vegas

Las Vegas, Nevada

Over the last few years, The Venetian, The Palazzo, and Sands Expo have developed a waste recycling program which is one of the best in Las Vegas. We have implemented a number of initiatives including upstream separation of waste, reusing and recycling products, and composting organic waste. We are also one of the only companies on the strip to operate a profit-sharing program, which incentivizes recycling dock employees to increase the diversion rate. In 2013, we achieved a 57% average recycling rate at The Venetian and The Palazzo, and 80% at the Sands Expo with the highest single event rate of 92%. Our properties were named “Most Eco-Friendly Companies in Las Vegas” by the *Las Vegas Review Journal* for leading efforts in waste recycling. Our other properties are adopting these best practices to enhance their existing programs.

Breaking through recycling barriers

Macao, SAR, China

Even with recycling infrastructure constraints in the local market, our Macao properties have expanded their recycling program to include plastic, paper, cooking oil, glass, amenities, wood, plants, and computer hardware. They have also started food waste diversion at Sands Cotai Central, where food waste is fed into a digesting machine that turns it into grey water which can be safely discharged down the drain. The machine is able to process more than 4,400 pounds of food waste every day.

Train to gain for Team Members

Singapore

Marina Bay Sands recognizes the importance of Team Member participation in recycling. After determining that food waste contamination was lowering the recycling rate, the Stewarding Department ran training sessions to re-educate Team Members about proper waste separation. Managers also introduced a monthly recycling week where Team Members bring in recyclable items to play a game and win prizes. More than 700 Team Members visit the recycling booth every month where they can also pledge to take other green actions at home.

Sustainable products and materials

Companywide, 2013 was a milestone year for procurement and supply chain. We standardized global reporting based on our sustainable procurement standards, which contain clearly defined criteria for nine product categories. We worked with suppliers to collect environmental information on their products and to evaluate compliance with these standards. After completing this groundwork, we set sustainable product procurement targets.

As part of our supplier engagement, we also launched our first-ever Sands Supplier Excellence Awards program in 2013, recognizing the outstanding services of our suppliers and vendors around the world. “Corporate Culture & Sustainability” is one of the seven award categories and winning suppliers were elected based on shared values and principles; strong leadership, vision and strategy; and a solid supplier code of conduct and environmental policy.



Stories from behind the scenes

The Palazzo's dazzling autumn display

Las Vegas, Nevada

Our horticulture team at The Palazzo featured an inspiring Sands ECO360° display, which reflected sustainability improvements undertaken at the property over the years. Our Greener Suites were represented by a bed made of moss, succulents and grasses, while recycling and composting were symbolized by a forest made from recycled steel, used bottles, wine corks, and hotel room amenities. As a centerpiece, the team placed a 1934 Hudson car covered in local foliage – reflecting the property's drive for alternative transportation.

 [Watch video online](#)



Helping others to wrap up warm

Bethlehem, Pennsylvania

Sands Bethlehem Team Members donated more than five tons of clothing and coats to charities across the Lehigh Valley, including the County Office of Children and Youth Services. These coats will now start their second life keeping someone warm during the cold Pennsylvania winters.

Carbon War Room is Creating Climate Wealth

Singapore

Under the umbrella of Sir Richard Branson's Carbon War Room initiative, the first Creating Climate Wealth Workshop was hosted by Marina Bay Sands in May 2013. The event was designed to "identify the profitable opportunities that climate change offers." It brought together 250 thought-leaders and industry experts to participate in workshops. The participants developed actionable solutions to accelerate advances in clean technology.



Green gets creative with Sands ECO360° art

Singapore

For a Chinese New Year sales presentation, Marina Bay Sands' green initiatives were displayed through the medium of sand. Created by Luminous, the displays for corporate clients at the dinner event acted as a reminder of the beauty of nature and a celebration of the cycle of life. Attendees were also challenged with questions to test their knowledge of sustainability. This was a creative way to showcase environmental concepts and demonstrate the property's leading environmental credentials.



Slow flow for Team Members

Macao, SAR, China

To support the Sands ECO360° program and raise awareness about water conservation, the Macao Human Resources Team set up a water roadshow for Team Members. China Environment Technology (HK) Ltd. provided water-saving tips and the opportunity to purchase low-flow water fixtures at special discounted prices. Team Members scooped up 364 showerheads and 429 aerators, which will help them save both water and money at home.



Seeing is believing for Cotai conservation

Macao, China

It is difficult for our Team Members to truly understand how their actions will affect our planet, unless they can see the benefits firsthand. That's why, in 2013, we brought groups to the Cotai Ecological Protection Zone twice for a guided tour. During the visits, Team Members could observe the conservation of local flora and fauna and even saw a few endangered species, such as the Black-faced Spoonbill.





Behind the scenes... of our sustainable meetings

Green Stars

While worlds apart, the Green Stars below have been able to traverse the distance via their passion for sustainability. They have each driven initiatives that have helped make our Sustainable Meetings program a continued success.



Mr. Geraldo Tou,

Quality Management Manager – Conventions and Exhibitions – The Venetian Macao

Geraldo is instrumental in implementing the Sands ECO360° Meeting Program in Macao and he was also the driving force behind ISO 20121 certification for The Venetian Macao – the first entity in Macao to receive this recognition. His passion for sustainability and living a healthy lifestyle is an inspiration to people around him.

“Being a Green Star is recognition of my dedication in driving and promoting the Sands ECO360° program and it gives me an even stronger motivation to continue my efforts.”



Mr. Terry Salaiques,

Assistant Director of Meetings Services – The Venetian | The Palazzo

Inspired by Sands ECO360°, Terry and his team designed an innovative three-stream recycling system, which effectively separates compostable waste, non-compostable waste, and cardboard in our meeting spaces. Many of our clients are pleased to see the effort Terry’s team made to make their event more sustainable.

“I’m grateful for being a small part of the evolution toward a more sustainable future. We, as a team, need to be mindful in our daily duties of how to continually develop the processes for environmentally friendly operations.”





First launched in Las Vegas in 2011, the Sands ECO360° Meetings program has become a global standard implemented at our properties in the United States, Singapore, and Macao. Our program has three key focal areas: high-performance facilities, standard responsible meeting practices, and sustainable meeting options.

Many of our facilities have been awarded third-party environmental certifications which provide a robust foundation for successful sustainable meetings. Our clients are delighted to learn that many responsible meeting practices are part of our standard services. Our customizable program offers additional options, which can help clients meet their event’s specific sustainability priorities.

Our Sands ECO360° concierge acts as a dedicated guide throughout the entire event planning process. After an event, we consolidate sustainable metrics into the Sands ECO360° Event Impact Statement – a comprehensive report covering energy and water consumption, recycling rate, carbon emissions, and the highlights of sustainable initiatives. This is an added value to our clients, who communicate these results to event visitors and other stakeholder groups.

In 2013, we solidified our sustainable meetings program through multiple internationally recognized certifications and we partnered with clients to host a number of world-class sustainable events. Let us take you behind the scenes and share the highlights of our journey.

In this section



Sustainable meeting certifications

Read more on page 21



Signature sustainable events

Read more on page 22

Sustainable meeting certifications

By earning certifications from APEX/ASTM and ISO we have significantly enhanced our capability to help meeting clients achieve their sustainability objectives and improve their event results. These certifications increase the consistency of our services and expand our collaboration with stakeholders. They also further demonstrate the commitment we have made to being a global leader in sustainable meetings.



Sustainable meeting certifications

Double APEX/ASTM Certificates

Las Vegas, Nevada and Singapore

APEX/ASTM is the designation of the meeting industry’s comprehensive standards for environmentally sustainable meetings, created through a partnership of the Convention Industry Council’s APEX initiative and ASTM international.

Marina Bay Sands was the first venue outside of the United States to be certified at Level One, while Sands Expo and Congress Center at The Venetian | The Palazzo was the first in the world to achieve Level Two. We were able to become the forerunner in this certification due to the strength of our existing sustainable meetings program.

Our ISO 20121 journey

Marina Bay Sands, Singapore and The Venetian Macao

To advance our position, we chose ISO 20121 as an evaluation framework to further integrate sustainability into our operational processes. ISO 20121 is an international standard which specifies the requirements for organizations who wish to implement, maintain, and improve an event sustainability management system.

Marina Bay Sands, Singapore and The Venetian Macao have become the first two integrated resorts in Asia to achieve the ISO 20121 Event Sustainability Management System certification. During its implementation in 2013, we reached out to hundreds of stakeholders to discuss environmental, economic, and social responsibility issues throughout the event cycle. Their feedback was invaluable and has been incorporated into the sustainability strategy for both properties. This will help clients meet their objectives and improve event results, as well as help us win repeat business.

 [Watch video online](#)



Signature sustainable events

Clients are our biggest inspiration in developing the Sands ECO360° meetings program. We partner with them to pilot new initiatives and together we push ourselves to reduce the environmental impact of the event while leaving a positive influence on the community. Through every major sustainable event, we always learn something new that helps us continue refining our practices.

Helping hands at the Responsible Business Forum

Singapore

Held at Marina Bay Sands in November 2013, the two-day Responsible Business Forum hosted more than 500 delegates made up of business leaders, NGOs, and policy makers from Southeast Asia. To champion sustainable event planning, we worked with forum organizers to reduce the carbon footprint and contribute to the local community via Sands ECO360° and Sands for Singapore programs. Sustainability efforts included offering vegetarian harvest menus, providing recycling options, and encouraging attendees to participate in the “Soap-for-Hope” activity. Leftover liquid soaps and shampoo from its hotel rooms were collected and delegates lent a helping hand to pour leftover soaps into containers which were then donated to the resort’s charity partner “Food from the Heart.”

We also donated leftover bread to needy families and the elderly in Singapore. This event helped Marina Bay Sands become the first MICE facility in Singapore to adopt the Singapore Tourism Board’s new sustainability guidelines for the MICE industry.

 [Watch video online](#)



GREEN BUILDINGS



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Signature sustainable events



diversion rate achieved at the McDonald's tradeshow in 2013

Breaking recycling records with McDonald's

Sands Expo, Las Vegas

McDonald's is a long-standing Las Vegas client with a continued commitment to sustainability. Our Sands Expo team partnered with them to deliver recycling targets for their latest tradeshow. The event used china at the buffets and compostable serviceware and packaging for product samples. We trained McDonald's kitchen staff how to identify compostable items and a dedicated "waste team" to answer questions during the event. Multi-stream recycling stations were placed on the event floor to further encourage waste separation. Together, we coordinated and found recycling partners for a variety of materials. Nearly five tons of items were donated to local charities. In addition, more than 35,000 square feet of polyethylene (visqueen), which is difficult to recycle, was repurposed at a local organic farm to build greenhouses. The event achieved an impressive 92% diversion rate – the highest in its history.



IIFA rolls out the green carpet

Macao, SAR, China

The Venetian Macao enjoyed its own celebrity spotlight at the International Indian Film Academy Awards (IIFA) in 2013. The property was presented with an award for all the efforts undertaken to create a "Green IIFA." We rolled out a green carpet to exemplify the event's commitment to sustainability. Where feasible, tablecloths and seat covers were not used, which helped reduce overall laundry water consumption. We also conserved energy by monitoring the lighting and air-conditioning settings and promoted recycling with several strategically placed recycling bins. After the event, we prepared a comprehensive event sustainability report with an impact statement for the client, documenting all notable sustainability achievements.



"Going green and the Sands ECO360° environmental measures were an important factor in returning to Macao. Since 2007, IIFA has been committed to the 'green' cause. From an energy-efficient awards event to the world's first ever green carpet, we continue to create awareness and voice environmental concerns through prominent celebrities from the Indian film fraternity who vehemently support our cause at the IIFAs."

Sabbas Joseph, Director of the International Indian Film Academy Awards (IIFA), Wizcraft



Behind the scenes... of our stakeholder engagement



Green Star

Mr Timothy Hou,

Director, Communications, Marina Bay Sands



Tim is responsible for our internal communications at Marina Bay Sands.

To motivate and engage our 9,400 Team Members, he continues to share Sands ECO360° messages on a daily basis through e-newsletters and journals. He also volunteers at many of our Sands ECO360° events.

"As a company committed to environmentally responsible operations, we understand that change begins from within; every action, no matter how small, makes a difference. We constantly look at how we share our sustainable messaging with our Team Members to make it more interesting, inspirational and engaging.

As a father, protecting the environment so that the next generation can continue to enjoy Mother Earth is important to me. At home, our family lives the green message by recycling and conserving energy. My wife, daughter, and I bond over creating art projects out of recyclable items, which allows us to teach our daughter about sustainability."





We are known for operating resorts with unmatched guest service in exciting destinations. Behind the scenes, we also invest time and effort to increase the understanding of sustainability through communication and engagement with our Team Members, partners, and local communities.

In this section



Team Member education

Read more on page 25



External communication

Read more on page 28



Community outreach

Read more on page 29

Team Member education

Team Members are our most important stakeholder; without their commitment we would not be able to implement our Sands ECO360° strategy. Our long-term goal is to make sustainability an integral part of our corporate culture. We would like to thank our Team Members for their enthusiastic participation in our campaigns throughout 2013.

“Before getting involved in the Sands ECO360 program, I didn’t realize the extent of the efforts put forth to make this a more eco-friendly property. I’ve been working closely with the Sustainability Team for almost a year, and the strides we have made are amazing. We proudly achieved a 4-key rating out of 5 in the Green Key certification. We are now working on additional projects to achieve the 5th key and become one of the top eco-friendly properties in the entire nation.”

Geoff Okpych, Buyer-Purchasing, Sands Bethlehem



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Team Member education

I Will If You Will Challenge

Global

Earth Hour continues to provide a fun opportunity to engage our Team Members in sustainability-related activities through the “I Will If You Will” campaign. “I Will If You Will” is a challenge-based platform initiated by Earth Hour Global. More than 2,200 Team Members joined 200,000 people around the globe by personally pledging to take direct action beyond just the hour.



Pledged by: Daniel Yong
Director of Global Media, MBS



Pledged by: Geoffrey Andres
SVP and General Manager of Sands Casino – Hotel, Macao



Pledged by: Robert DeSalvio
Sands Bethlehem President



Pledged by: Hotel Operations
Executive Team, Las Vegas



Pledged by: Mark McWhinnie
SVP of Development & Shared Services & Director of Sands Cotai Central



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Live.Green & Eat.Green

Macao, SAR, China

The Venetian Macao initiated a joint sustainability campaign “Live.Green” with our branded hotels – Holiday Inn, Conrad and Sheraton – at Sands Cotai Central to create synergy with these leading sustainability programs (IHG’s Green Engage, Hilton’s LightStay, and Starwood’s Make a Green Choice). Under the Live.Green umbrella, these resorts are already running an Earth Hour every month to promote environmental awareness. The Macao properties also handed out 30,000 reusable mugs to encourage Team Members to stop using disposable cups.

In 2013, we launched an “Eat.Green” campaign to complement the Live.Green initiative. With a well-balanced menu, which uses more fresh vegetables and less processed foods, Eat.Green aims to prove that eating healthy food can boost energy and productivity. Some favorites from the menu include Japanese noodles in vegetable broth, organic chicken and pineapple salad, seafood casserole, whole wheat pasta/low fat carbonara, and a low sugar red bean soup dessert. Eat.Green healthy living tips are posted in the dining room and throughout the back-of-house area to educate and inspire a sustainable lifestyle for our Team Members.



Team Members sharing their Ec-o-pinion

Singapore

Ec-o-pinion is an ongoing event that welcomes all Team Members to contribute to sustainability efforts. The top three quarterly ideas have the opportunity to win great prizes including the chance to attend the Magnificent Club lunch. Marina Bay Sands collected more than 120 ideas in total, from using tablets instead of paper to take food orders, to programming the lighting in our meeting areas and parking areas to conserve energy during off-peak hours.

World Hunger Day

Singapore

On World Hunger Day, Marina Bay Sands organized a canned food collection campaign followed by a bake sale. More than 30 Team Member volunteers packed the food into care packages which were then donated to a local charity, Willing Hearts. This volunteer-based non-profit guides underprivileged adults and children toward rehabilitating and reinstating themselves in the community as productive citizens. Marina Bay Sands also matched every Team Member dollar raised at the bake sale to support the charity.

2,000 eco-friendly water bottles gifted

Bethlehem, Pennsylvania

Every Team Member in Bethlehem received reusable water bottles at the quarterly meeting in March. Because one plastic bottle can take hundreds of years to decompose in landfill, these reusable bottles are a fantastic way to reduce waste. The added bonus: refillable bottles also encourage people to stay hydrated – a win-win for the environment and Team Member health.



Create Green at Work

Macao, SAR, China

In May 2013, the properties in Macao held the “Create Your Own Office Green Corner” Competition, which attracted 41 departments to go GREEN and turn a designated area in their office into a unique Green Corner exclusively for recycling. After shortlisting the top 12 best Green Corners, the company invited Team Members to help decide the winner by voting for their favorite. More than 3,400 Team Members cast their vote and Table Games from Sands Macao was crowned the winner of “2013 Best Green Corner – Team Members’ Choice Award.”



External communication

At Las Vegas Sands, “being green” is neither a fad nor a fixed destination. Rather, it’s an ongoing effort to set goals, achieve them, and then raise the bar again. We communicate our efforts to our external stakeholders through various channels so they can be confident that while we are increasing our profits, we are doing so responsibly.

98 out of 100

scored in the CDP disclosure index

Leaders in carbon disclosure

Global

We achieved a leadership position in the CDP Global 500 Climate Change Report 2013 Leadership Index for the quality of our climate change data disclosure. CDP is the world’s only independent global environmental disclosure program and we are proud to have received a disclosure score of 98 out of 100, reflecting the comprehensiveness of our response. We also received a performance rating of A- (scores range from A to E, with A being the highest level), highlighting the level of action we have taken on climate change.

Paul Simpson, Chief Executive Officer of CDP, comments: “Companies that score highly enough to be included in the Climate Disclosure Leadership Index are responding to the call for greater corporate climate accountability. They have demonstrated leading practice for the measurement of greenhouse gas emissions and energy use and transparency of their climate change strategy.”

Sharing our knowledge

Global

Sustainability is not a standalone effort; instead it is collaboration across the entire industry. We actively seek out opportunities to exchange knowledge among our industry peers, such as taking part in the Cornell Sustainable Hospitality Roundtable. This provides an interactive and engaging meeting place for a small number of invited senior level executives, Cornell faculty members, and research scholars. They discuss sustainable best practices in the hospitality industry, including engagement of stakeholder groups, performance indicators, and metrics.

We participated in panel discussions on everything from waste to energy and building efficiency during Sir Richard Branson’s Carbon War Room, “Creating Climate Wealth” global summit. During a Meeting Professionals International conference and the Sustainable Meetings Industry Council’s conference, we partnered with our clients, IMEX America and Autodesk, to exchange best practices around hosting sustainable events. We also shared our knowledge in the area of sustainable development with University of Nevada, Las Vegas students taking a sustainable constructions class.



Sands ECO360° merchandise

Singapore

MBS launched a new line of Sands ECO360° merchandise, to remind our guests of the importance of sustainability with inspirational messages. Products vary from bookmarks and notepads made from Forest Stewardship Council (FSC) certified paper, to cork coasters, reusable tote bags, and t-shirts made from 30% cotton and 70% bamboo fibers. Now our guests have the opportunity to take a sustainable souvenir home after they visit our iconic resort in Singapore.





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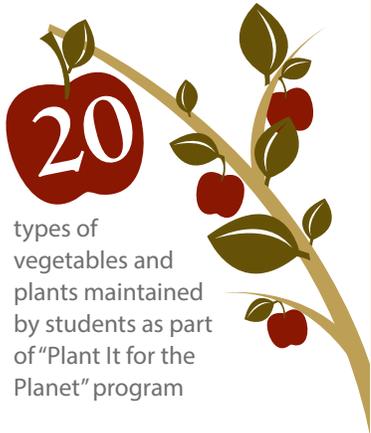


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Community outreach

Our communities are home to our resorts and Team Members, and we strive to be a partner they can rely on.



20 types of vegetables and plants maintained by students as part of "Plant It for the Planet" program

Urban Gardening Program teams up with local school

Las Vegas, Nevada

In September 2013, Sands Expo – with support from Green Our Planet and Garden Farms of Nevada – established Plant It for the Planet, an urban gardening program at Monaco Middle School. By late November, the garden was filled with 20 types of vegetables and herbs that were maintained and studied by students and faculty. Sands Expo organized a seasonal celebration where Team Members, the faculty and students came together to hand pick everything that was fully grown, and Chef Rodney Gibson led a cooking demonstration that featured the organic ingredients harvested. Throughout the event, students discussed nutrition, greening their community, how to use insects as organic pesticides, and other lessons for urban gardening. They wore chef hats as they sampled the fruits of their labor, and the joy on their faces was a delight to see. In addition to promoting a healthy lifestyle and teaching about sustainability, there was a clear sense of personal growth and self-reliance instilled among participants.

[Watch video online](#)

Sands China partners with Clean the World to set up shop in Asia

Macao, SAR, China

According to the World Health Organization, thousands of children around the world die each day from illness and diseases that can be prevented by washing with bar soap. To combat this issue, Clean the World, the largest global recycler of hotel amenities, collects and recycles soap from hotels and distributes it worldwide. The organization partnered with Sands China Ltd. in June to establish its first international presence in Hong Kong and Macao. "With our new soap cleansing and recycling facility, we aim to collect and recycle 100 metric tons of soap in our first year in the region," said Shawn Seipler, Co-founder and CEO of Clean the World. "Partnering with Sands China... is a significant step toward our expansion in Asia."

[Watch video online](#)



Celebrating the gift of giving

Singapore

A few days before Christmas, the "Go Green" team spread the joy of giving by asking Team Members to donate clothing and toys to charity. During the three-day event, Team Members emptied bags of clothing and toys into the collection booths in the back-of-house areas.

The "Go Green" team sprung a pleasant surprise on Team Members during the second day of the charity drive by distributing gently used shoe trays and tin can holders from the property. Long lines could be seen snaking around the back-of-house areas as Team Members waited patiently for their turn to receive gifts at the booth.

After the collection drive, the clothing and toys were brought to the Singapore Council of Women Organization (SCWO) to be sold at its thrift shop to raise funds.



Environmental performance

At Las Vegas Sands, we set our 2010 environmental performance as a baseline for existing properties to measure and track progress toward our targets. Because Marina Bay Sands and Sands Bethlehem were added to our resort portfolio later, we set the 2012 environmental performance at those properties as their baseline since it represents their first year of full operations.

Even as our net revenue grows we continue to reduce our Scope 1 and Scope 2 carbon emissions in both existing operations (1.9%) and newly opened properties (8%). In our existing operations, our carbon reduction efforts were offset by changes in emissions factors in Macao since 2010. This was due to increased imports of electricity generated by coal-fired power plants in mainland China. By contrast, Marina Bay Sands, one of our newly opened properties benefitted from a 3% decrease in emissions factors in Singapore, as a larger share of natural gas (a cleaner source of energy) was added to the country's fuel mix.

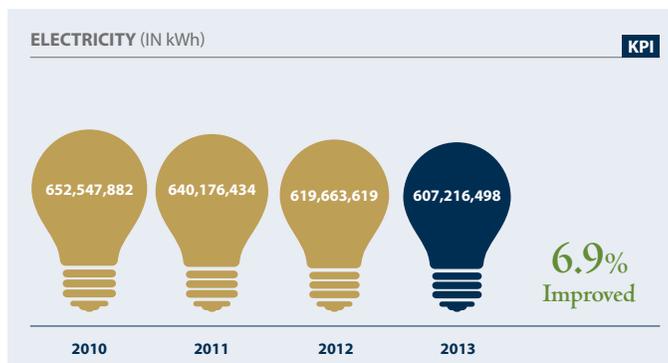
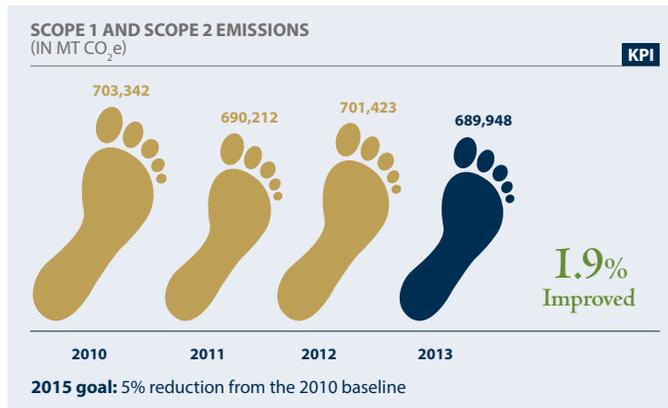
Electricity continues to be Las Vegas Sands' primary focus because it represents 73.84% of total reported emissions. By implementing conservation projects we successfully reduced our consumption in existing operations by 6.9% and 5.1% in our newly opened properties.

Notes:

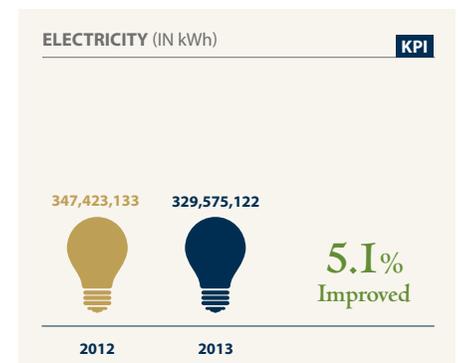
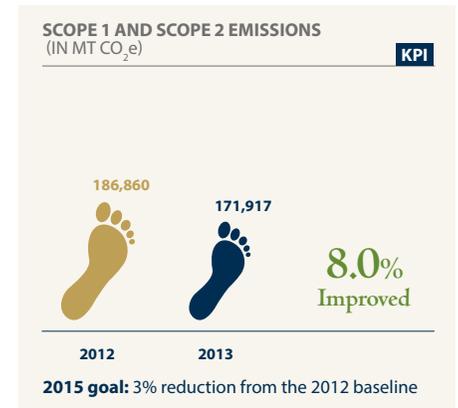
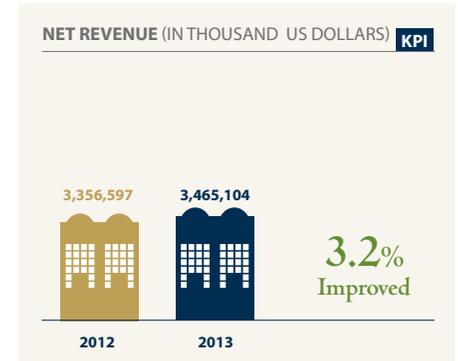
Existing operations include The Venetian and The Palazzo, Sands Expo, Sands Macao, The Venetian Macao, The Plaza Macao, Sands Aviation, and Cotai Jet.

Newly opened properties include Marina Bay Sands and Sands Bethlehem; Marina Bay Sands initially opened in June 2010 with phased openings through August 2011. Sands Bethlehem opened a hotel tower with 302 rooms in May 2011. Therefore, 2012 is the first year of full operation for these two properties and their performance baseline.

Performance in existing operations



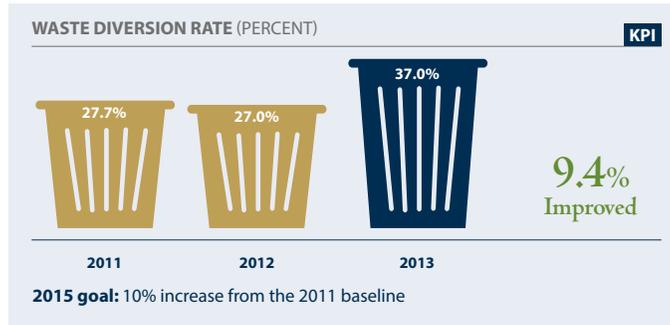
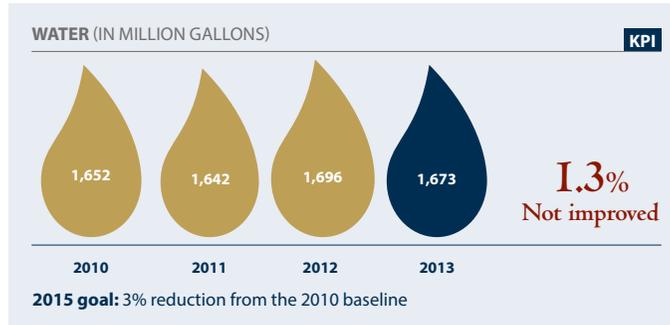
Performance in newly opened properties



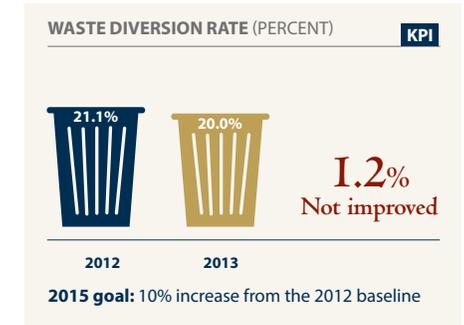
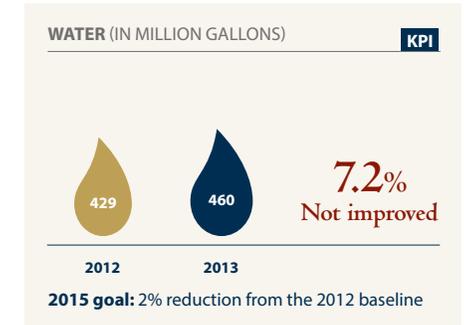
Water is also a key focus area for Las Vegas Sands. We have experienced a recent global increase in water consumption. Acknowledging this challenge, we have completed comprehensive water audits at each property to identify reduction opportunities. Based on the audit results, we developed a water reduction plan and efficiency measures will be implemented in upcoming years.

Finally, at our existing properties we have improved the waste diversion rate by 9.4%. We achieved this growth by building one of the most successful recycling programs in Las Vegas and continuing our efforts in Macao to break through local infrastructure constraints. However, in one of our newly opened properties, we discovered inaccurate vendor reporting and immediately switched the recycling vendor to address this issue. Even though our recycling rate dropped, it is more accurate than in the prior year.

Performance in existing operations

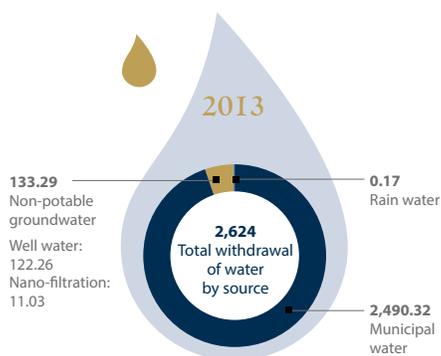


Performance in newly opened properties

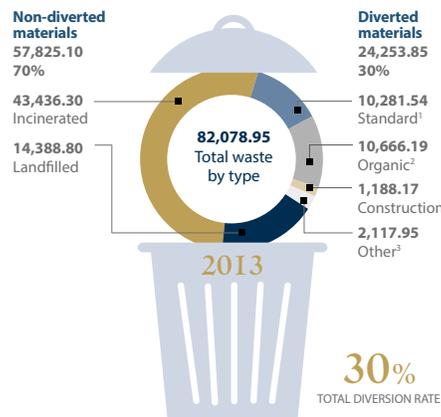


2013 companywide performance

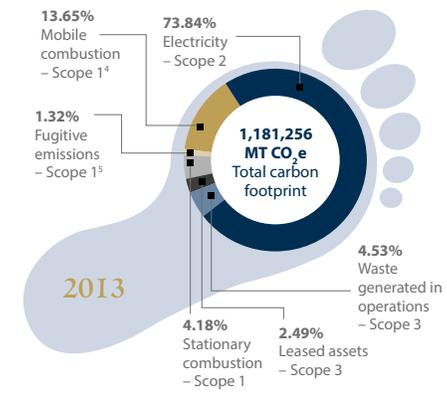
2013 TOTAL WATER WITHDRAWAL BY SOURCE (IN MILLION GALLONS) KPI



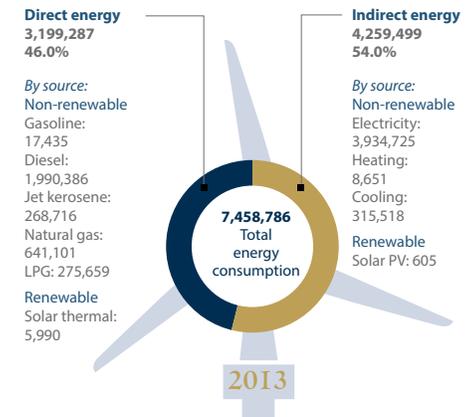
2013 DIVERTED MATERIALS (IN SHORT TONS) KPI



2013 CARBON FOOTPRINT (IN CO₂e) KPI



2013 ENERGY CONSUMPTION BY ENERGY SOURCE (IN GIGAJOULES) KPI



1. "Standard" includes: plastic, aluminum, cardboard, paper, glass, and metal.
2. "Organic" includes: food waste, horticultural waste, and cooking oil.

3. "Other" includes: recovered assets, batteries, e-waste, donations, light bulbs, soap, and shampoo amenities.
4. Includes gasoline, diesel, jet fuel, and marine fuel.
5. Refrigerants.



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About our report

Our report draws on the performance highlights of the calendar year 2013. It covers the full scope of our global operations including majority-owned subsidiaries.

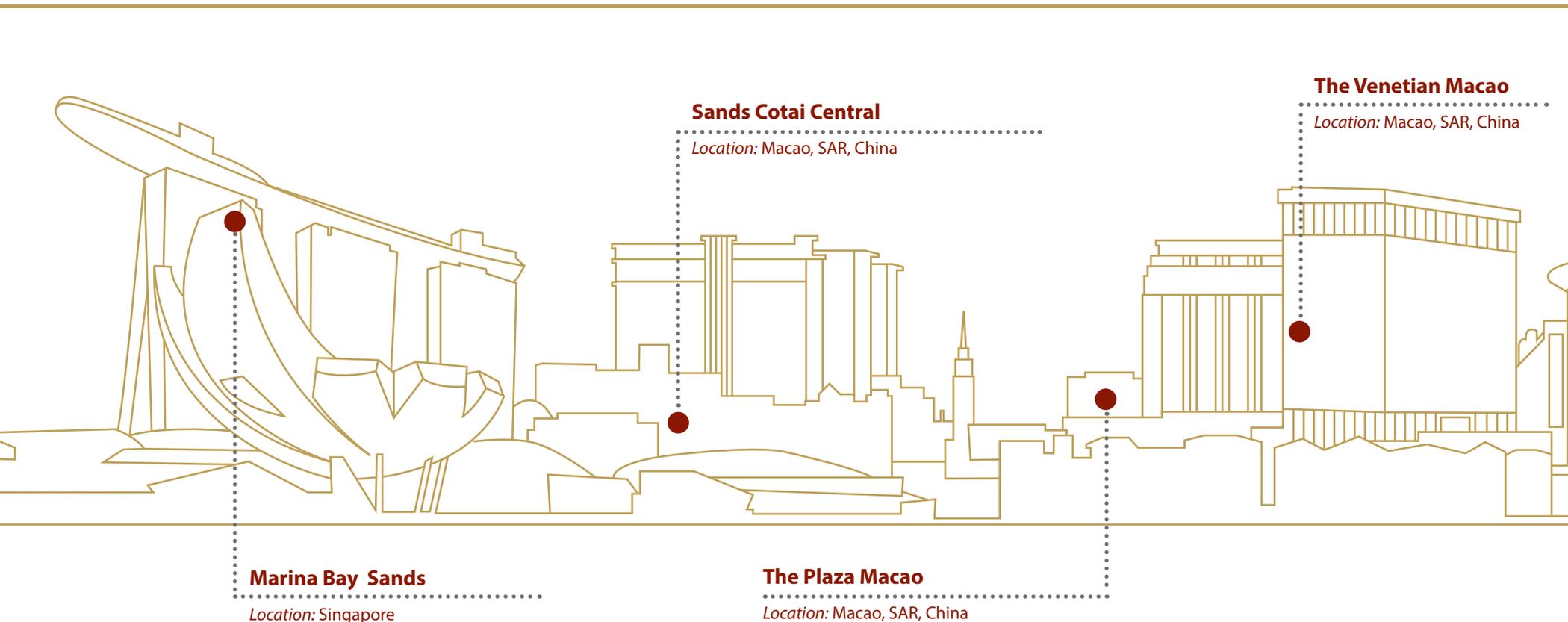
Boundaries

This report covers all LVS global properties.

Data

We included aggregated data from our monthly reporting for each property. The data was collected by LVS Team Members. We believe this information fairly represents our global environmental performance and sustainability efforts.

Our carbon footprint was calculated by an independent consultant and The Venetian Macao inventory was assured by a third-party verifier. The Las Vegas carbon inventory includes Sands Aviation and the Macao carbon inventory includes Cotai Jet.





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GRI index

We adhere to the Global Reporting Initiative (GRI) G3.1 Sustainability Reporting guidelines. The application level has been checked by the GRI and achieves a Level C. To view the LVS GRI index, please visit:

sands.com/sands-eco-360/our-news/environmental-report.html



Sands Macao

Location: Macao, SAR, China

The Palazzo

Location: Las Vegas, NV

Sands Expo and Convention Center

Location: Las Vegas, NV

The Venetian

Location: Las Vegas, NV

Sands Bethlehem

Location: Bethlehem, PA

You've seen behind the scenes...

we look forward to showing you more soon



Please let us know what you think about our Sands ECO360° report at: sandseco360@sands.com