

SUSTAINABILITY REPORT 2016



ENVIRONMENT

Opening The Parisian Macao,
our most sustainable property

TEAM MEMBERS

Investing in up-and-coming leaders

STAKEHOLDER ENGAGEMENT

Care Ambassadors serving the
community

BUSINESS OPERATIONS

Ensuring the highest customer
satisfaction



Experience our new sustainable building

We have made a firm commitment to incorporate sustainable standards into our new developments. The Parisian Macao, opened in September 2016, is Sands China's most sustainable property to date. The property is targeting LEED Silver certification and would be the first integrated resort in Macao to do so for the entirety of its operation. Many of the resort's comprehensive sustainability initiatives represent new features not yet seen in Macao or in an integrated resort of this scale in the region.

As a leading developer and operator of integrated resorts, ensuring the sustainability of our new developments and renovations of our existing buildings is at the core of our business. Our Sands ECO360 Green Building approach drives our pursuit of sustainability certifications as one way in which we encourage efficient operation of our buildings.

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Unless otherwise indicated, capitalized terms used but not defined herein shall have the meanings ascribed to them in our 2016 Annual Report.

In case of any inconsistency between the English version and the Chinese version of this report, the English version shall prevail.

About this Report

This is Sands China Ltd.'s first annual Sustainability Report and accompanies our 2016 Annual Report covering the financial year ended December 31, 2016. This report scope includes our five properties, as well as our land and sea transportation services. It does not include our off-site support services (office and call-center). Unless otherwise specified, data includes our newly opened properties The Parisian Macao and St. Regis Macao.

While Sands China Ltd. ("Sands China" or "the Company") has always focused on creating value for our stakeholders, we are equally aware of our social and environmental responsibilities. We know how important it is to play a positive role in the economies and communities we serve and for us to meet and surpass the expectations of society, our customers, regulators and investors.

This report provides disclosures in line with the requirements of the Environmental, Social and Governance ("ESG") Reporting Guide in Appendix 27 to the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited ("HKEX ESG Reporting Guide"). An index is provided at the end of the report to map the contents against the Key Performance Indicators ("KPIs") listed within the HKEX ESG Reporting Guide, in compliance with the "comply or explain" provisions. The performance indicators chosen for this report cover the most material topics to us reflecting the Company's social contributions, commitment to team member training and career development, economic diversification and environmental considerations. In developing this publication, we considered input not only from team members but also other key stakeholders, including customers, suppliers, industry associations — and other voices where appropriate.

At Sands China we look very carefully at the bigger picture — how responsible conduct at Sands China fits into our global business based on our four key focus areas:

- Environment; taking leadership in thought and action to protect our environment
- Team member; attracting, developing and retaining the best talent for our team
- Stakeholder engagement; partnering with our team members and the wider community to make a difference
- Business operations; ensuring ethical business conduct, providing outstanding service to our customers while responsibly managing our supply chain

The layout of this report reflects Sands China's approach to the management of ESG factors and overall sustainability within our business and provides information on our strategy, priorities, objectives and performance in each of our key focus areas.

For corporate governance information, please refer to the Corporate Governance Report included in our 2016 Annual Report, or visit the Corporate Governance section of the Company's website (www.sandschina.com/corporate-governance.html).

The report has been reviewed by Sands China's Board of Directors and is published on Sands China's website and the Stock Exchange's website.

FEEDBACK

We welcome feedback on this report and any aspect of our sustainability management approach and performance. Comments or feedback can be sent to us by email to SCL.Sustainability@sands.com.mo.

Sands China at a Glance

Sands China, a subsidiary of Las Vegas Sands Corp. (“LVS”) (NYSE: LVS), is the leading developer, owner and operator of multi-use integrated resorts and casinos in Cotai, Macao.

Measured by casino gaming revenue, Macao is the largest gaming market in the world and is the only location in China offering legalized casino gaming. Venetian Macau Limited, our subsidiary, holds one of six concessions or sub-concessions permitted by the Macao Government to operate casinos or gaming areas in Macao.

Sands China operates the largest collection of integrated resorts in Macao. As at December 31, 2016, we had 12,751 hotel rooms and suites, 140 restaurants, 1.9 million square feet of retail, 1.7 million square feet of meeting space, 3 permanent theatres, a 15,000-seat arena and some of the world’s largest casinos. Taken together, the integrated resorts maintain and operate the highest room and convention space in Macao and we are the largest private sector employer with more than 26,000 team members. Our properties attracted a combined total of more than 200,000 visitors per day in 2016. Our resorts operations are served by our CotaiLimo service and our CotaiShuttle bus service.

OUR PROPERTIES

The Venetian Macao	Sands Cotai Central	The Parisian Macao	The Plaza Macao	Sands Macao
Year opened: 2007	Year opened: 2012	Year opened: 2016	Year opened: 2008	Year opened: 2004
Team members: 9,606	Team members: 6,373	Team members: 5,874	Team members: 1,117	Team members: 3,148
Rooms and suites: 2,905	Rooms and suites: 6,246	Rooms and suites: 2,951	Rooms and suites: 360	Rooms and suites: 289
MICE spaces: 1.2 million square feet	MICE spaces: 369,000 square feet	MICE spaces: 63,000 square feet	MICE spaces: 28,000 square feet	MICE spaces: Nil
Environmental credentials: Macao Green Hotel Gold Award, 2011 & 2014;	Environmental credentials: Macao Green Hotel Gold Award, 2013 & 2016	Environmental credentials: Targeting LEED Silver certification	theplazamacao.com	Environmental credentials: Macao Green Hotel Award Silver 2012, Gold 2016
EarthCheck Bronze Benchmarked, 2014; ISO 20121 Event Sustainability Management Systems, 2014 & 2015	sandscotaicentral.com	parisianmacao.com		sandsmacao.com
venetianmacao.com				

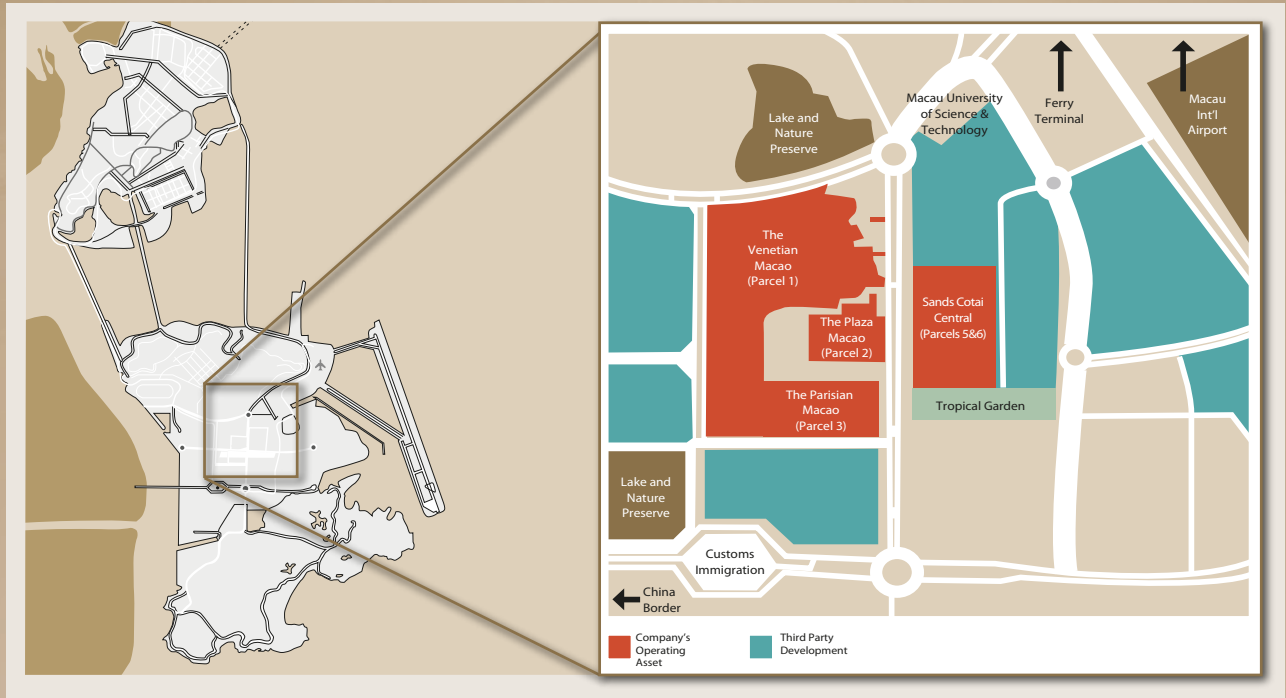
OUR OTHER OPERATIONS

Our business strategy is to develop Cotai and to leverage our integrated resort business model to create Asia’s premier business, leisure, convention and gaming destination. With the addition of The Parisian Macao in September 2016, our Cotai footprint now comprises of four interconnected integrated resorts, which leverage a wide range of branded hotel and resort offerings to attract different segments of the market.

We have made targeted investments to develop Macao’s transportation infrastructure and support our business growth.

Our transportation operations include a high-speed CotaiJet ferry service between Hong Kong and Macao that carried approximately 7.8 million passengers in 2016, typically providing approximately 47 daily round trip sailings with an average of approximately 21,000 passengers per day.

Our support services include travel agencies, a call center and offices located in Hong Kong and Zhuhai. Our support services are excluded from the scope of this report as they are not a part of our core business.



2016 Sustainability Highlights



ENVIRONMENTAL LEADERSHIP

- **33** million kWh of **energy reduction** against base year 2015 (5.8% reduction)[#]
- **65,255** MTCO₂e **emission reduction** against base year 2015 (11% reduction)[#]
- **36** **energy efficiency projects** in 2016
- MOP **67** million **investment in efficiency projects** in 2016
- **104** million gallons of **water reduction** (8.8% reduction)[#]
- **19%** **waste diversion** in 2016 (46% increase from 2015)
- **4%** **waste reduction** against base year 2015
- The Parisian Macao with **100% LED** — a first for an integrated resort of this scale

[#] excluding the newly opened properties The Parisian Macao and St. Regis Macao



STRENGTHENING STAKEHOLDER ENGAGEMENT

- **157,000** **team member actions** toward energy & water efficiency and waste reduction
- **35,000** **hygiene kits** built for charity
- MOP **5.3** million **charitable donations**
- **2,500** **volunteer hours** by Sands China Care Ambassadors



PEOPLE DEVELOPMENT

- **1.2** million hours of **training to team members**
- Launched **Sands China Academy MyWay Program** to provide career opportunities for **2,000** gaming operations team members — a first in Macao of its scale





AWARDS AND RECOGNITION

-  Macao Green Hotel Gold Award for Sands Macao
-  Macao Green Hotel Gold Award for The Venetian Macao
-  Macao Green Hotel Gold Award for Sands Cotai Central — Holiday Inn Macao, Conrad Macao and Sheraton Grand Macao Hotel
-  ISO 20121 Event Sustainability Management System Certification
-  CEM Energy Savings Excellence Award — Sands Cotai Central and Sands Macao
-  CEM Energy Savings Winner Award — The Venetian Macao and Sands Macao
-  Newsweek Green Ranking — Sands China Ltd. ranked #62 in top 500 global companies
-  ISO 22000 Food Safety Management Certification
-  IMEX-GMIC Green Supplier Award
-  Green China Award — Outstanding Sustainable Development Enterprise
-  Earth Check Bronze Benchmarked



Approach to Sustainability

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. Corporate responsibility is at the forefront of our thinking — not only at Sands China, but also at our parent company, LVS, which has developed a comprehensive environmental and social responsibility strategy.

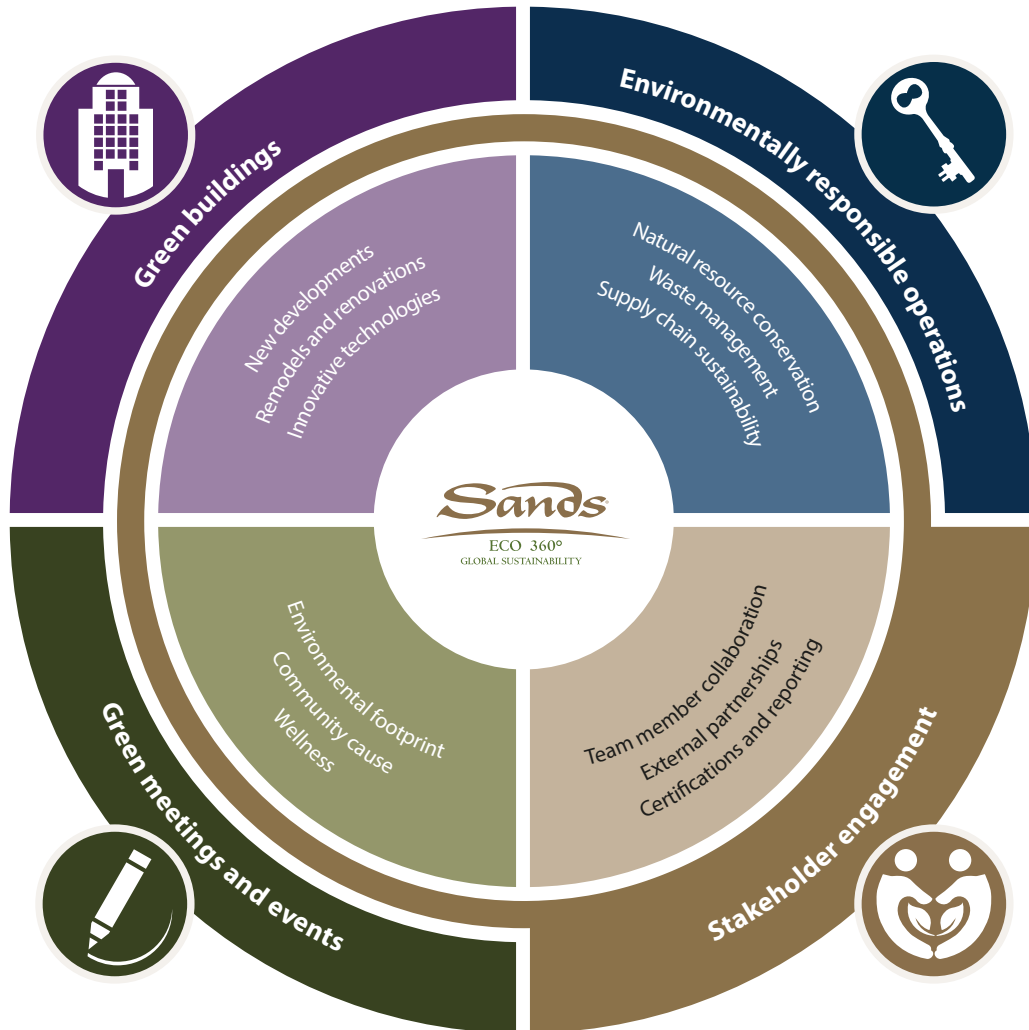
SANDS ECO360 GLOBAL SUSTAINABILITY STRATEGY

Our Sands ECO360 Global Sustainability (“Sands ECO360”) 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.

Sands China is committed to promoting the sustainable development of our business and community. The Sands ECO360 strategy reflects our vision to become a leader in sustainable development and resort operations. Sands ECO360 strategy is developed around the four pillars below by identifying areas with the greatest environmental impact and opportunity:

- Green buildings
- Environmentally responsible operations
- Green meetings and events
- Stakeholder engagement

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.



SUSTAINABILITY GOVERNANCE AND INTEGRATION

Sands China established its dedicated sustainability team in early 2012 following the launch of Sands ECO360, with the Sands ECO360 Council (the “Council”) driving the Company’s environmental and sustainability program across all properties in Macao. The Chairman of the Council is our Senior Vice President of Resort Operations and Development and the Council is managed by our Director of Sustainability, supported by our sustainability team, a group of sustainability champions as well as green ambassadors from various departments within the business operations.

Sands China is extremely proud of the many steps taken toward environmental stewardship by implementing more sustainable business practices. By focusing on these measures, we hope to ensure more sustainable business growth ahead, benefiting our Company, our guests, our team members, and our community.



STAKEHOLDER ENGAGEMENT

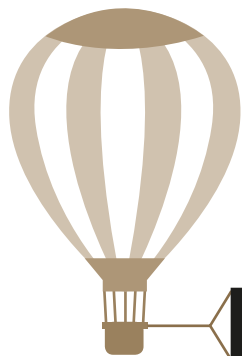
Sands China is focused on engaging our internal stakeholders (team members) through awareness/educational programs, events and activities to encourage participation in our Sands ECO360 sustainability goals and our efforts to reduce our environmental impact and contribute to our community. We believe that our 26,000+ team members are one of our most important stakeholders who implement the strategy and share our purpose through their interactions with thousands of hotel guests and visitors every day. Our emphasis starts with team member education, combining training, field activities, workshops and other activities in order for them to embrace the Company’s sustainability strategy, goals and targets. Refer to the **Stakeholder Engagement** section for more details.

In parallel, Sands China also focuses on external communication and community outreach. Programs and initiatives have been developed to engage with our external stakeholders such as clients and guests, our investors, suppliers, government agencies, non-governmental agencies and charitable associations, and academics and institutions to share our best practices and contribute to the sustainable development of our community.

We assess materiality through the stakeholder engagement undertaken during the ISO 20121 Event Sustainability Management System certification process, the reputation research conducted by the corporate team among our team members and community leaders, the workshops and sessions held by sustainability teams to review key issues and update the Sands ECO360 strategy, and secondary research on current and emerging issues from academic institutions, industry associations, peers and partners.

Local implementation of the group-wide Stakeholder Engagement policy/procedure is part of the annual performance review of the local operations’ top managers for departments that are currently within the scope of our Stakeholder Engagement process. For example, at The Venetian Macao, top issues identified in stakeholder engagement analysis are incorporated into the respective department key performance objectives. All participating departmental representatives received stakeholder engagement and sustainability training. We also try to incorporate small working sessions for our team members — our most valued stakeholders — that help us to identify their top 5 key issues and eventually to implement solutions within their respective work places.

Setting goals



Our 2020 targets from 2015 baseline

We adhere to and are benchmarked against internationally recognized standards such as Newsweek Green Ranking and the CDP Climate Change disclosure requirements adopted by our parent company, LVS. Our route to ensuring we meet and even exceed these standards is our group-wide Sands ECO360 strategy.

Five years ago LVS set up our first 5-year environmental reporting cycle, and having published its last report of the cycle in 2016, we have now set new 2020 performance targets with 2015 as our new baseline. We have kept the actionable 5-year timeframe but our targets now sit within a 2030 horizon aligned with the Sustainable Development Goals (“SDGs”).

The Sustainable Development Goals

After reviewing and analyzing all the SDGs, we identified three goals — SDG6 clean water and sanitation, SDG7 affordable and clean energy and SDG12 responsible consumption and production — where as an organization we can make the most meaningful impact. Under each goal, we selected one or more targets which we are incorporating into our strategy through long-term external and internal targets. In some of these areas we have a foundation to build on, but in others we are just beginning.

Another key development for us is the opening of two new resorts. Our new reporting cycle includes St. Regis Macao and The Parisian Macao for the first time (unless otherwise stated). They are top-notch green buildings, and we aim to offset any emissions of these new resorts to help reduce our overall environmental footprint. To best reflect our business, we separated our emissions by resorts and ferries.

LVS Global Targets for 2030

Emissions

- Double the global rate of improvement in energy efficiency
- Increase substantially the share of renewable energy in the global energy mix

Water

- Substantially increase water-use efficiency across all sectors

Waste

- Substantially reduce waste generation through prevention, reduction, recycling and reuse
- Halve per capita global food waste

Sands China Targets for 2020

For Sands China our 5-year targets for environmental and sustainability performance have annual goals in order to roll out continuous action plans to achieve our targets.

EMISSION REDUCTION — RESORT OPERATIONS

6% reduction in addition to offsetting newly opened resorts

EMISSION REDUCTION — FERRY OPERATIONS

2% reduction

WATER INTENSITY

3% reduction on a per square foot basis

WASTE DIVERSION RATE

5% increase



TEAM MEMBER ENGAGEMENT



1,000,000
Sands
ECO360 Actions

EMISSIONS
RESORT OPERATIONS
6%
reduction in addition
to offsetting the newly
opened resorts

WATER INTENSITY
3%
reduction on a per
square foot basis

WASTE
5%
increase in
diversion rate

EMISSIONS
FERRY OPERATIONS
2%
reduction

- Baseline food waste in operations
- Pilot new water technologies
- Pilot new efficiency measures
- Demand-side management
- Internal consumption reduction
- Leak detection and management
- 100+ efficiency projects
- Low flow fixture policy
- Demand ventilation projects
- Streamlined online utility reporting
- Water audit and fixture inventory
- Recycling and waste minimization

- Fuel efficiency improvement assessment
- Enhance submetering
- Evaluate waste to energy technologies
- On-going water audits
- Explore on-site renewable energy projects
- Piloted Big Data Analytics
- Continual building commissioning
- Model weather impact on utility
- Food waste diversion
- Water Efficiency Improvements
- Piloted radiant cooling and heating technology
- Waste audit

Environment

GREEN BUILDINGS

Our Sands ECO360 Green Building pillar drives:

- Adoption of green practices in renovation of existing buildings and new developments
- Introducing new technologies and innovative ideas to improve efficiency, reduce waste and emissions
- Pursuing sustainability certifications in local and global level, further encouraging efficient operation of our buildings



2012

Sands Cotai Central was our first property in Macao to introduce sustainability features such as recycling and more efficient LED lighting into the development process.



2013

The Global SDS were created for new development and renovation projects.



2014

With our rapid expansion in Macao, we relocated a green building expert to oversee the implementation of our SDS.



2015

- After successfully deploying the standards in new development projects, we applied them to upgrading our existing buildings.
- We opened St. Regis Macao, our first property with all LED lighting.



2016

The Parisian Macao opened in 2016 and is our first project in Macao to pursue LEED certification and is our most sustainable property to date.



Construction waste management is also a key focus for our green buildings and in 2016 we accomplished almost 50% construction waste diversion from our new development, The Parisian Macao through recycling, with the remaining sent for incineration in Macao. The concrete waste from piling process was also diverted as fill for land reclamations, which then avoided disposal at local landfills.

As a leading developer and operator of integrated resorts, ensuring the sustainability of our new developments and renovations of our existing buildings is at the core of our business. The Venetian Macao has the distinction of being the largest single-structure hotel building in Asia and is the seventh largest building in the world in terms of floor area. Its energy demands are proportionately large — but so are the opportunities for saving energy. On a daily basis we take action to reduce our environmental impact, including recycling waste generated by our five properties and investing MOP400 million on sustainability projects since 2011 to reduce our environmental impact.

Development and Renovations

Our global Sustainable Development Standards (“SDS”) developed in 2013 offer a wide variety of solutions, guidelines and criteria for key issues identified in each project. SDS was derived from the LEED (“Leadership in Energy & Environmental Design”) rating system with addition of company specific sustainability guidelines and requirements.

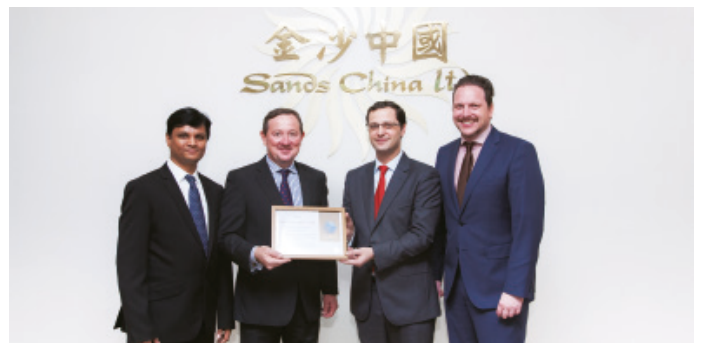
The Company has made a firm commitment to incorporate sustainable standards into our new developments. The design of The Parisian Macao, our newest integrated resort opened in September 2016, incorporates the latest efficiency technologies.

- 100% LED lighting installation which saves more than 5 million kWh of electricity every year
- Low-flow water fixtures with estimated annual water savings of 12.2 million gallons
- High-performance glazing to significantly reduce the building’s solar heat gain
- Grey water used for toilet flushing in the casino, back-of-house, retail and MICE spaces when recycled water becomes available from the Macao Water.

Sustainability Certifications

Third-party certifications validate our environmental record and achievements. Our goal is to have at least one green building certification for each property.

- **Macao Green Hotel Gold Award:** Sands Macao, The Venetian Macao, Conrad Macao, Cotai Central, Sheraton Grand Macao Hotel, Cotai Central, Holiday Inn Macao, Cotai Central
- **Earth Check Bronze:** The Venetian Macao became Earth Check bronze benchmarked building



ENVIRONMENTALLY RESPONSIBLE OPERATIONS

Resort operations account for most of our environmental impact. By implementing responsible practices and cutting-edge technologies in line with our sustainability strategy, we can reduce our natural resource consumption and improve the experience of our guests and team members. There were no incidences of non-compliance in 2016 with regard to any environmental laws and regulations.

Energy

We set internal KPIs against our 5-year targets and 1-year goals. Relevant heads of departments (e.g. Facilities, Convention & Exhibition, and Sustainability) have the energy KPIs included in their departmental targets. Energy reports are provided on a monthly basis during the Sands ECO360 Council meetings.



New Technologies and Innovation

We look to embed innovation in our sustainability strategy and to achieve our long-term goals. We first pilot the programs to assess performance and then mainstream to scale up to advance to our 2020 targets.

Systems & Equipment

- Automatic Fault Detection System to perform big data analytics on Heating, Ventilation and Air Conditioning ("HVAC")
- Expansion of radiant cooling and heating system
- ECM ("Electronically Commuted Motor") type motor for fan coil units to halve energy use
- Improve chilled water plant system efficiency

Food waste

- Food waste digester to treat upstream organic waste locally. Successfully piloted in 2014 and mass implemented across all properties in the same year. Six food waste digesters of 7 tons combined capacity have diverted over 1,000 tons of food waste since 2014

Transportation

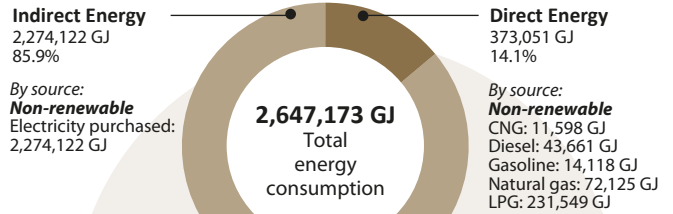
- Re-engineer bus fleet with battery operated air-conditioning

Renewables

- Micro windmill coupled with solar photovoltaic for street lighting

2016 Energy Consumption at Sands China

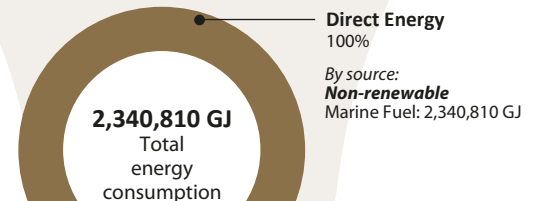
Resort operations



2016 Resort Operations Energy Intensity (GJ/sq. ft.): 0.103*

* excluding The Parisian Macao opened in September 2016

Ferry operations



2016 Ferry Operations Energy Intensity (GJ/nautical mile): 1.90

To understand the big picture of our energy consumption, patterns and trends, we conducted energy audits at our facilities. Based on the audit findings, we strategized our actions starting with lighting replacements followed by medium to high capital investment initiatives in chilled water plants and HVAC systems.

We have been collecting electricity consumption data since 2011, and have achieved overall decreases in consumption across all our properties due to our initiatives. We have saved 33,733,876 kWh in 2016 against our 2015 baseline[#], and have saved around 102.9 million kWh since 2011 through several energy efficiency projects. We currently do not use or produce renewable energy, but will be looking at renewable sources in the future.

Emissions

Our sustainability program's 360-degree approach with defined targets and action plans has achieved significant results in reducing emissions, particularly our greenhouse gas ("GHG") emissions that form our carbon footprint. Even with an absolute GHG emissions reduction of 11.1% in 2016 against our 2015 baseline[#] our desire to reduce our carbon footprint never stops.

Our Air Quality Emissions

Emissions from gaseous fuel consumption at Sands China — nitrogen oxides (NOx) and sulfur oxides (SOx)			
2016	Fuel consumed	NOx emissions**	SOx emissions**
Natural gas*	72,125,493 MJ	289.9 kg	1.4 kg
Liquefied Petroleum Gas (LPG)	231,548,704 MJ	930.8 kg	4.6 kg
Total	303,674,197 MJ	1,220.7 kg	6.0 kg

* Natural gas was connected to our properties effective July 2016

** Conversion factors for NOx and SOx applied as provided within HKEX ESG Reporting Guide

Emissions from vessels and vehicles operated by Sands China — nitrogen oxides (NOx), sulfur oxides (SOx), and Particulate Matter (PM)					
2016	Fuel consumed	Distance travelled	NOx emissions*	SOx emissions*	PM emissions*
Bus fleet — diesel fuel	1,091,828 L	3,678,766 km	2,748 kg	175.8 kg	202.3 kg
Bus fleet — Compressed Natural Gas (CNG)	303,106 m ³	499,892 km	—	—	—
Limousines fleet — gasoline fuel	405,197 L	—	—	59.6 kg	—
CotaiJet ferries (water taxis) — marine fuel	60,817,021 L	1,229,620 nm	—	—	—
Total	—	—	2,748 kg	235.4 kg	202.3 kg

* Conversion factors for NOx, SOx and PM applied where available as provided within HKEX ESG Reporting Guide. Figures for distances travelled by our Limousines fleet are not available, and conversion factors for CNG and marine fuel are not available within HKEX ESG Reporting Guide. This disclosure is therefore incomplete at this time. We will seek to provide a more complete disclosure in our next report.

Specific to managing our emissions of Volatile Organic Carbons ("VOCs"), we adopt a sustainable procurement policy that stringently manages the purchase of products like paint, sealant and adhesives to ensure low VOC content.

We implemented free shuttle buses to commute by our team members to go to and from work, as well as shuttle buses for visitors extending from all entry points into Macao to local attractions and all of our properties. This also enables a reduction of emissions through a system of mass transport.

Our shuttle buses also follow the highest environmental regulations. All comply with Euro IV and V emission standards, meaning lower levels of pollution. In 2015 we re-engineered 25 buses with battery operated air-conditioning during idle time, which continue to yield benefits for us year-on-year.

The Parisian Macao's entire fleet of guest shuttle buses run on low-emission compressed natural gas ("CNG") technology and all guest parking is located underground, significantly reducing the heat island effect typical of urban buildings.

[#] excluding figures for the newly opened properties The Parisian Macao and St. Regis Macao

Energy Efficiency Projects in 2016

- Replacing metal halide lighting with LED in The Venetian Macao Expo Hall
- Chiller plant optimization of cooling tower upgrades and ClimaCheck System implementation
- Upgrading of back-of-house office lighting at The Venetian Macao from T8 tubes to LED panels
- Upgrading of lighting at the Paiza area of The Plaza Macao from CFL/Halogen to LED
- Replacement of lighting in hotel corridors of Sands Cotai Central from CFL to LED

Our Carbon Footprint

We aim to continuously focus to engage our team members with a target of 500,000 actions by 2020 to lead a sustainable lifestyle and reduce environmental footprint. We also aim to enhance our partnership with non-governmental organizations (NGOs) to implement programs outside of our building envelope to help local and regional communities in combating climate change matters.

We report annually to the Carbon Footprint Repository for Listed Companies in Hong Kong, and also disclose to the CDP Climate Change program as part of the LVS group of companies. An external auditor verifies our GHG emissions.

Our carbon management-consulting experts calculate our carbon footprint. This takes into account our direct GHG emissions from our own operations (Scope 1), our 'energy indirect' GHG emissions from our purchased energy utilities, and our other indirect GHG emissions (Scope 3) that occur outside our operations.

Our Scope 2 (electricity) emissions are calculated using an emission factor provided by the local utility, while our Scope 3 emissions pertain to waste only and are verified by a 3rd-party.

Our GHG emissions intensity has decreased significantly since we first started recording in 2011, with our 2016 results showing an 11.3% decrease from our 2015 baseline[#].

Water

2016 total water consumption	
Total water consumption	1,447 million gallons
Water intensity*	63.4 gallons/sq.ft

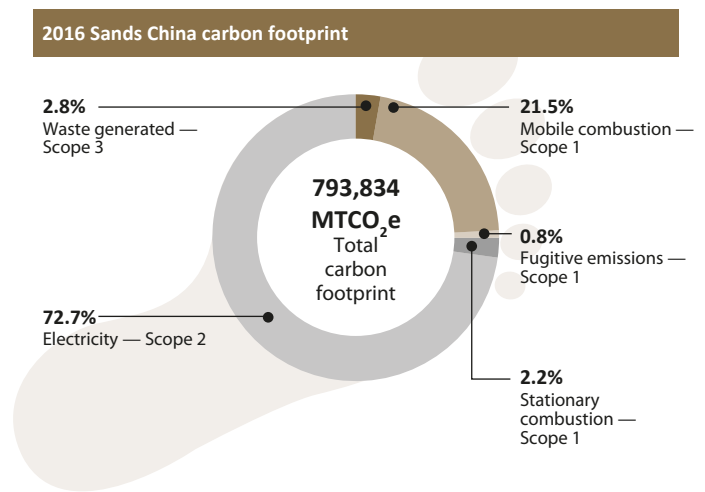
* excluding The Parisian Macao

We continuously focused to conserve water across all our properties, with our KPIs for reductions in water usage set against 5-year target. From irrigation systems, to state-of-the-art heating and cooling technology and water conserving fixtures in our luxurious suites and other operational areas, we have saved 104.7 million gallons water against 2015 baseline[#]. Our water intensity has also decreased in 2016 seeing an 8.8% reduction from our 2015 baseline[#].

We collect and analyze data to understand our water consumption pattern. In 2013 we conducted water audits to measure the fixtures efficiency, plumbing maintenance practices, areas of concern and ways to implement efficiency measures.

Based on the audit findings we devised a threefold approach:

1. Efficient fixture upgrades and plumbing system maintenance to fix leakages
2. Optimizing cooling tower make-up water
3. Automation of irrigation use



GHG emissions intensity (MTCO₂e / 1,000 sq.ft) Scope 1 & Scope 2: 23.3*

* excluding The Parisian Macao opened in September 2016

The installation of 10,000+ aerators at the faucets combined with water efficient showerheads in our hotel rooms and suites has significantly contributed to the reduction in water usage in recent years, with our annual water intensity for 2016 being 63.4 gallons per square foot[#], down from 73.5 in 2011. Other initiatives include:

- Water control measures, saving 104.7 million gallons of water in 2016 against the 2015 baseline
- Educational roadshow in Macao providing team members with water-saving tips, and discounted showerheads and aerators for their personal use
- Water conservation measures including improving cycle of concentration at cooling towers, fixing of underground water leaks, optimizing the cooling demand and subsequent make-up water reduction

excluding figures for the newly opened properties The Parisian Macao and St. Regis Macao

Waste Management



Our property wide recycling and solid waste management program saves natural resources and landfill space, enhances clean air and water, and creates new jobs. We have taken a holistic approach to waste management through developing solutions suitable to the

specific operations. Our approach consists of three key stages — input, operation and output — each with identified areas of opportunities which includes the minimization of resource consumption, upstream sorting and the recycling, reuse and donation of disposed items.

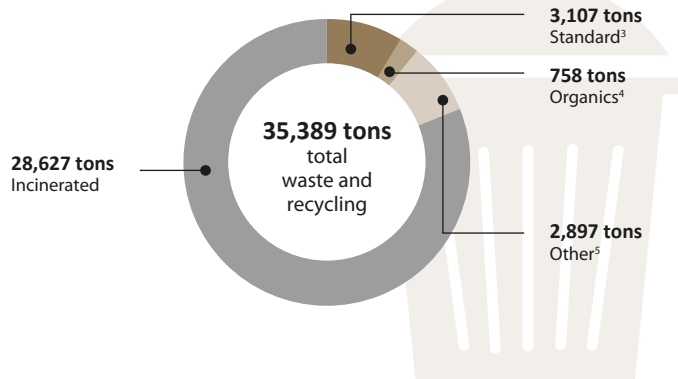


First, we look into the type of waste generation from various business units such as hotel, food and beverage, casino, entertainment, retail shops, convention & exhibitions, meetings, transportation, support services, office environment and then establish a tracking mechanism

to document statistics. Tracking daily, weekly and monthly data has provided a key foundation to understand volume, type of waste and opportunities to reduce and recycle.

2016 waste management at Sands China

Non-diverted¹ Materials 80.9%: 28,627 tons
 Diverted² Materials 19.1%: 6,762 tons



¹ "Non-diverted" — General waste sent to incinerator
² "Diverted" — Recycling and re-purpose of waste generated
³ "Standard" includes: plastic, aluminum, cardboard, paper, glass and metal
⁴ "Organic" includes: food waste, food donations, horticultural waste and cooking oil
⁵ "Other" includes: recovered assets, batteries, e-waste, donations, light bulbs, soap and shampoo amenities

Sands China's property-wide goal is to increase the waste diversion by 5% by 2020 in comparison our 2015 baseline. Individual targets for waste diversion are included in relevant department goals (including Food & Beverage, Stewarding, Housekeeping, Public Area Department), each department has a corresponding action plan to help achieve waste targets. Reports on the progress of the action plans are presented to the Sands ECO360 Council as well as recycling champions meetings on monthly basis. In 2016 we achieved a 46% improvement in our diversion rate from our 2015-baseline year.

We commenced recycling of paper, plastics and metal cans in 2012 as a conduit to engage people, raise awareness and educate. As it gained momentum, we established recycling champions team and green ambassadors to set targets, process mapping, drive different set of initiatives, field activities, and communicate with various stakeholders to embrace waste reduction and recycling. Monthly, quarterly and annual reviews with champions and ambassadors help to measure our progress, achievements, and challenges to push the boundaries and explore new opportunities to enhance the program.

Since our listing on the Stock Exchange, all our interim and annual reports have been printed on recycled paper using soy ink. All recyclable material is brought to a recycling facility. Contractor invoices provide documentation of tonnage for each recyclable commodity. Non-recyclable material is brought to the incineration plant and tracked via invoices from the contractor.

As Macao incinerates municipal waste, all our general waste collected is sent to the plant that transforms the waste into electricity supplied to consumers locally.



Sustainable Procurement

Our global Sustainable Procurement Policy has been implemented since 2012 and focuses on reducing the environmental impact from products and materials used in operations, maintenance and renovation of buildings. In 2016, we updated the Sustainable Procurement Policy with the aim to minimize negative environmental impacts by ensuring the procurement of products and services that:



Conserve natural resources, materials and energy



Maximize recyclability and recycled content



Reduce toxicity

Our Sustainable Procurement Policy covers all supplier categories except for the benefits category. The weight of the sustainability criteria in the overall assessment of supplier varies because of the wide variety of products and services that we buy. The policy covers products and materials in the following three categories:

- Required sustainable products: that must meet the specified sustainability criteria. Any exception or deviation from the sustainability guidelines shall be approved in advance
- Recommended sustainable products: that should follow the sustainability criteria where feasible
- Potential sustainable products: for which sustainability attributes and criteria should be explored

Sands China implements the global Sustainable Procurement Policy at both product and company levels. For products, we have established sustainability requirements for 11 major categories such as office supplies, light bulbs, cleaning products and building materials. We measure our purchases and set improvement goals. At a company level, we collaborate with suppliers to learn from their expertise and find sustainable product solutions. We engage our suppliers in an on-going dialogue to monitor their performance and to remain informed about opportunities to become increasingly sustainable. Our goal is to expand the sustainable procurement guidelines to cover additional products as new certifications and standards become available.

We recognize the successes of our vendors through the Sands Supplier Excellence Awards, where “Corporate Culture and Sustainability” is one of the seven award categories presented to suppliers with strong environmental leadership, vision and strategy.

In the area of sustainable food purchasing, we set a 2016 objective for each property to create category strategies for three food items and evaluate the options of purchasing sustainable food or track/report the percentage of sustainable food procured. For 2017, we require our properties to replace three top food products in volume with sustainable alternatives.

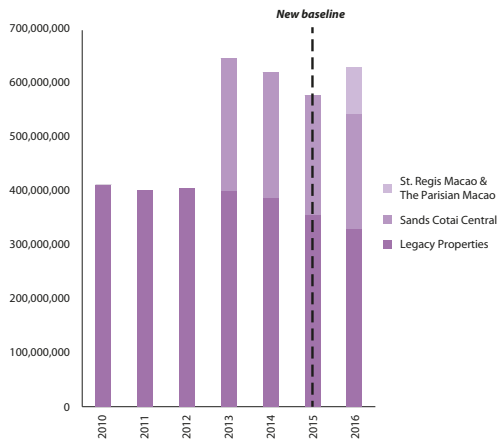
Refer to the **Supply Chain Management** section for more details on how we engage with our suppliers in other areas, such as labour practices.



Environmental Performance

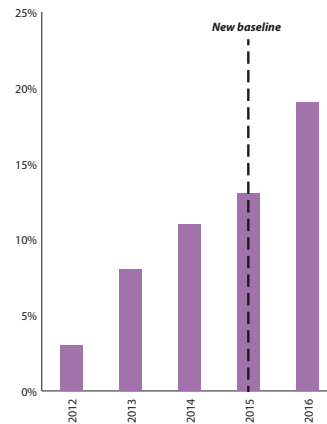
Resort Operations*

Electricity absolute
(kWh)



9.2% increase from 2015 baseline (all properties)
5.8% reduction from 2015 baseline (excluding The Parisian Macao and St. Regis Macao)

Waste diversion rate
(%)



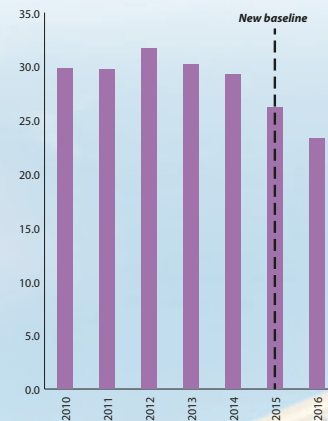
46% improvement from 2015 baseline (excluding The Parisian Macao and St. Regis Macao)
2020 Goal — 5% improvement from 2015 baseline

GHG emissions absolute
(MTCO₂e) Scope 1 & Scope 2



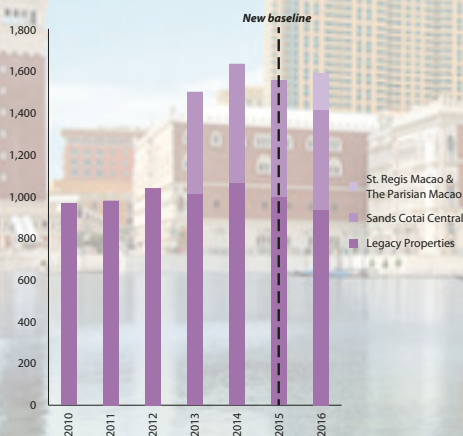
2.7% increase from 2015 baseline (all properties)
11.1% reduction from 2015 baseline (excluding The Parisian Macao and St. Regis Macao)
2020 Goal — 6% reduction from 2015 baseline

GHG emissions intensity
(MTCO₂e / 1,000 sq.ft) Scope 1 & Scope 2



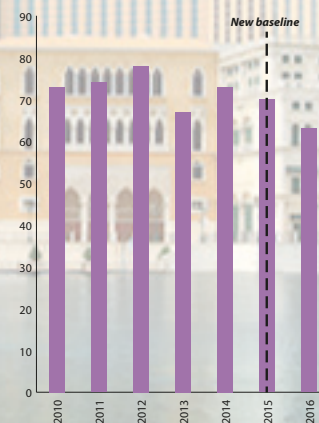
11.3% reduction from 2015 baseline (excluding The Parisian Macao and St. Regis Macao)

Water consumption
(Million Gallons)



2.2% increase from 2015 baseline (all properties)
9.0% reduction from 2015 baseline (excluding The Parisian Macao and St. Regis Macao)

Water intensity
(Gallons / sq.ft)

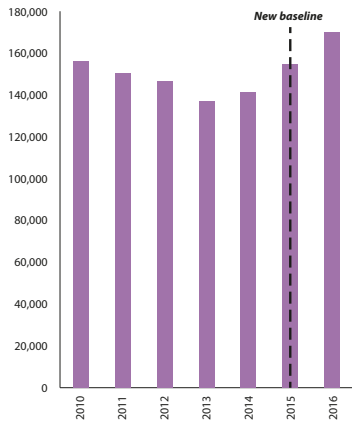


8.8% reduction from 2015 baseline (excluding The Parisian Macao and St. Regis Macao)
2020 Goal — 3% reduction from 2015 baseline

* Legacy properties refers to Sands Macao, The Venetian Macao, and The Plaza Macao

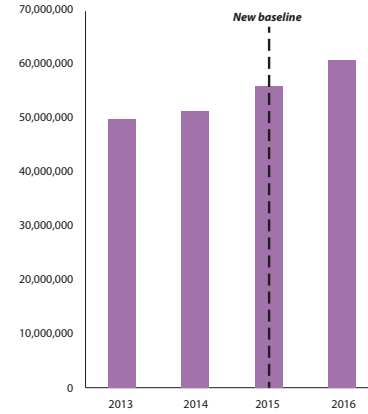
CotaiJet (Ferry) Operations

CotaiJet GHG emissions absolute
(MT CO₂e) Scope 1 — marine fuels and refrigerants



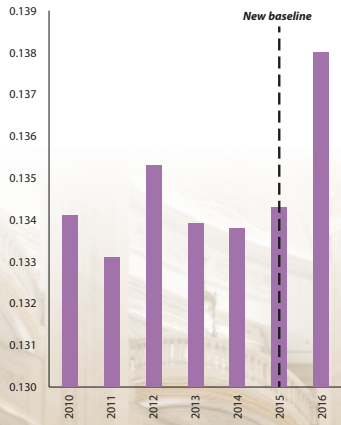
9.6% increase from 2015 baseline
2020 Goal — 2% reduction from 2015 baseline

CotaiJet fuel consumption
(liters)



8.6% increase from 2015 baseline

CotaiJet GHG emissions intensity
(MT CO₂e / nautical mile)



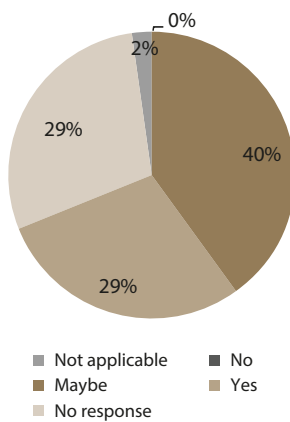
2.8% increase from 2015 baseline



GREEN MEETINGS AND EVENTS

The Sands ECO360 meetings program enables us to engage with our customers to host green meetings to reduce their environmental footprint and play a part in our commitment towards sustainability. Since its launch in 2013, hosted over 100 green meetings and events, in 2016 we hosted 34 green meetings. A survey conducted with our customers in 2016 revealed that more than 50% are willing to support this program. We are certified with ISO 20121 Event Sustainability Management System that further enhances our green meetings and events program. We were recognized with IMEX-GMIC Green Supplier award in 2014 for our efforts to host green meetings and environmental and sustainability achievements.

Survey results: would you host green meetings in the future at The Venetian Macao? (Jan-Dec 2016)



Environmental Footprint

With a few simple steps, we can help transform an event into a sustainable gathering. Many of our facilities have been awarded third-party environmental certification, providing a robust foundation for a successful sustainable meeting. Our customizable program offers our clients countless options to help them attain their event's specific sustainability goals.

Community Cause

Thinking globally and acting locally, we collaborate with non-profit organizations to design custom volunteer experiences for our meeting clients to give back to the host city. Once the customers select their community cause, we help to connect them with our partners. Globally, we donate time, expertise and resources to a wide array of charitable organizations, amplifying the effect of our property efforts into the larger communities in which we operate.

Wellness

Despite their packed schedules, we know many meeting attendees want to maintain their healthy routines. With a selection of wellness offerings, it is easier than ever for our guests to make smarter, more wholesome choices. From nutritious menus to fitness and stress-reduction activities, we make sure our clients and guests have everything they need to support their health and wellbeing, all under one roof.





ROTARY BALL 2016

The Rotary Ball is a charity fund-raising event for the Rotary's community projects relating to youth, people with special needs, the elderly and families with autistic children. The event programs were printed on recycled paper.

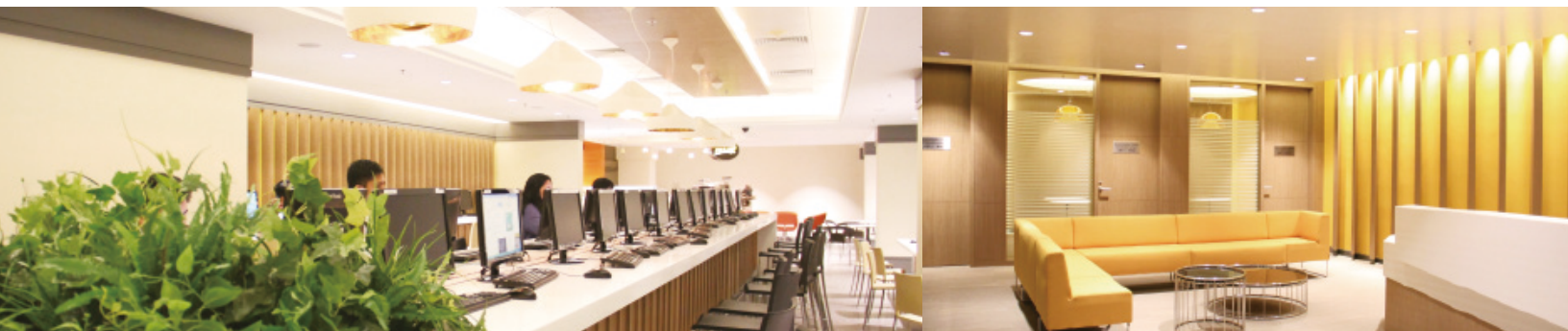


MACAU ECO TRAILHIKER 2016

This is the 7th year in a row of this event, and is the fourth time in which the Sands ECO360 green meeting concept is integrated into event planning and implementation process. A wellness concept of "Wellpie" program had been introduced for the first time in 2016, comprising the organic food zone and yoga stretch zone to help participants relax and pamper themselves.

- Raising awareness about the greener side of Macao
- Encouraging the participants to refill water from water dispensers at the venue to reduce bottled water
- MOP400,000 charity fund raised from the event, donating equally to the local community groups — Rotary Club of Macau and Richmond Fellowship of Macau





Team Members

26,000+ Team Members	1.2+ Million Hours of Training	7.1% Turnover Rate
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At Sands China we focus on attracting, developing and retaining the best talent. We work on the design and development of the best structure to enable team members to support the business and developing and implementing our corporate culture.

In Macao we compete for limited management and labor resources, and the availability of the workforce has been identified as a priority risk factor for Sands China (2016 Annual Report, page 52). Our success depends upon our ability to attract, retain, train, manage and motivate skilled managers and team members at our properties.

Our employment and dismissal policies and practices are based on the Macao Labour Relations Law, though benefits and holiday allowances are designed to be equivalent to or exceed these requirements. Sands China has also put in place a number of workflows regarding recruitment and new hires in all areas of Human Resources (HR).

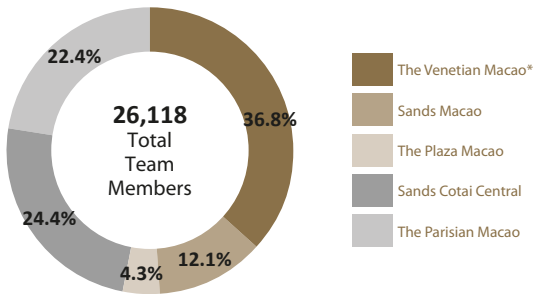
We set an age limit of 21 or above in our recruitment advertising to ensure no underage team members are hired for the gaming areas. We ensure the minimum age for employment is 18 years and over

through checks with the Macao Government social security system via our employer contributions for the Social Security Fund (SSF).

As at December 31, 2016, the number of team members at Sands China was 26,118. Since 2014, we have a dropping turnover rate year-on-year across our properties.

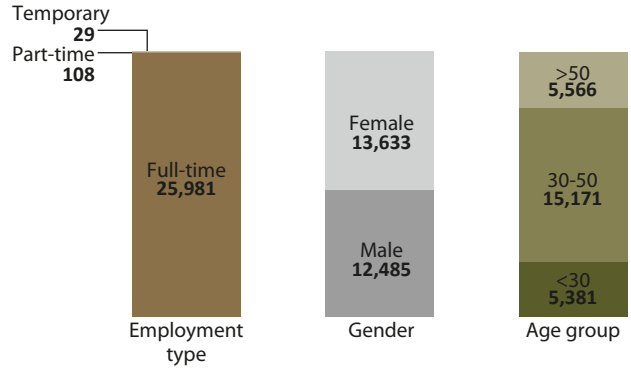


2016 Workforce

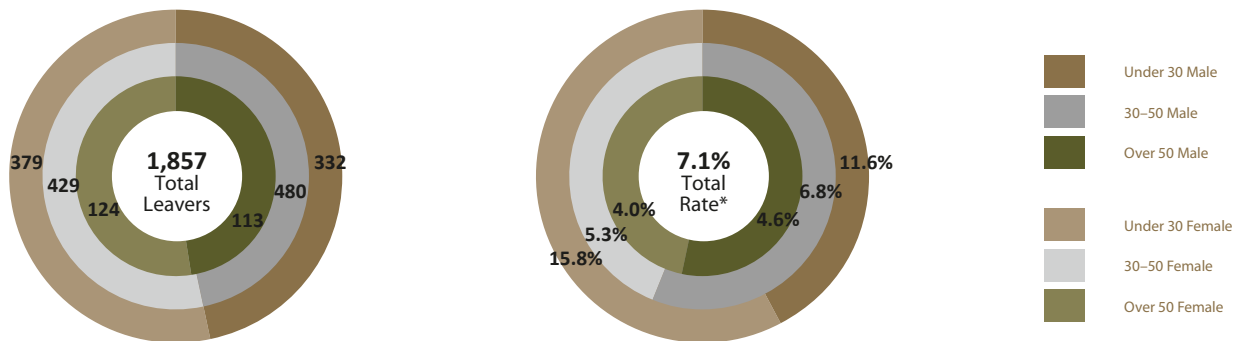


* Including Cotai Arena and CotaiExpo

Total workforce 2016 by employment type, age group and gender



Turnover in 2016 by age group and gender



* Rates based on full-time and part-time team members (excluding temporary team members) per age/gender category as of December 31, 2016

PROFESSIONAL DEVELOPMENT & TRAINING

At Sands China we believe in providing all team members with continuous training and development opportunities. Our training programs continue to focus on talent development at all levels. We continuously train and develop our gaming team members focusing on transferable customer service skills in parallel with hard skill training so our team members are equipped to work in non-gaming operations enabling us to fulfill our integrated resort business model.

This is a win-win model to retain resources within the organization, providing the diversity of skills the business needs while ensuring continuous employment opportunities. We are committed to providing all team members with horizontal and vertical career opportunities through on-the-job and soft skills training.

Each team member receives an average of 46.2 hours of training from on-the-job and classroom teaching each year.

Team member training at Sands China

Team member category	Total headcount	Total hours of training	Number of people trained	Average training hours per person	Percentage of team members trained
Operational team members	24,224	1,183,597.87	24,045	48.9	99.3%
Administrative team members	1,519	15,282.99	1,511	10.1	99.5%
Executive team members	238	2,013.6	230	8.5	96.6%
Total	25,981	1,200,894.5	25,786	46.2	99.2%

* Considering full-time team members only

Investment in up-and-coming leaders is crucial. Through our education assistance policy we provide sponsorship for high-potential team members to attend the Advanced Programme in Casino and Hospitality Management, delivered by top ranking business schools for Executive MBAs including the CATOLICA-LISBON in Portugal, Cornell University in New York, USA and the University of St. Joseph in Macao.

In 2016 we offered a number of training programs to our team members to support their success and to foster a culture of on-going improvement. These programs included the strategic leadership development programs, manager effectiveness development series, trainer development series and our “Because We Care” service culture reinforcement program as well as Harvard on-line leadership modules.

We also provide paid educational leave to team members for job related learning and education programs. Monetary subsidies are also offered to team members who want to further advance their studies in their spare time in key business areas such as convention and exhibition services, food and beverages, and finance.



TEAM MEMBER WELFARE

Sands China provides each team member with a handbook that includes information with respect to overtime, equal opportunity and non discrimination (currently under revision), leave management and attendance (currently under revision) policies. All HR policies and guidelines are available to team members via our intranet (myNET) and regular departmental due diligence is undertaken, together with annual trainings on the Labour Law provisions.

We introduced a compensation guideline for all team member levels which we apply when dealing with promotion and salary adjustment cases. To attract, retain and motivate high performing individuals Sands China applies the equal pay for equal work principle. Remuneration for team members is determined by reference to market practice and conditions combined with the performance of the individual. In 2009, we also adopted an Equity Award Plan for the purpose of attracting talented people to enter and remain in the employment with us.

We offer a diversified approach to cater the needs of our team members and encourage two way communications via different channels, including an e-enquiry platform, team member concierge services, comment forms and focus groups. We ensure timely feedback and appropriate follow up actions on comments and ideas received from team members through a team of HR specialists at each property. We provide a pleasant and well-equipped environment for team members including 24/7 team member dining room, internet lounge, recreation facilities, team member parking, 24/7 shuttle bus, showers and lockers.

Sands China complies with the Macao Labour Law requirements. Each year we provide or support over 100 opportunities for our team members to participate in different well-being activities.

Team member activities in 2016

Gaming Employees Home Sports Competition	208 participants	This event is to raise awareness of the importance of physical fitness and cultivate participation in hobbies amongst team members.
World Challenge Day	151 participants	An annual event in Macao to reflect the importance of exercise in maintaining a healthy lifestyle. The goal of World Challenge Day activity in the long-run is to encourage people to do more exercise. On the event day, the goal is to motivate people to be physically active for 15 minutes.
Gaming Employees Sport Fun Day	16 participants	The Federação das Associações dos Operários de Macao and the Government Sports Bureau jointly organize a sport fun day for all gaming practitioners, with the objective to train their bodies, demonstrate team spirit and build harmonious employee-employer relationships. Two teams from Sands China participated; one reached the championship the other won 1st runner up among 12 teams.
Macao International Dragon Boat Race	88 participants	This event encourages team members to embrace Chinese culture in Macao and increase team spirit. The event also provides the chance for team members to interact with international teams by competing together. Sands China teams ranked 6th in Division B — Silver Bowl (female) and 4th in Division C — Silver Plate (male).
Macao Darts Open	26 participants	This event is to establish a better relationship between Macao Darts Sports General Association and the gaming industry. Our participants achieved 2nd place.
Walk for a Million	2,960 participants	This event provides an opportunity for our team members to support a local charity helping people in need.

TEAM MEMBER PERFORMANCE MANAGEMENT

At the beginning of the performance review cycle, team members are required to set four Key Performance Objectives (“KPOs”) attached to their roles, responsibilities and contributions to the Company. Performance goals are approved by line managers, with mid-year reviews conducted to evaluate the progress being made. At the year-end review line managers evaluate performance to weighted goals on a five-point scale. The results of the performance score play an important role in determining promotion.

All team members had a formal performance appraisal and review in 2016.

HEALTH & SAFETY

The safety and well being of our team members is critical to Sands China. We ensure compliance with relevant laws and regulations and adhere to the Occupational Safety Guidelines issued by the Macao Labour Affairs Bureau. We have set company-wide priorities for health and safety that we monitor through our performance appraisal system.

The Safety Committee comprised of senior management from each department monitors the performance, tracks and provides training to minimize work related injuries. The committee holds monthly meetings to discuss any trends and take appropriate action as necessary to reduce injuries at work.

Sands China provides a 24/7 Employee Assistance Program, a hotline which is available to our team members and their families, providing private and individual counseling services to support those experiencing stress, depression or facing some difficulties at work or in their personal life. We also provide counseling, accident prevention and risk control workshops. All team members have access to an on-site team member clinic in each property with doctors and nurses who can provide general consultations and medical assistance for regular and emergency situations and close to 8,000 team members are even entitled to an annual body check. All our related health and safety policies are available on our intranet (myNET) for team members to retrieve anytime. Health related leaflets and information provided by the Macao Government are provided at our team member clinic.

During 2016 the 3 departments reporting the most work injury cases were Housekeeping, Security and Food & Beverage, with 291 incidents reported. The majority of minor injuries reported were due to “slip and fall” incidents. There were no fatalities recorded in 2016.

In order to enhance team member awareness of occupational health and safety, Sands China is also preparing to join the “Safety Doctrine” proposed by the Macao Labour Affairs Bureau in 2017.

2016 work-related injury rates and lost days at Sands China							
	Work-related injuries			Injury rate*	Lost days due to injury	Lost day rate**	
	Male	Female	Total				
Total	379	654	1,033	3.96	22,003	0.39	

* per 100 team members

** Lost days due to injury per total days scheduled to be worked for all headcount per 100 team members

LABOUR STANDARDS

We comply with the law, preventing child and forced labour (Articles 26 to 32 of Macao Labour Law). Sands China does not hire any underage candidates and has no non-compliance cases with regard to labour and employment.

Macao is a member of the International Labour Organization and undertakes to suppress the use of forced or compulsory labour in all its forms. Sands China will never promote or utilize forced labour, all team members or interns are paid for normal working hours in line with the local market price or higher and are paid overtime for working on public holidays or weekly day off.

There are no collective negotiation or collective bargaining agreements in Macao as there are no trade unions or workers’ committees.



Stakeholder Engagement

Working in partnership with our stakeholders we can really make a difference by multiplying our positive impact now and for the future.

TEAM MEMBER COLLABORATION FOR SUSTAINABILITY

Our team members are truly our greatest assets. We consistently strive to cultivate sustainability values among them via on-going environmental campaigns and educational events. Sustainability champions are crowned at all levels of our organization, and team members are encouraged to contribute ideas and practices that can make our operations more sustainable.

To do this, we have developed and implemented a comprehensive team member engagement program as part of the "Stakeholder Engagement" pillar in Sands ECO360 strategy. The program is designed to inspire our team members to lead sustainable lifestyle and encourages them to communicate our sustainability values to guests, visitors and customers.

We designed activities and awards for team members to promote eco-awareness and further drive sustainable savings in the workplace. We encourage our team members to implement eco-ideas in their own lives as well. Various initiatives been implemented to engage thousands of our team members in the area of environmental and community related programs where they contribute and act as a change agent. In 2016, we recorded 157,000 team member actions toward energy and water efficiency and waste reduction.



HIGHLIGHTS FROM 2016 INCLUDE:

- Earth Hour and Earth Day Programs
 - o 3,287 team member actions to reduce their impact on climate change
- Global Hygiene Kit Build
 - o 35,000 hygiene kits packed in support of Clean the World
- Clean Plate Challenge — Food waste minimization drive
 - o Focused on reducing food waste and raising awareness about hunger and climate change
 - o 117,000 team member actions accomplished through 6 days of activities
 - o Over 100 team members participated in the “Hunger Meal Experience Program”
 - o Food waste reduction at an average of 30%
- Clean The Office Campaign — Recycling drive
 - o More than 5,000 kg of waste diverted
 - o Team members are allowed to bring their own waste materials such as light bulbs, batteries, electronic products and responsibly dispose at the property
 - o More than 50 departments and few hundred individuals were engaged
- International Housekeeping Week 2016
 - o Focused on engaging team members to repurpose and recycle various materials from the hotel in creative and aesthetically pleasing ways
 - o An example idea — Gift bags out of recycled banquet table cloth

Additional initiatives include:

- World Challenge Day
- Macao Energy Saving Week
- Recycling Drive for Shampoo/Shower Gel
- Adopt-a-Plant Workshop
- Dry Food Donation Drive
- Second Hand Clothes Donation





COMMUNITY INVESTMENT

Sands China identifies the needs of the community by taking into consideration the following:

- The social and cultural categories of the Policy Address issued by the Macao Government
- Social welfare guidelines, including the 10-year rehabilitation services plan, implemented by the Macao Government
- Requests made by the local community

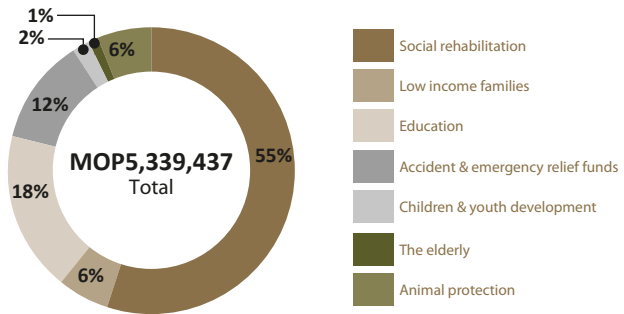
The Sands China Care Ambassador (“SCCA”) Program was officially launched in August 2009 and is managed by our Community Affairs department. It aims to provide team members with a platform to serve the local community. In addition to helping the underprivileged and physically challenged individuals and families, we also increase understanding of sustainability through communication, awareness creation, and partnership within the local community.

Our communities are home to our properties and team members. Being an exemplary employer and an upstanding corporate citizen is an integral part of doing business for us. We work with local government and municipalities to advance sustainability awareness.

Our community program cuts across areas of social services, culture & creativity, economic business and workplace development. These focus areas are determined with reference to the direction given by the Macao Government on positioning Macao as a centre for tourism and leisure.

In 2016, our team members volunteered 2,500 hours of their own time in supporting our SCCA program.

Sands China charitable donations in 2016



Healthy Athletes Program

MACAU SPECIAL OLYMPICS

MOP200,000 donated by Sands China and individual SCCA to support health screenings for local mentally disabled individuals.



Silent afternoon tea

MACAU DEAF ASSOCIATION

SCCA enhanced their understanding of the barriers caused by hearing loss, increased their knowledge of deafness and learned about communication with the deaf.



Spring cleaning for elderly

PENG ON TUNG TELE-ASSISTANCE SERVICE CENTRE

SCCA cleaned homes and delivered Chinese New Year gift bags to elderly who live alone.



Visit to The Parisian Macao

MACAU ASSOCIATION FOR THE PARENTS OF THE MENTALLY HANDICAPPED

SCCA led local and overseas mentally disabled individuals for a visit to The Parisian Macao.

Global Hygiene Kit Build

CLEAN THE WORLD

SCCA packed 35,000 hygiene kits in support of Clean the World.



Visit to Orbis Flying Eye Hospital

ORBIS MACAU

SCCA visited to Orbis' new flying eye hospital with the aim of understanding Orbis' effort of eliminating avoidable blindness in developing countries. Sands China made a cash donation of MOP50,000 and MOP150,000 in-kind to support Orbis' promotion of its flying eye hospital in Macao.

Sands Care community events in 2016

Event	Partner/Beneficiary	Support given
Charity walk	Best Buddies Macao	SCCA walked to raise awareness and funds to support individuals with intellectual and developmental disabilities
One Day Volunteer 2016	Associação de Juventude Voluntária de Macau and Macau Special Olympics	SCCA hosted a Dreamworks-themed lunch buffet for local mentally disabled individuals and their families
Caritas Macau Charity Bazaar	Caritas Macau	MOP200,000 cash donation by Sands China and volunteers raised MOP69,000 by hosting a games booth at Caritas Macau's Charity Bazaar
Walk for a Million 2016	Macao Daily News Readers' Charity Fund	MOP500,000 donated by Sands China. 3,000 team members also volunteered and joined the walk



RESPONSIBLE GAMING

Sands China remains committed to supporting the Macao Government’s responsible gaming measures and recognizes its importance in the Macao community. We established a comprehensive responsible gaming program in 2007 and regularly offer responsible gaming training for team members, participate in academic research and social activities and post responsible gaming information throughout all our properties, in both patron and back-of-house areas. All team members receive mandatory responsible gaming training as part of their orientation program upon joining the Company.

Sands China has established a long-term partnerships with local non-profit organizations and academic institutions to help minimize the social impact of problem gambling.

Since 2009 Sands China has been a participant in the responsible gaming activities organized by the Macao Government Social Welfare Bureau, the DICJ and the University of Macau. Since 2011, we are conducting company-wide responsible gaming refresher training and held a Responsible Gaming Education Week, aiming to gauge team members’ awareness of responsible gaming and problem gambling. The participation rates of our team members has grown year-on-year.



Since 2013 Sands China has provided responsible gaming ambassador training for over 360 shift managers, security personnel and human resources trainers. The program offers education on the behaviors of problem gamblers, how to provide appropriate information and assistance on responsible gaming, the application procedures, particulars for the self-exclusion and third-party exclusion programs.

Since 2006, we have donated MOP4.4 million to 5 organizations including the Young Men’s Christian Association of Macau, the Macau IEF Rehabilitation Centre for Problem Gamblers and the Sheng Kung Hui Macau Social Service Coordination Office, to assist their efforts in providing counseling and support services for people needing help moderating their gaming habits.

Pursuant to Article 4, Clause 3 of Law No. 10/2012 — Regulating the Conditions of Entering, Working and Gaming at Casinos, our team members are strictly prohibited at all times from gambling at any gaming venue under the concessionaire at which they are employed.

Our Employee Assistance Program offers a free 24-hour confidential counseling service available to all our team members and their family members. This hotline is also available to support team members with any gaming-related personal issues.

Business Operations

ETHICAL BUSINESS CONDUCT

As a leader in ethical business practices, we implement principles to govern ourselves to keep our commitment to excellence in what we do. To take this further, our commitment to ethical business practice is extended to our contractors, suppliers and subsidiaries.

Our Policies and Actions

Our framework for ethical business is outlined in policies that have been established at a group level by LVS. These policies are set out to address corruption and bribery, extortion, fraud and anti-money laundering (“AML”) issues.

Our policies include:

- Code of Business Conduct and Ethics
- Statement on Reporting Ethical Violations
- Anti-Corruption Policies (“Procedures for Obtaining Approvals under the Anti-Corruption Policy (ACP SOP)” and “Anti-Corruption Laws Policy Background to LVSC Anti-Corruption Policy”)
- Procedures for Charitable Contributions and Sponsorships
- Consultant Engagement Policy
- Conflict of Interest Policy
- Third Party Travel, Gifts & Entertainment Policy

In addition to these over-arching policies, our parent company implements the “Know Your Customer”, “Customer Due Diligence” and “Enhanced Due Diligence” policies to prevent or identify cases of money-laundering. Sands China is required to report all transactions that may be deemed suspicious as part of our AML controls. In Macao, this is enforced in collaboration of local regulators from the DICJ, Macau Monetary Authority and the Financial Intelligence Office (“GIF”). Large Sum Transactions Reports are required to be filed with the DICJ while Suspicious Transactions Reports are required to be filed with GIF. In addition to verifying a customer’s identity through reliable, independent source documents, LVS authenticates identification documents and screens customers against various sanctions including the Politically Exposed Persons (“PEP”) and other watch lists through the use of an outside vendor. We conduct regular screenings of customer database against the published lists by the US Treasury Office of Foreign Assets Control to search for terrorists, drug traffickers and specially designated nationals. At several points during a customer’s interaction with our Company, we also screen for PEP status. For identified PEPs, we research and document their sources of wealth, monitor their transactions and in some circumstances restrict their transactions. Our company policies require increased levels of management review and approval for PEP customers based on transaction value thresholds.

For our team members to understand how our policies are implemented and put into practice, they are required to undergo anti-corruption, AML and Foreign Corrupt Practices Act (“FCPA”) training via computer based training sessions according to our Code of Conduct. Team members must pass self-assessment checks with a score of 80% or higher, followed by signing an acknowledgement that they received the training and agree to abide by our policies and procedures. Based on the job description, new hires and transfers receive training on our Code of Business Conduct and Ethics prior to performing active duties and all relevant team members receive annual refresher training.

To incentivise and promote compliance within our team, compliance is also linked to remuneration as part of their performance appraisal under our Code of Business Conduct and Ethics. In situations that breaches of compliance are reported, disciplinary actions are taken.



Whistleblowing Procedure

To facilitate proper handling of suspicious activities, Sands China has a whistleblowing policy in place and has created an environment that provides a confidential and safe platform for team members to report questionable activities that are fraudulent, illegal or violates company policy. Such matters are reported to supervisors, Compliance Officer, General Counsel or Audit Services. Team members can also choose to report to senior management such as, Senior Vice President of the Audit Services Group (internal audit), the Company's Global Chief Compliance Officer, Global General Counsel, or the Vice President-Senior Associate General Counsel & Deputy Global Chief Compliance Officer. Supervisors who receive a report of a violation must immediately inform the Company's Chief Compliance Officer.



Compliance with Local Legislation

Details of Sands China's compliance with relevant laws and regulations are provided in the Business Review section and the Corporate Governance Report within our 2016 Annual Report (pages 19 to 58, and pages 60 to 104 respectively).

Our anti-corruption and AML policies have taken into account regulatory requirements as well as industry demands to ensure that regulatory compliance is maintained.



CUSTOMER RELATIONSHIP MANAGEMENT

Customer Satisfaction

Sands China is focused on providing the highest customer satisfaction. Each hotel property collects guest satisfaction surveys through post-stay emails, postcards with QR codes and iPad surveys in our food & beverage outlets. The Company has set targets to achieve high customer satisfaction scores. These scores are communicated to the different teams and incorporated in departments' goals.

At Sands China, we believe that the engagement and empowerment of team members as well as strong focus on service recovery are strategies to achieve high guest satisfaction. Our Director of Operations Excellence & Quality Assurance oversees customer satisfaction across all Sands China properties. At the hotel level, the Vice President and Director of Operations oversees customer satisfaction. Overall customer satisfaction KPOs are set by Sands China.

Continuous training is provided to team members on guest satisfaction systems. Our Operations Excellence team ensures that guest satisfaction surveys are reviewed and followed up on a daily basis to ensure actions are taken promptly to enhance service gaps.



Sands China guest satisfaction survey results in 2016*

	The Venetian Macao	Conrad Macao	Holiday Inn Macao	The Parisian Macao	Total
Number of surveys received	7,270	2,259	1,200	929	11,658
Overall guest satisfaction**	79%	74%	78%	78%	—
Number of problem incidents reported	622	409	232	188	1,451
% with problem incidents reported	9%	18%	19%	20%	12%
% of met and exceed expectations in handling problems***	51%	53%	40%	52%	—

* Four Seasons Macao, St. Regis Macao and Sheraton Grand Macao, Cotai Central are under management contracts and, as such, conduct their own proprietary customer satisfaction surveys, the results of which are not included in this report. Data is also not available for Sands Macao but will be provided in our next report.

** Our overall guest satisfaction scores are represented by promoters scores. From a 1 to 10 scale, with 10 being the highest satisfaction, Conrad Macao promoters scored 9-10 and Holiday Inn Macao, The Parisian Macao, and The Venetian Macao promoters scored 8, 9 or 10. Across the four properties we have around 78% guest satisfaction scores.

*** We consider service recovery as crucial and the 50% obtained in meeting and exceeding expectations in handling problems across all properties show the effort of the teams in achieving this purpose.

We have an in-house mystery-shopping program to conduct shopping audits in all our properties to assess the quality of service, compliance with regulations and the level of implementation of "Because We Care" values. Around 5,000 shopping audits are conducted per month.



因您而用心

BECAUSE WE CARE

Our Service Promise 我們的服務承諾

To give each guest, visitor, player, customer and client an experience of service that is:



專注用心
Attentive



富娛樂性
Entertaining



令人難忘
Memorable

為每位客人、訪客、玩家、顧客及客戶提供以下的服務體驗：

Our 4 Cultural Values 我們的4個文化價值觀

WE ARE FRIENDLY 態度親切

We connect to build and maintain harmonious relationships with everyone.
我們與每個人建立並維繫和諧的良好關係。

-  **Be Warm & Welcoming**
親切有禮
-  **Greet Everyone with a Genuine Smile**
笑臉迎人
-  **Make Eye-contact**
目光交流
-  **Offer Assistance Proactively**
主動助人

WE ARE PROFESSIONAL 表現專業

We project a positive attitude of pride, respect and competence in everything we do.
我們展現所應以積極樂觀的態度來傳達並表現專業、信任和能力。

-  **Be Competent & Knowledgeable**
精明幹練
-  **Groom Well**
儀容專業
-  **Speak Clearly & Confidently**
語氣清晰肯定
-  **Keep All Areas Clean & Tidy**
環境整潔

WE ARE ACTIVE LISTENERS 主動用心

We understand others fully to fulfill their requests, anticipate their needs and exceed their expectations.
我們充分了解及滿足他人的需要，預知他們所需並超越期望。

-  **Be Attentive to Others**
用心待人
-  **Listen to Understand Fully**
傾心聆聽
-  **Speak Questions to Clarify**
釐清了解
-  **Anticipate Needs & Exceed Expectations**
預知需求及超越期望

WE ARE ONE TEAM 團結一致

We align around shared goals, to collaborate and support each other with genuine care.
我們真誠地互相關懷、互相扶持，以達到共同目標。

-  **Be Respectful & Supportive**
互相尊重支持
-  **Show Kindness & Care**
友聲關懷
-  **Work Together to Reach Common Goals**
齊心協力共同目標
-  **Unite to Build a Stronger Team**
齊心協力建立更強團隊





Quality evaluation audits are performed by external auditors for hotel Brands IHG & Hilton. Both Conrad Macao and Holiday Inn Macao have passed these quality evaluation audits with outstanding scores. These evaluation audits verify the quality of our infrastructure, documentation and service standards.

Product Responsibility

The importance of food safety management at Sands China is reflected on our ISO 22000:250 certification for food and safety management. As the first integrated resort to have such achievement in Macao, Sands China takes pride in the hard work and effort we have put in towards food safety hazards to ensure that food we serve to guests is safe from farm-to-fork. Customers can be assured that food being handled by us throughout the receiving, storage, cooking, cooling and packaging of chilled food is safe to consume. With our global food safety program, compliance in every step of food production, starting from raw material to end products served in our hotels is achieved.

Customer Data Privacy

Guest data privacy is crucial to Sands China. Guest consent is requested upon check-in before email addresses are gathered for guest surveys. Sands China has not had any material breaches of data security and customer information over the past three years. Sands China's online privacy policy is publicly available for all customers and can be viewed on our website.

Sands China uses SugarCRM as a customer relationship management platform that provides contact strategy and sales tools, hotel booking capabilities, advanced analytics, dashboards and reporting, patron preference and interest tracking and automated business workflows capabilities. The platform is decentralized and independently run at business unit level and not integrated with our online systems.

SUPPLY CHAIN MANAGEMENT

The Procurement & Supply Chain department is responsible for procurement activities as well as supply chain management and services. Sands China sources from different suppliers of respective

industries and trades all over the world. Suppliers are required to disclose sufficient information for evaluation in order to qualify as a Sands China supplier.

Services	Outsourced Services Outsourced to third party
Hotel Operations	Laundry, Cleaning, Security, Transportation, Casual labour, Travel agency, Logistics
Other supporting functions	Treasury related, Professional services, Recruitment agency, Training
Marketing Services	Printing services, Event management
Facilities Management Services	Mechanical Electrical Plumbing, Gas, Fire services, Elevators & Escalators, Landscaping, Builders, Fit-Out, Development projects, Energy Savings projects and Consultancy
CotaiJet High Speed Ferry Services	Vessels management, Onshore, Ticketing office management, Marketing and printing, Technical repair and maintenance, Fuel and lubricants, Operating supplies, Food and beverage

Supplier Code of Conduct

Our Supplier Code of Conduct states what we expect from our suppliers in the areas of Legal Compliance, Corruption and Bribery Prohibition, Basic Human Rights, Child Labour, Employee Health & Safety, and Environmental Protection.

our Supplier Code of Conduct and standard trade practices. Prior to doing business with the contractors, suppliers, and service providers, each party must acknowledge receipt and adherence to the Supplier Code of Conduct.

Contractors, suppliers, and service providers are provided a Suppliers Code of Conduct by the Procurement team and must comply with

Buyers and quality teams regularly engage with suppliers to evaluate performance and compliance.



Supplier Assessments

Sands China appoints an external third party to conduct supplier audits. The audit selection criteria are based on industry type, geographical location, and business volume. The audits focus on environmental concerns, health and safety issues such as child and forced labour, harassment, wages and benefits, working hours, overall worker health and safety, women’s rights, freedom of association and collective bargaining, as well as subcontractor relationships, communications and monitoring and compliance adherence to local laws and regulations.

All of our new and existing suppliers go through a third party due diligence process. Existing suppliers get reassessed based on type and for applicable products, their sustainability impact is evaluated by category strategy.

Supply chain interruptions, shortage of products or services, over reliance of single source suppliers, in addition to risks against our Supplier Code of Conduct are all considered as ‘sustainability high risk’ in our supply chain.

To respond to these risks, annual risk assessments are conducted following a four-step process so that we can better manage our supply chain risks, as shown in the chart below.

Local Sourcing

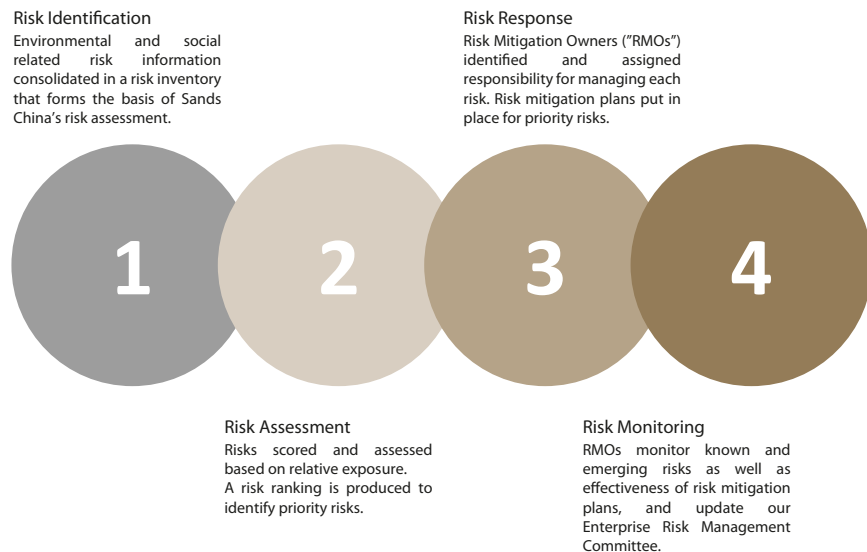
We are committed to strengthening our communities by purchasing from local and diverse suppliers and in 2015 launched our Sands China local supplier support program to enhance business opportunities for small and micro enterprises (“SME”), “Made in Macao” enterprises and Macao young entrepreneurs.

We have established a robust tracking mechanism and process, set annual improvement goals and track the monthly progress of local supplier spending and percentages. We have conducted local supplier development activities including:

- a local supplier open day event
- local SME supplier invitational matching event
- the Sands China Procurement Academy
- promotion of local SME supplier products at the Sands China back-of-house area
- promotion of local SME suppliers selling their products to LVS global properties

We continue to be mindful of the cultural and regulatory requirements at each of our properties whilst establishing our global presence and procurement strategies. Sands China expects all suppliers who wish to do business with us to meet all Macao Government standards and pass rigorous background inspections. We also expect all Sands China suppliers in turn to hold their own suppliers to these same high standards.

Our 4-Step approach to managing our supply chain risk



HKEX ESG Reporting Guide Index

A. Environmental

Name	Description	Section & Page	Comments
Aspect A1: Emissions			
General disclosure	Information on: a) the policies; and b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.	Sands ECO360 Global Sustainability Strategy — Page 6 Setting Goals — Pages 8–9 Environmentally Responsible Operations — Page 11 Emissions — Pages 12–13 Water — Page 13 Waste Management — Pages 14–15	
KPI A1.1	The types of emissions and respective emissions data.	Emissions — Pages 12–13	We have provided our air quality emissions for NO _x , SO _x and PM by applying the conversion factors provided by the Stock Exchange. As we do not have figures for distances travelled by our Limousines fleet, and also do not have conversion factors for CNG and marine fuel, this disclosure is incomplete.
KPI A1.2	Greenhouse gas emissions in total (in tonnes) and where appropriate, intensity (e.g. per unit of production volume, per facility).	Emissions — Pages 12–13 Environmental Performance — Pages 17–18	Our GHG emissions and carbon footprint figures reflect our 2016 CDP submissions. The unit used (MTCO ₂ e) is that applied at a Group level. An external auditor verifies our GHG emissions.
KPI A1.3	Total hazardous waste produced (in tonnes) and where appropriate, intensity (e.g. per unit of production volume, per facility).	Waste Management — Pages 14–15 Environmental Performance — Pages 17–18	Our waste is managed in accordance with our Sands ECO360 strategy. We do not categorize as ‘hazardous’ and ‘non-hazardous’, rather we record and manage our waste based on ‘Diverted’ and ‘Non-Diverted’ waste categorized as Standard (plastic, metal, paper, etc.), Organic (food waste, cooking oil etc.) and Other (batteries, e-waste, light bulbs, soap, shampoo, etc.). This approach is based on our focus on saving natural resources. The units used (ton) are those applied at a Group level. 3rd-party experts calculate our figures for produced waste.
KPI A1.4	Total non-hazardous waste produced (in tonnes) and where appropriate, intensity (e.g. per unit of production volume, per facility).	Waste Management — Pages 14–15 Environmental Performance — Pages 17–18	
KPI A1.5	Description of measures to mitigate emissions and results achieved.	Green Buildings — Page 10 Energy — Pages 11–12 Emissions — Pages 12–13	
KPI A1.6	Description of how hazardous and non-hazardous wastes are handled, reduction initiatives and result achieved.	Green Buildings — Page 10 Waste Management — Pages 14–15	Waste management, including hazardous waste, is a key component of our Environmentally Responsible Operations. We treat hazardous waste such as paint, paint oil, chemicals in accordance with local regulation and divert it through the Macao Hazardous Waste Management Plant.
Aspect A2: Use of Resources			
General disclosure	Policies on the efficient use of resources, including energy, water and other raw materials.	Sands ECO360 Global Sustainability Strategy — Page 6 Setting Goals — Pages 8–9 Energy — Pages 11–12 Water — Page 13	

Name	Description	Section & Page	Comments
KPI A2.1	Energy consumption by type (e.g. electricity, gas or oil) in total (kwh in '000s) and intensity (e.g. per unit of production volume, per facility).	Energy — Pages 11–12 Environmental Performance — Pages 17–18	Our energy consumption figures reflect our 2016 CDP submissions. The unit used (gigajoules — GJ) is that applied at a Group level. 3rd-party experts calculate our figures for energy consumption and intensity.
KPI A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility).	Water — Page 13 Environmental Performance — Pages 17–18	
KPI A2.3	Description of energy use efficiency initiatives and results achieved.	Green Buildings — Page 10 Energy — Pages 11–12 Environmental Performance — Pages 17–18	
KPI A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency initiatives and results achieved.	Water — Page 13	
KPI A2.5	Total packaging material used (in tonnes), and if applicable, with reference to per unit produced.	Not Applicable	Packaging has not been identified within our Sands ECO360 strategy as a material issue. Packaging related to procurement of goods is handled as part of the waste management system.

Aspect A3: The Environment & Natural Resources

General disclosure	Policies on minimizing the issuer's significant impact on the environment and natural resources.	Sands ECO360 Global Sustainability Strategy — Page 6 Setting Goals — Pages 8–9	Our commitment to reducing the impact of our operations on the natural environment is part of the mission statement within our Sustainability Policy. As part of our efforts to deliver on this mission, minimising our impact on biodiversity and natural ecosystems is important for us. In addition, our mission towards combating climate change and pollution will have an indirect impact on restoring biodiversity and ecology at large.
KPI A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	Sands ECO360 Global Sustainability Strategy — Page 6 Setting Goals — Pages 8–9 Environment — Pages 10–20 Team Member Collaboration for Sustainability — Pages 25–26	

B. Social

Name	Description	Section & Page	Comments
Employment & Labour Practices			
Aspect B1: Employment			
General disclosure	Information on: a) the policies; and b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	Team Members — Pages 21–24	
KPI B1.1	Total workforce by gender, employment type, age group and geographical region.	Team Members — Page 22	

Name	Description	Section & Page	Comments
KPI B1.2	Employee turnover rate by gender, age group and geographical region.	Team Members — Page 22	
Aspect B2: Health & Safety			
General disclosure	Information on: a) the policies; and b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	Health & Safety — Page 24	
KPI B2.1	Work-related fatality number and rate.	Health & Safety — Page 24	
KPI B2.2	Lost days due to work injury.	Health & Safety — Page 24	
KPI B2.3	Description of occupational health and safety measures adopted, how they are implemented and monitored.	Health & Safety — Page 24	
Aspect B3: Development & Training			
General disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	Professional Development & Training — Pages 22–23	
KPI B3.1	Description of training activities provided and if relevant, the percentage of employees trained by employee category (e.g. senior management, middle management etc.).	Professional Development & Training — Pages 22–23	
KPI B3.2	The average training hours completed per employee by employee category.	Professional Development & Training — Pages 22–23	
Aspect B4: Labour Standards			
General disclosure	Information on: a) the policies; and b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.	Team Members — Page 21 Labour Standards — Page 24 Supply Chain Management — Pages 35–36	
KPI B4.1	Description of measures to review employment practices to avoid child and forced labour.	Labour Standards — Page 24 Supply Chain Management — Pages 35–36	
KPI B4.2	Description of steps taken to eliminate such practices when discovered.	Labour Standards — Page 24 Supply Chain Management — Pages 35–36	
Operating Practices			
Aspect B5: Supply Chain Management			
General disclosure	Policies on managing environmental and social risks of the supply chain.	Sustainable Procurement — Page 16 Supply Chain Management — Pages 35–36	
KPI B5.1	Number of suppliers by geographical region.		Data is not available and we will seek to provide this information in our future reports.
KPI B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, how they are implemented and monitored.	Sustainable Procurement — Page 16 Supply Chain Management — Pages 35–36	

Name	Description	Section & Page	Comments
Aspect B6: Product Responsibility			
General disclosure	Information on: a) the policies; and b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	Green Meetings and Events — Pages 19–20 Health & Safety — Page 24 Responsible Gaming — Page 30 Customer Relationship Management — Pages 32–34	Sands China had no incidents of non-compliance with laws and regulations with regards to health and safety, advertising and privacy matters relating to products and services provided. Labeling is not relevant to our business.
KPI B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	Not Applicable	Not relevant for Sands China as a service-based business
KPI B6.2	Number of products and service related complaints received and how they are dealt with.	Customer Satisfaction — Pages 32–34	
KPI B6.3	Description of practices relating to observing and protecting intellectual property rights.	Not Applicable	Not relevant for Sands China as a service-based business
KPI B6.4	Description of quality assurance process and recall procedures.	Not Applicable	Not relevant for Sands China as a service-based business
KPI B6.5	Description of consumer data protection and privacy policies, how they are implemented and monitored.	Customer Data Privacy — Page 34	
Aspect B7: Anti-Corruption			
General disclosure	Information on: a) the policies; and b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.	Ethical Business Conduct — Pages 31–32	There were two relevant and material legal cases concluded during the reporting period. The controlling shareholder of Sands China, LVS entered on April 7, 2016 into an agreement with the Securities and Exchange Commission (SEC) (the “SEC Order”) ending an SEC investigation for FCPA violations. In accordance with the SEC Order LVS paid a fine of US\$9,000,000. The SEC Order can be accessed at: https://www.sec.gov/litigation/admin/2016/34-77555.pdf
KPI B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.		
KPI B7.2	Description of preventive measures and whistle-blowing procedures, how they are implemented and monitored.	Ethical Business Conduct — Pages 31–32	Also during the reporting period the controlling shareholder of Sands China, LVS entered on May 19, 2016 into a Stipulation for Settlement and Order with the Nevada Gaming Control Board (“NGCB”) for FCPA and AML violations. In accordance with the NGCB Stipulation for Settlement and Order LVS paid a fine of US\$2,000,000. The NGCB Stipulation for Settlement and Order can be accessed at: http://gaming.nv.gov/modules/showdocument.aspx?documentid=11160
Community			
Aspect B8: Community Investment			
General disclosure	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities’ interests.	Community Investment — Pages 27–29	
KPI B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	Community Investment — Pages 27–29	
KPI B8.2	Resources contributed (e.g. money or time) to the focus area.	Community Investment — Pages 27–29	