

IAG ACADEMY IR AWARDS 2023 – PUBLIC NOMINATION WEBFORM

Marina Bay Sands' nomination write-up for 'Best Integrated Resort' category

Marina Bay Sands is undoubtedly one of the world's most renowned integrated resorts (IRs), a leading destination for business, leisure and entertainment that continues to deliver unparalleled experiences for its guests. An architectural marvel that has transformed Singapore's city skyline and tourism landscape since opening in 2010, Marina Bay Sands has firmly established itself as one of the most iconic tourist destinations in Singapore. It does not take this status lightly, and has remained laser-focused on ensuring a transformational impact on Singapore's economic and tourism goals, as well as in meeting Singapore's social and environmental needs. The integrated resort has also helped to spur job growth, and is one of the largest players in hospitality with more than 11,000 employees across over 100 departments to date.

As the world moves on from the pandemic and embraces the return of mass tourism, it remains paramount for Marina Bay Sands to enhance its appeal as an integrated resort with a world of attractive offerings.



DESTINATION HIGHLIGHTS:

A new era of luxury hospitality to elevate the hotel guest experience

Iconic in its own right, Marina Bay Sands has over 2,200 rooms and suites across three hotel towers, crowned by the magnificent Sands SkyPark. The 1.2-hectare tropical oasis is home to the world's largest rooftop infinity pool 200 metres above ground, a ticketed public observation deck which extends to form one of the world's longest public cantilevers, and three world-class restaurants.



In 2021, Marina Bay Sands embarked on a US\$1 billion reinvestment programme to transform the hotel in phases, minimising disruption to guests and operations. The newly configured rooms and suites set the tone for a new era of luxury hospitality, as these exquisitely designed luxury accommodation draws inspiration from Singapore's multicultural environment and conveys a sense of space amid intricate details to deliver a luxurious home-away-from-home experience. As of August 2023, over 1,000 rooms and suites in Towers 1 and 2 have been renovated, and the remaining rooms and suites in these two towers are on track to be completed by the end of 2023.

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In the next phase of the IR's multi-year transformation, renovation works will be carried out in Tower 3, the hotel lobby and the Sands SkyPark. Guests can also look forward to a refreshed Executive Club lounge, new premium fine dining restaurants, and health and wellness offerings, which cater to post-pandemic travellers' emphasis on 'living well'.

Best-in-class experiences for leisure visitors



Visitors to The Shoppes at Marina Bay Sands, Singapore's first large-scale luxury shopping mall in the heart of the Central Business District, returned to a refreshed tenant mix post-pandemic. Their shopping experience is elevated with more than 170 luxury and premium brands spanning bespoke menswear, women's collection, luxury children's labels, as well as luxury watch and jewellery brands. In 2022, The Shoppes continued to power its way through the world of luxury retail with a focus on the luxury watch and jewellery category, housing first-to-region boutiques from brands such as Acne Studios, AMAFFI, Baccarat and more. The Shoppes also continues to boast one of the region's biggest collections of 19 luxury duplexes under one roof, many of which are the brands' biggest stores in Singapore.



Dining at Marina Bay Sands remains a gourmand's haven with over 80 dining choices and a variety of cuisines spanning continents. This ensemble includes celebrity chef restaurants helmed by renowned culinary legends such as Daniel Boulud, Gordon Ramsay, Tetsuya Wakuda and Wolfgang Puck, as well as signature concepts such as Black Tap Craft Burgers & Beer and Yardbird Southern Table & Bar, which chose Marina Bay Sands to make their first foray in Asia. Many of these restaurants have earned prominent culinary accolades for exemplifying best-in-class dining standards, some of which include the prestigious Forbes Travel Guide and Michelin Guide Singapore.



From leisurely Sampan rides in a beautifully crafted wooden boat to catching mesmerising sunsets 56 storeys above ground at SkyPark Observation deck, visitors at Marina Bay Sands are in for picture-perfect memories with the IR's assembly of attractions. Tailored to satiate various demographics and interests, these attractions were refreshed with new programmes in 2023 to invite guests to experience these longstanding icons in a brand-new way.

Beginning at the heart of The Shoppes at Marina Bay Sands, the *Eye of the Waterfall* Tour allows guests to get a close-up view of the majestic Rain Oculus, treating them to a stunning view of the water cascading from a skylight two storeys overhead. For a limited time during the IR's three-week music festival in July, guests were also treated to a unique *Sampan Musical Voyage* which evoked Venetian canal voyages, with boatmen serenading guests on a leisurely ride down the Canal at The Shoppes. Visitors can also round off the evening with *Sunset in the Sky*, an exhilarating sky-high experience atop the SkyPark Observation Deck which invites guests to revel at Singapore's beautiful

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skyline over delicate chocolates by celebrity chef Wolfgang Puck and a flute of bubbly in hand, complete with a personalised photobook and digital photo files for precious keepsakes.

The IR also energises Singapore’s cultural and entertainment scene with world-class entertainment ranging from Broadway shows to movie premieres at Sands Theatre, one-of-a-kind red carpet events, groundbreaking exhibitions at ArtScience Museum and an incredible nightlife experience at MARQUEE Singapore, the Republic’s largest nightclub which made its Asian debut in 2019.

Beyond a business and convention venue



As the leading business events destination in the region, Sands Expo & Convention Centre offers event organisers and delegates a world-class meeting experience. By the end of 2022, Marina Bay Sands hosted 2,164 events, compared to 870 in 2021– a strong sign of post-pandemic recovery.

The MICE experience at Sands Expo continues to be refreshed, with Marina Bay Sands spearheading the Bay Precinct Strategy. Under the revolutionary strategy, Marina

Bay Sands brings together partners in the Marina Bay area to provide an expanded eco-system of services and experiences. Collectively, there are over 8,000 rooms, 1,500 retail and dining experiences, and 10 attractions available, and these will be scaled up over time. Event organisers are enabled the opportunity for mass customisation, ensuring each event offers a different value proposition and experience for delegates. To date, the Bay Precinct partners include Gardens by the Bay, Singapore Flyer, Esplanade, Victoria Theatre & Concert Hall, The Arts House, Asian Civilisation Museum and National Gallery Singapore, with more partners to be onboarded in future.

Beyond bringing together multiple partners to scale up offerings, the Bay Precinct Strategy also deepens cultural engagement with visitors through the Festivalisation strategy, which turns the spotlight on cultural themes and amplifies marquee events taking place on property and around Singapore through introducing multiple immersive experiences. The IR’s year-long Festivalisation calendar revolved around themes such as wellness, food and wine, music and fashion, allowing delegates to curate their own experience as they take in a new side of Marina Bay each time they visit Singapore.

Beyond activating partners around the area, Marina Bay Sands also has partnerships with MICE professional bodies such as the Events Industry Council and the Professional Convention Management Association. The multi-year partnerships enable the integrated resort to gain strategic recognition and thought leadership opportunities, as well as collaborate on industry issues and co-create talent development programmes.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) HIGHLIGHTS:

Building a strong and diverse talent pool

Marina Bay Sands recognises that its more than 11,000-strong workforce is its biggest asset in its new chapter of growth. Since opening in 2010, it has invested nearly five million training hours and S\$40

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million in staff development, to upskill and reskill its multi-generational workforce. Such investments go towards building a local talent pool through programmes such as the proprietary Grow-and-Protect scheme. The scheme is designed to identify and train locals keen to develop a professional career in security services. It offers a sign-on bonus, apprenticeship, a licensing programme and on-the-job training. Talent development also spans across various departments, including the Sales and MICE team. All members received a Digital Event Strategist certification, as they equipped themselves with skills to help clients conceptualise, plan, and co-create hybrid meetings during the pandemic.

Marina Bay Sands also seeks to champion diversity and inclusivity in its human resources (HR) policies, ensuring fair representation. It has a Diversity and Inclusion HR committee that looks into equal employment, ranging from inclusive hiring for persons with disabilities, women returning to work and silver workers, to those reintegrating into society. There are also non-discrimination and harassment policies, as well as a merit-based rewards system, to ensure a level playing field.

As of 2023, women form 47 per cent of the workforce, holding 45 per cent of PMET roles. Over 50 persons with disabilities have been hired through the years and placed in the F&B and casino teams, among others.

Creating social impact through Corporate Social Responsibility (CSR)

Marina Bay Sands believes strongly in creating social impact through its CSR programme *Sands Cares*. The integrated resort leverages its wide-ranging property offerings, investments in philanthropic funding, capacity building and volunteerism of its over 11,000-strong workforce.

Sands Cares focuses on these four pillars:

- Hardship Relief – Investing in solutions to create resilience for communities-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.



Most recently, Marina Bay Sands held the annual Sands for Singapore Charity Festival in August 2023. The 9th edition culminated in a three-day outdoor festival with music acts, gourmet offerings from the IR's signature restaurants, and a Giving Marketplace helmed by 16 non-profit organisations and social enterprises to encourage retail therapy for a cause. New this year is *Heartwork: A Community Weaving Studio*, an initiative that invited members of the public to strengthen the fabric of society by weaving vibrant tapestries using a traditional floor loom with upcycled linens and more sourced from Marina Bay Sands. The festival raised S\$3.8 million in 2023, bringing the total funds raised to over S\$35 million since inception in 2013. These funds go towards non-profit organisations.

In the weeks leading up to the festival, Marina Bay Sands' employees, known as Team Members, volunteered their time to paint houses for families-in-need, packed and delivered National Day goodie bags to seniors in nursing homes, and hosted families to learning tours and fun experiences on

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property. Team Members committed over 4,700 volunteer hours across these activities. Collectively, the workforce has clocked almost 100,000 volunteer hours since the integrated resort opened in 2010.

Outside of the festival period, Team Members also give their time to building food and hygiene kits for partner organisations such as The Food Bank Singapore and Clean The World Asia. Over 13,900 food kits and 193,500 hygiene kits have been built to date.

Beyond hardship relief and disaster response, developing the workforce of tomorrow is another key priority in Marina Bay Sands' CSR efforts. Over 100 Singaporean students in hospitality and tourism have been awarded the US\$1 million bond-free Sands Hospitality Scholarship. The scholarship nurtures future hospitality leaders and practitioners, ensuring a healthy pipeline of talents for the hospitality industry in the future.

Integrating environmental sustainability into core business strategy

Guided by Sands ECO360, the company's global sustainability strategy, Marina Bay Sands incorporates best practices, leading technologies and methodologies to reduce its overall environment impact.

In 2022, Marina Bay Sands became the largest local hotel to be certified to the Global Sustainable Tourism Council (GSTC) Industry Criteria for Hotels and Accommodations. The accolade is a recognition of the integrated resort's commitment to innovative and sustainable solutions.

Sands Expo & Convention Centre is the first carbon neutral MICE venue in Singapore. Investments in Renewable Energy Certificates and carbon offsets cover 100 per cent of carbon emissions generated from the Sands Expo's gas and electricity consumption. Since 2012, Marina Bay Sands has reduced its carbon footprint by over 50 per cent – leading the pack and surpassing the Singapore Tourism Board and Singapore Hotel Association's goal for local hotels to start tracking emissions by 2023 and reduce emissions by 2030.

The IR has also invested in a S\$50 million Intelligent Building Management System with over 125,000 data points tracking lighting, heating, air-conditioning and water supplies. Over 7.4 million kWh of energy has been saved annually since 2012.



Over 7.8 million kg of food waste has been diverted from landfills since 2013. Food waste tracking technology and on-property aerobic digesters, which can break down food waste into non-potable water, have contributed to this diversion. Unserved food is also donated to beneficiaries from non-profit organisations Food from the Heart and The Food Bank Singapore. Over 26,000kg of food was donated between 2020 and 2022.