



The Londoner Macao

*They Serve Their Team Members First, So They Can
Serve Their Guests the BEST*

In 2020, based on extensive research and surveys of tourists visiting Macao, Sands China decided to transform their integrated resort (IR) property, Sands Cotai Central, into a themed IR, The Londoner Macao. The company strongly believes that happy Team Members create happy guests, and that happy guests are more likely to return and to recommend them to others. This is why they believe that serving their guests should start with serving their Team Members. So, they focus great effort on creating a high-level working experience for their Team Members, similar to their total commitment to provide service excellence to their guests.

During the pandemic, the company faced unprecedented challenges and they had to cut many of their capital expenditures. However, they still invested over 10 million patacas in improving the heart-of-house (HOH) area of the Londoner Macao, which was one of the few projects that remained. They strived to implement various measures to minimize any negative impacts of the project on their Team Members during the 6-month renovation. Despite the complicated processes and large areas involved, they not only rolled-out the renovation in phases to ensure Team Members' uninterrupted access to the HOH facilities, but also reduced particle pollution with plastic barriers, tested indoor air quality regularly, used air purifiers and enhanced cleaning of the construction areas to further safeguard Team Members' health and safety.

The renovation was completed a year before the Grand Opening of The Londoner Macao. The HOH area was designed to match the London-themed front of house so the Team Members would enjoy the same experience as the guests. The way they treat their Team Members reflects the company's overarching brand identity and their aim to create the best workplace for them. The pictures below show some of their impressive range of facilities and amenities at their HOH:



Creating the Best Workplace

They offer an impressive range of facilities and amenities to enhance the comfort and convenience of their Team Members:

They have a total of 1,185 parking spots reserved for their Team Members at the Londoner Macao. In the case of extreme weather conditions, any unused parking spots will be made available to Team Members who need to come to work. They have also turned the unclaimed umbrellas left by their Team Members into a convenient umbrella sharing service ensuring their Team Members have a way to stay dry during bad weather.

At the Londoner Macao, they understand their Team Members have a lot on their plates, and they want to make sure good food is one of them. They provide their Team Members with unlimited access to the Team Member Restaurant (TDR). One of the highlights of the Londoner Macao are the “East Meets West” food stations that are exclusive to this property, there offer delicious Asian and Western food options every day that delight their Team Members of different nationalities. Recently, they also launched special food stations on Mondays and Fridays across all their properties, offering international cuisines for their Team Members to enjoy. These are some of the many ways they show their appreciation to their valued Team Members who work hard to make their company successful.



TM shuttle service



TM car park 1000+ car park bays



TM car park (non-peak hours & under extreme weather) available to all TMs



Food stations at TM Restaurants offering special international cuisines



Special menus for festivals & celebrations



Seasonal soup and dessert



“East meets West” in-house produced dining options



TM clinic



Laundry Services for TM's uniform (discount available for personal laundry items)



Lockers
For operation TMs



Convenience store



Umbrella sharing services



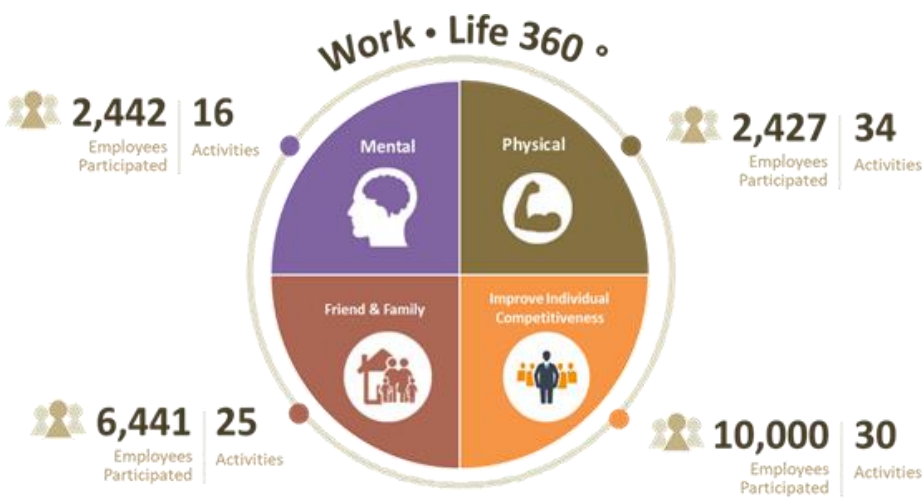
Silence zone



ATMs

Work Life 360° Scheme

The company believes that one of the keys to an ideal workplace is not only providing excellent facilities and amenities at HOH, but also the integration of their caring for the Team Members and healthy work-life balance elements. Work Life 360° is a comprehensive welfare scheme that provides all-round support and nurturance to Team Members in four broad dimensions: Physical Health, Mental Health, Family and Friends and Individual Competitiveness, allowing Team Members more time to attend to their individual needs, better manage their other roles outside the workplace, increase social engagement and improve individual competitiveness.



Average annual data as reference

Physical and Mental Health

The Londoner Macao delivers a series of welfare programs and initiatives that promote the importance of a healthy diet and regular exercise to stay fit.

An example is *Healthy Corner* in the HOH area, which not only provides health information such as education on healthy diet, food selection advice and lifestyle tips, but is also well equipped for Team Members to monitor their health indices, such as Body Mass Index (BMI), blood pressure and pulse rate.



Various *sports clubs* were formed to encourage Team Members to explore personal entertainment and practice regular exercise. They also created a support system for enhancing Team Members' mental health. Their *Employee Assistance Program* provides free remote or face-to-face counselling services to their Team Members who are in need, while their stress management series include a range of seminars and activities which promote skills and techniques for building resilience and coping with stress.



Family and Friends

Through their series of Team Member welfare and family-friendly schemes, Team Members can juggle work and family responsibilities, widen their social circle, expand their support network and build a fulfilling life outside of work.



Individual Competitiveness

The Londoner Macao has a variety of programs and campaigns that aim at enhancing Team Members' drive for self-discovery on both professional and personal development and encouraging them to participate in various external activities related to science and technology, national education and cultural exchange.



Fellowship

– making the best workplace even better

The Londoner Macao strives to further improve the workplace by actively promoting a fellowship spirit that fosters collaboration, support and growth across

all departments, and ultimately creates a harmonious and nurturing workplace. During the pandemic, understanding the stress and uncertainty faced by their Team Members, the company provided career development to enhance Team Members' confidence and job security, and offering diverse career pathways for them to thrive through both vertical and horizontal development. The average training hours per Team Member in 2022 was 93.3, which was an increase of 46% from the year before and over 1.8 times higher than the standard of 32.9 hours established by the Association for Talent Development (ATD). Even though the pandemic is over, upholding this fellowship spirit continues to be an integral part of their business objectives.

Their ultimate goal is to extend this fellowship spirit to the community. The Londoner Macao has supported the development of Macao through good times and hard times, and they want to instill a sense of pride in their Team Members as they embrace their brand identity, maximize their potential in their career and give back to the community.

Conclusion

The Londoner Macao has demonstrated how they made a strategic and visionary decision to invest in renovating the HOH area during the pandemic, with the belief that serving their Team Members first would lead to better customer service and satisfaction. They have shown how their scheme takes care of their Team Members in all aspects of their well-being, from the physical and mental health to their need for self-development. Their scheme has improved the well-being, productivity and creativity of their Team Members, leading to higher customer satisfaction, loyalty and profitability. This is how they provide the Best IR workplace to their Team Members. The Londoner Macao is not only a leader in quality and style, but also a pioneer in creating a culture of excellence, empathy and fellowship.