心繫社區
同創繁榮

SHAPING A BRIGHTER FUTURE

金沙中國
Sands China Ltd.



2023

金沙中國多元經濟及社會企業責任工作概覽

OVERVIEW OF SANDS CHINA'S CORPORATE SOCIAL RESPONSIBILITY & CONTRIBUTIONS TO ECONOMIC DIVERSIFICATION



WE CARE FOR YOU, RAIN OR SHINE

金沙中國
Sands China ltd.

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主席的話

金沙中國植根澳門逾二十載，多年來不論環境順逆，公司仍一直堅守履行服務社區的承諾。

2023 年，社會在經歷新冠疫情的嚴峻挑戰後全面復常，而澳門新一輪的十年博彩特許經營期亦正式展開。金沙中國在這一年為澳門倫敦人舉行盛大慶典，並重申了對澳門、澳門市民和澳門經濟的承諾，包括未來十年在澳門投資 37 億美元，持續為鞏固澳門作為世界旅遊休閒中心的定位貢獻力量。

金沙中國致力把社會責任融入核心營運理念之中，除了著重自身業務及旅遊業的整體發展外，亦積極實踐多項企業社會責任舉措，包括「金沙關懷」企業公民計劃及「金沙環保 360」全球可持續發展策略，支援本澳弱勢社群及推動社會可持續發展，持續打造澳門成為宜居、宜業、宜遊的城市。

金沙中國十分榮幸在過去的一年持續透過投資非博彩項目，豐富澳門作為旅客首選的商務及娛樂休閒目的地的內涵，助力澳門更好地融入國家發展大局。

隨著來自世界各地的旅客重臨澳門，金沙中國對澳門的未來發展充滿信心。我們將一如既往為賓客及訪客提供卓越優質的服務，並持續為構建更美好的社區出一分力。

拉斯維加斯金沙集團及
金沙中國主席
Robert G. Goldstein
二零二四年

Chairman's Message

With our deep roots in Macao grown over the past two decades, Sands China remains unwavering in our commitment to serving the community, rain or shine.

After emerging from the challenges posed by the COVID-19 pandemic in 2023, we embraced the return to normalcy, with the grand celebration of The Londoner Macao marking the start of Sands China's new 10-year gaming concession. In kicking off this new era, we reaffirm our commitment to Macao, its people, and its economy by pledging to invest US$3.7 billion in the city over the next decade, as we continue working to solidify Macao's position as a world centre of tourism and leisure.

Our endeavours, however, extend beyond merely business and tourism. We are proud to continue executing our corporate social responsibility efforts such as Sands Cares and the Sands ECO360 global sustainability strategy, as we actively support local disadvantaged groups and implement sustainable measures that generate a positive impact, making Macao an exemplary place to live, work, and visit.

While we look back on the year 2023, Sands China is honoured to continue contributing to Macao's integration into the nation's overall development by investing in non-gaming ventures and bolstering Macao's reputation as the ultimate destination for both leisure and business travellers.

As we again welcome visitors from around the world, we maintain our steadfast confidence in the future of Macao and remain committed to serving our local community while serving our guests and visitors.

Robert G. Goldstein
Chairman
Las Vegas Sands Corp. and Sands China Ltd.
2024



行政副主席的話

2023 年是春暖花開之年，澳門在中央人民政府的支持以及澳門特區政府的領導下，一洗新冠疫情的陰霾，恢復全面通關，熟悉的景象翩然回歸，澳門各界終於迎來風雨後的絢麗彩虹。

成功的企業是由優秀和穩健的團隊組成。疫情三載，金沙中國團隊成員與公司同舟共濟，全力支援公司內外核酸檢測站的運作，並於隔離醫學觀察酒店閉環工作，合計貢獻逾 750 萬小時的服務時數，竭盡所能協助社區克服重重難關，令我們引以為傲。二十年間，我們見證本地管理層佔比從 2004 年的 20% 上升至 2023 年的 92%，企業竭力培育本澳多元人才、支持本地就業取得實質成果。我們盼望將金沙中國構建成支持團隊成員不斷成長且具廣闊發展空間的企業。集團旗下設金沙中國學院，涵蓋會展、零售及娛樂表演等八個不同領域，為本地旅遊業培育獨當一面的專業人才，為澳門打造國際高端人才集聚高地貢獻力量。

除了人才，文化同樣代表城市的軟實力。澳門經歷了四百多年的中西交融歷史，擁有不少珍貴的文化資源，值得我們向市民和旅客推廣。金沙中國配合澳門「一中心、一平台、一基地」的定位，透過「金沙中國表演藝術計劃」從中國內地、歐洲、香港等地引入舞蹈詩劇《只此青綠》—— 舞繪《千里江山圖》、國家一級演員羅晨雪傾力演繹的全本《牡丹亭》，以及粵劇瑰寶經典劇目《帝女花》等優秀表演藝術項目，並於金沙藝廊先後舉辦十次中外藝術大師的展覽，致力推動中華文化的傳承和推廣，並持續促進澳門與外地的藝術交流，同時加強本地藝術鑑賞的美學氛圍，推動本澳藝文產業可持續發展。

金沙中國以澳門為家，並視建設澳門為己任。公司旗下 3,300 名社區義務工作者 —— 金沙中國關懷大使憑藉他們的熱忱以及奉獻精神，利用私人時間向社區伸出援手。截至 2023 年，關懷大使合共貢獻 310,000 個義工服務時數，組織超過 650 項活動，並憑著自己的力量，為弱勢社群送上歡笑和溫暖。今年，關懷大使計劃迎來成立十五周年的重要里程碑，金沙中國將持續於社區深耕細作，一點一滴地讓澳門變得更加和諧美好。

展望未來，我們願與澳門社區並肩同行，繼往開來，齊心協力共創美好明天。

金沙中國有限公司行政副主席
王英偉
二零二四年

Executive Vice Chairman's Message

The year 2023 was a year for recovery and rebounding. Under the guidance of the Central People's Government and the Macao SAR Government, the city saw the haze of the pandemic clear, the lifting of all border restrictions, and the return of graceful and familiar scenes – with the entire community welcoming the rainbow after the rain.

Great companies are built on the foundation of a solid, professional team. We are proud that our team members stood by the company to do everything in their power to help the community overcome the difficulties of the three-year pandemic. Their selfless support was crucial as we actively allocated resources to various relief efforts, including supporting nucleic acid testing stations at The Venetian Macao and in the city, providing our properties as medical observation hotels, and contributing over 7.5 million service hours in pressing forward with the community.

Over the past 20 years, Sands China has proactively nurtured our team members to become capable leaders. As a result, we have witnessed significant growth in local management positions, climbing from 20% in 2004 to 92% in 2023 – a testament to the company's relentless efforts to nurture a diversity of local talent and support local employment. We aim for our growth as an enterprise to continually support team members as they further develop. Key to that effort is our Sands China Academy, which comprises eight sub-academies that cover different aspects such as MICE, retail and entertainment – so as to nurture extraordinary professionals for the local tourism industry and contribute to Macao's establishment as an international hub for high-calibre talent.

In addition to talent development, Macao's culture is equally representative of the city's strength. Macao has an over 400-year history of East-meets-West cultural integration, with a number of precious cultural resources worthy of promoting to residents and tourists. To that end, Sands China fully supports Macao's positioning as "One Centre, One Platform, One Base" through its Sands Performing Arts Program, which introduces top-notch performances from mainland China, Europe and Hong Kong. These performances have included Poetic Dance Drama: "The Journey of a Legendary Landscape Painting" – "A Panorama of Mountains and Rivers;" "The Peony Pavilion," performed by national first-class actor Luo Chenxue; the classic Cantonese opera "Floral Princess" and more. Furthermore, our Sands Gallery has organised 10 art exhibitions featuring Chinese and overseas artists to foster the inheritance and promotion of Chinese culture, continuously enhance cultural exchange between local and foreign artists, and strengthen an atmosphere of art appreciation in the city, thereby promoting the sustainable development of the local arts and culture industries.

Macao is Sands China's home and the company regards community-building as its own responsibility. With their enthusiasm and passion to contribute to this endeavour, our 3,300 Sands Cares Ambassadors volunteer their personal time to lend a helping hand to the community. As of the end of 2023, the Ambassadors had contributed 310,000 hours of community service through 650 activities, delivering laughter and warmth to disadvantaged groups through the power of their love and care. With this year marking the 15th anniversary of the Sands Cares Ambassador Programme, the company will continue to wholeheartedly contribute to making Macao an even more harmonious and beautiful community.

Sands China will walk side-by-side with Macao as we build upon the successes of the past and forge ahead to create a better tomorrow together.

Dr. Wilfred Wong
Executive Vice Chairman
Sands China Ltd.
2024



行政總裁的話

今年五月二十日，澳門金沙迎來了開幕二十周年誌慶。澳門金沙二十年前開幕，為綜合度假村的經營模式奠定新里程。隨後澳門威尼斯人、澳門百利宮及澳門四季酒店、澳門巴黎人，到澳門倫敦人等大型綜合度假村相繼於金光大道上落成，就推動澳門酒店產業、會展、餐飲、零售、娛樂表演等非博彩元素蓬勃發展，助力促進經濟適度多元，與澳門同心同行。

金沙中國的發展是集團與澳門同步成長的最佳寫照。我們成功的背後，全賴一支 26,000 人的堅實團隊以及超過 2,000 個供應商合作伙伴的鼎力支持。他們與我們並肩同行，夙夜匪懈，為澳門繁榮穩健發展共同努力。

我們對澳門充滿信心和期盼，並一如既往恪守「以大帶小」的營商理念。2023 年，金沙中國的總採購金額達澳門幣 84 億元，其中澳門本地中小企業佔總採購比例為 26%。此外，我們不斷推陳出新，運用自身的網絡和資源，引領優秀的本地企業走向國際，包括遠赴新加坡舉辦疫後首個海外大型推廣活動「展示澳門」，成功促成多家中小微企與濱海灣金沙達成採購合作，彰顯集團堅定支持澳門特區政府的多項舉措，助力本澳中小微企拓展更多元的市場。

一直以來，金沙中國積極透過舉辦不同類型的大型盛事，豐富旅客的旅遊體驗，並鞏固澳門作為盛事之都的地位。作為引進亞洲以至國際級大型娛樂表演項目的先驅，我們截至 2023 年底合共舉行了 740 場表演項目，吸引逾 470 萬人次，藉邀請全世界首屈一指的表演者蒞澳演出，大力推進澳門的「演唱會經濟」發展。此外，金沙中國持續推動本澳體育旅遊融合發展，包括自 2021 年起贊助及合辦每年近萬人參與的「金沙中國澳門國際十公里長跑賽」等多項大型體育賽事。最近我們亦合辦「金沙中國澳門羽毛球公開賽」，積極為建設「體育之城」貢獻力量。

自 2023 年 9 月起，金沙中國與澳門特區政府緊密合作，積極推動片區活化的工作，以「重塑、激活、融舊立新」為發展方針，配合政府推動文旅及社區旅遊的施政策略，於益隆炮竹廠舊址、龍環葡韻、草堆街、永福圍及澳門文化中心廣場五大片區，按照區內的條件，因地制宜推行「草堆街創意方案大募集」等各具特色的活化項目，在豐富社區內涵和功能的同時保留其珍貴的文化肌理和特色，支持區內本澳中小微企持續茁壯成長。

我們將持續全面配合特區政府的施政方針，與社會各界攜手合作，為打造澳門成為世界旅遊休閒中心貢獻力量，共同邁向澳門發展新里程。

金沙中國有限公司行政總裁兼執行董事
鄭君諾
二零二四年

CEO's Message

Sands Macao marks its 20th anniversary on May 20 this year. The grand inauguration of Sands Macao 20 years ago served as the pivotal moment for the beginning of Macao's integrated resorts, paving the way for Sands China's properties on the Cotai Strip – The Venetian Macao, The Plaza Macao, The Parisian Macao, and The Londoner Macao. This, in turn, has promoted the robust development of Macao's non-gaming offerings, such as in the hotel, MICE, food and beverage, retail, and entertainment industries, further enhancing moderate economic diversification as we continue to stand by Macao.

Sands China's development beautifully reflects the synchronized growth between the company and Macao. Behind our success is the ultimate support of a solid team of 26,000 team members and over 2,000 suppliers. As they walk side-by-side with us in working tirelessly day and night, we strive to contribute to Macao's prosperity and steady development.

We are filled with confidence and anticipation towards Macao as we continue to adhere to the business philosophy of growing with small and medium enterprises (SMEs). In 2023, Sands China recorded a gross procurement amount of MOP 8.4 billion, 26% of which went to local SMEs. We continue to innovate as we leverage our network and resources to guide Macao enterprises to enter the global marketplace. In light of this, we held the "Macao Showcase" in Singapore as the first major post-pandemic event in an overseas market. Successfully helping Macao brands establish business relationships with Marina Bay Sands as a result was a tangible outcome of our commitment to supporting the Macao SAR government's SME-development measures and facilitating Macao's SMEs to expand into a more diverse market.

Meanwhile, Sands China has always hosted a variety of mega events to enrich the travel experience of visitors, strengthening Macao's position as a "City of Events." As a pioneer in bringing the biggest entertainment acts in Asia and from around the world to Macao, we have delivered 740 performances for over 4.7 million people to enjoy, as of the end of 2023. We have invited the world's leading performers to the stage in Macao, vigorously enhancing the development of Macao's concert economy. In addition to this, Sands China has relentlessly fostered the development of sports tourism in Macao, including sponsoring and co-organising the Sands China Macao International 10K run, which launched in 2021 and now attracts over 10,000 participants annually. Other mega sporting events we've hosted include the Sands China Ltd. Macau Open Badminton tournament, actively contributing to building a "City of Sports."

Since September 2023, Sands China has been closely working with the Macao SAR government to promote community revitalisation under the direction of "Reshape. Rejuvenate. Reimagine." and to add stimulus to Macao's strategy of cultural tourism and community tourism. We have been contributing to the revitalisation efforts in five areas: the former Iec Long Firecracker Factory, the Taipa Houses, Rua das Estalagens, Pátio da Eterna Felicidade, and Macao Cultural Centre Square. According to the situations and needs of each neighbourhood, we have launched special events and initiatives like the Entrepreneurship Recruitment Programme for Rua das Estalagens to boost the essence and capabilities of the neighbourhoods. While retaining the neighbourhoods' valuable cultural characteristics, these community revitalisation initiatives help support the growth of Macao's SMEs in the neighbourhoods.

We are committed to continue supporting the SAR government's policies and measures and bolstering Macao's status as a world centre of tourism and leisure, as we join hands with all sectors of society to forge ahead toward new horizons.

Grant Chum
Chief Executive Officer and Executive Director
Sands China Ltd.
2024

人才發展

TALENT DEVELOPMENT

培育多元人才 共建幸福職場

CULTIVATING DIVERSE TALENT WHILE BUILDING A WARM WORKPLACE



培育多元人才　共建幸福職場

Cultivating Diverse Talent While Building a Warm Workplace

金沙中國作為全澳最大私營僱主，截至 2023 年底員工人數已達 26,000 人。多年來我們以澳門為家，為本地旅遊業創造大量多元化的就業機會，並洞悉社會對人才日益增長的需求，因此與時並進，積極開創具前瞻性的計劃，開拓團隊成員的發展前景，同時不斷調整人資策略，培育業界專才。

為配合澳門特區政府「人才建澳」的施政方針，金沙中國於公司的培育發展平台「金沙中國學院」旗下設置八所專科學院，提供專業培訓課程，同時鼓勵員工自主學習。此外，我們一直貫徹「以人為本」的理念，時刻關注員工的個人成長以至身心健康，支持他們在事業發展歷程上譜寫更精彩的篇章。展望未來，金沙中國將繼續打造健康愉快的工作環境，並期望與一眾出色的員工繼續並肩同行，攜手共創新里程。

Rooted in Macao for over two decades, Sands China is the largest private employer in the city, with 26,000 team members as of the end of 2023. Over the years, we have created a variety of job opportunities for the local tourism industry. Recognising the increasing demand for talent in the city, we actively roll out forward-looking plans to expand the developmental prospects for our team members, while constantly adjusting human resources strategies to cultivate industry professionals.

To support the Macao SAR government's policy of "Building Macao through Talent Training," Sands China established the Sands China Academy – a comprehensive talent development platform with eight sub-academies providing professional training sessions and encouraging team members to learn new skills. As a company that puts people at heart of our strategy, we likewise greatly value our team members' personal growth and their physical and mental health, as we support them to write exciting chapters in their career development. Looking ahead, Sands China will continue creating a happy and thriving workplace for our outstanding team members as we achieve new milestones together.

創新發展機會　攜手並肩前行

Creating Opportunities as We Move Forward with Society

人才是公司發展的基石。金沙中國多年來配合多元業務需要，為本澳創造大量就業機會，助力推動澳門特區政府經濟適度多元發展。

Nurturing talent is the cornerstone of the company's development. Sands China has created an abundance of job opportunities in Macao to meet the city's needs for its diverse industries, in an effort to facilitate the moderate diversification of the Macao SAR's economy.

憑藉多元化的業務創造超過 **1,400 個**新工種
Created over 1,400 new job types

為澳門居民提供超過 **90,000 個**就業機會
Provided over 90,000 job opportunities for Macao residents

截至 2023 年底，累計逾 14,000 名員工服務金沙中國十年或以上，佔整體員工五成以上；當中超過 6,600 名服務公司逾十五年，而澳門金沙 2004 年開幕的團隊中近 1,230 名員工一直服務至今。員工建立對公司的忠誠度，正是金沙中國以澳門為家、「同心同行」的理念的最佳佐證。

As of the end of 2023, over 14,000 of our team members have worked with the company for over 10 years, accounting for over half of the entire workforce. Among them, more than 6,600 have served for 15 years and nearly 1,230 founding team members have served since helping open Sands Macao in 2004. The loyalty of our team members is the ultimate testament to Sands China viewing Macao as its home and cultivating a culture of fellowship.











用心栽培員工、提供理想的事業發展及晉升機會是員工願意長期服務的關鍵要素。為達至人盡其才、拓寬員工視野和個人發展，協助他們發揮所長，公司持續為員工提供良好的晉升機會和更寬廣的職業前景。

Supporting and providing ideal professional development and promotional opportunities are two key reasons why team members are willing to work here long-term. In order to make the best use of talent, broaden team members' horizons and personal development, and help them unleash their potential, the company continues to provide them with advantageous promotional opportunities and broader career prospects. To this end, the company's talent training initiatives are focused on the career development of team members.

8,218
次橫向發展機會
horizontal development opportunities

86%
為本地員工
of team members are local residents

5,218
人次成功轉職
Job transfers

3,000
名員工獲得橫向職場體驗機會
Team members obtained horizontal occupational experience opportunities

數據截至2023年12月31日
Data as of 31 December, 2023

遠 over **22,500** 次晉升機會 Job promotion opportunities

81% 為本地員工 of team members are local residents

92% 2023年

20% 2004年

本地管理層比例大幅上升
Significant growth in local management

多元培育策略　促進專業發展

DIVERSE STRATEGIES TO NURTURE PROFESSIONAL DEVELOPMENT

培訓時數超國際水平

TRAINING HOURS EXCEED INTERNATIONAL STANDARD

人才培育一直是金沙中國的發展重點。金沙中國一直致力為澳門以至大灣區儲備高水平、多元化的人才，2023 年公司每位員工平均受訓時數超過 88.3 小時，遠高於人才發展協會（ATD）設定 40.6 小時的標準。

Talent development has always been the focus of Sands China's strategy. The company is committed to building a pool of high-level and diverse talent for Macao and the Greater Bay Area. In 2023, each team member received an average of over 88.3 hours of training, higher than the standard of 40.6 hours set by the Association for Talent Development (ATD).



設八大專科學院

ESTABLISHING EIGHT SUB-ACADEMIES

金沙中國一直致力為業界樹立成功典範。公司透過設立綜合人才發展平台「金沙中國學院」引領粵港澳大灣區人才發展，並邀請業內專才分享行業經驗及專業知識，為員工以及身處大灣區的業界人士構建全方位發展平台，促進他們在不同領域上的多元發展。

金沙中國學院旗下設八大專科學院：

Sands China is determined to set a new training benchmark for the industry. The company seeks to lead talent development in the Greater Bay Area through its comprehensive talent development platform, the Sands China Academy, and by inviting industry elites to share their experience and professional knowledge with participants. This builds an all-round development platform for team members and industry professionals in the Greater Bay Area to promote their diversified development in different fields.

The eight sub-academies under the Sands China Academy are:

金沙零售學院 Sands Retail Academy	塑造零售專才 Nurture retail talent 銷售實戰必殺技 Impart practical sales skills 提升消費購物體驗 Enhance shopping experience	12,000+ 零售業人士 retail talents 1,700+ 培訓課程 training courses 44,000+ 培訓時數 training hours
金沙採購學院 Sands Procurement Academy	扶持本地中小微企 Support local SMEs 熟悉採購全流程 Familiarize SMEs with best-practice procurement procedures 優化服務質量以及管理水平 Enhance service quality and management standards	8,100+ 培訓時數 training hours 524+ 家供應商參加 participating suppliers 485+ 家供應商畢業 supplier graduates
金沙會展學院 Sands MICE Academy	塑造本地及大灣區會展專才 Nurture MICE talent in Macao and the Greater Bay Area 校企合作研討會 Host university-enterprise cooperation seminars 提高澳門作為國際會展目的地的整體競爭力 Enhance Macao's overall competitiveness as an international MICE destination	與澳門旅遊大學簽署合作備忘錄 Memorandum of understanding with the Macao University of Tourism (UTM)
金沙酒店管理學院 Sands Hospitality Academy	吸引本地青年投身酒店行業 Attract local youth to join the hotel industry 樹立行業標準 Set industry standards 引領從業員走向國際化 Lead industry practitioners to go global	與澳門理工大學簽署合作備忘錄 Memorandum of understanding with Macao Polytechnic University (MPU)
金沙綜合度假村管理學院 Sands IR Management Academy	培育綜合度假村行業未來領袖 Nurture future leaders for the integrated resort industry 理論結合實戰 Integrate theory into practice 跨職能、跨部門學習 Facilitate cross-discipline and cross-department learning	管理層學員完成培訓 Management trainees have completed training
金沙設施管理學院 Sands Facilities Academy	吸引青年投身設施管理行業 Attract youth to engage in the facility management industry 接軌國際標準 Meet international standards 以成為行業頂尖目標 Strive toward industry-leading practices	部門員工持續接受培訓 Team members continue to train
金沙娛樂表演學院 Sands Entertainment Academy	啟蒙應用型技術人才 Nurture talent in applied technology 提供展現藝術才能平台 Provide a talent showcase platform 攜手院校合作 Collaborate with tertiary institutions	學員完成計劃 Trainees have completed training
金沙負責任博彩學院 Sands Responsible Gaming Academy	培育負責任博彩大使 Nurture Responsible Gaming Ambassadors 向社會各界宣揚負責任博彩理念 Promote responsible gaming to the community	累計培訓時數近 60,000 小時 Nearly 60,000 training hours delivered

2023 年金沙中國學院舉行的部份活動包括：
IN 2023, SANDS CHINA ACADEMY ORGANISED THE FOLLOWING EVENTS:

- 國際禮賓禮儀接待技巧工作坊
  Skills in International Hospitality and Protocol Workshop





- 與澳門旅遊大學合辦會展學術研討會
  Co-organised with UTM to host a symposium on conventions and exhibitions



- 「中華精髓 茶之文化」講座
  "The Art of Tea – Quintessential Chinese Culture" seminar





- 與澳門理工大學合辦智慧旅遊學術研討會
  Co-organised with MPU to host a smart tourism symposium



橫向職涯發展機會
HORIZONTAL CAREER DEVELOPMENT

為積極拓展員工的職業發展空間，金沙中國推出多項橫向舉措，包括持續支持**內部轉職**、**按業務發展的調任**及為**本地高管安排橫向發展**，於 2016 年更推出**「我．路向」職業橫向發展計劃**，致力推動本地員工橫向流動。此計劃讓員工可彈性轉換工作性質，在完成計劃後擁有第二技能，同時可選擇留在該部門深造或回到原部門工作，更可多次參加計劃以掌握更多職業技能，擴大職業的橫向發展機會。計劃截至 2023 年底，已有逾 5,200 人次獲安排轉職，而各項橫向流動舉措已成功為超過 8,200 人次提供橫向發展機會。

Sands China is committed to nurturing local talent and enhancing the career development of our employees as a major focus of our human resource initiatives. Our horizontal programmes include ongoing support for **internal transfers, business driven-transfers** and **programmes for horizontal development of local management executives.** To this end, the company launched its **"My Way" horizontal career development programme** in 2016, which facilitates lateral career mobility for local team members and provides them with flexible job transfer opportunities. The programme allows employees to master new skills after completing the training, upon which they can choose either to continue to work in the new department or return to their original positions. Moreover, they can also participate in the programme more than once to gain additional vocational skills and expand their career development opportunities. Since its launch, job transfers have been arranged for over 5,200 team members as of the end of 2023, and the various initiatives dedicated to horizontal career development have benefited over 8,200 team members.

管理層培育
Nurturing Management Professionals

截至 2023 年底，公司的本地管理層百分比由 2004 年的 20% 大幅上升至 2023 年近 92%，女性佔 46%，接軌國際指標。

公司於 2022 年推出「金沙中國全才領袖啟導計劃」，以快速事業發展、多元業務體驗、高管直接指導、行政領袖課程、真責任真經驗、國際交流機會六大特色吸引人才參與計劃。自計劃推出後，接收了近 170 位來自澳門及世界各地高等院校畢業人才的申請，當中近 70% 為本地人才。

As of the end of 2023, local team members see an increase from 20% of the total management in 2004 to nearly 92% in 2023, 46% of whom were women, aligning with international standards.

Our company launched the "Sands China Leadership Programme" in 2022, which encourage team members to participate and learn across six themes: rapid career development, diverse operational experience, inter-departmental professional coaching, exchange of management insights, international exchange opportunities. Since its launch, we have received nearly 170 applications from graduates from higher education institutions in Macao and around the world, of which 70% are local talents.

持續增競爭力　融入國家大局
Integrating into National Development

金沙中國重視員工的職業素養水平，自 2016 年起舉辦了超過 70 場不同類型的職業素養培訓活動，當中包括專業培訓課程班、粵港澳大灣區實地考察、高管國情教育、專題講座、交流活動、電影欣賞會等大大小小的活動。

Sands China is committed to developing the professionalism of our team members and has hosted more than 70 professionalism education activities since 2016, including training programmes, field visits to the Greater Bay Area, national education for senior management, thematic seminars, exchange activities, and movie screenings.

勞、資、政合辦的職業素養培訓課程
Professionalism Training Programme Jointly Organised with the Government and Local Associations

金沙中國率先於 2016 年與澳門工會聯合總會及勞工事務局聯合舉辦了首個職業素養培訓課程，致力為本地員工提升核心競爭力及抗壓力，以及加強對國家發展的大局觀。公司完成於 2017 年承諾 5 年內為 7,500 名員工提供職業素養培訓的目標，並於近年將培訓課程延伸至非博彩部門。直至 2023 年底，已有近 8,800 名員工接受了相關培訓，成效遠超預期。

In 2016, Sands China took the lead in organising the first professionalism development programme with the Macao Federation of Trade Unions and the Labour Affairs Bureau to enhance the core competitiveness and resilience of our company's local workforce and strengthen their perspective on national development. The company has fulfilled its commitment made in 2017 to provide professionalism training for 7,500 team members within five years and has extended relevant training programmes to team members in non-gaming departments in recent years. By the end of 2023, nearly 8,800 team members had received the relevant training, far surpassing expectations.

提升職業素養
Enhancing Team Members' Professionalism

金沙中國亦透過舉辦及鼓勵員工參與講座、名家講壇、學術研討會等不同活動，協助提升其職業素養水平，其中 2023 年舉辦的相關活動包括：

Sands China has held various activities to help team members enhance their professionalism, including seminars and distinguished speaker series. Activities have included:

- 金沙名家講壇 ——「兩會」精神之分享
  Sands China Distinguished Speaker Forum – The Spirit of NPC and CPPCC Sharing Session
- 金沙名家講壇 —— 紀念澳門基本法頒佈 30 周年
  A seminar to commemorate the 30th anniversary of the promulgation of the Basic Law of the Macao SAR
- 全民國家安全教育展
  National Security Exhibition
- 欣賞沉浸式戲劇《鄭家夜宴》
  Immersive theatre experience, "The Banquet of Zheng Family"

鼓勵提升技能
Boosting Team Members' Skill Sets

金沙中國持續支持員工踴躍參加業界比賽，不但可向大眾展示優秀的職業技能水準，更有助累積經驗及促進業界交流，提升服務水準。於 2023 年期間，公司員工積極參加多項業界比賽並喜獲佳績。

Sands China continues to support employees to actively participate in industry competitions, which not only showcase their professional skills to the public, but also help them accumulate experience, take part in industry exchanges, and improve their service standards. In 2023, our team members actively participated in a number of industry competitions and achieved successful results.

澳門職業技能認可基準 —— 2023 金襟針比賽
Macao Occupational Recognition System (MORS) – 2023 Gold Pin Competition







2023 年「深合杯」職業技能大賽 —— 酒店接待職業技能競賽
2023 "Shenhe Cup" Vocational Skills Competition – Front Desk Agent Vocational Skills Competition











第五屆澳門綜合旅遊休閒企業職業技能競賽
5th Macau Integrated Tourism and Leisure Enterprise Vocational Skills Competition











人才發展 | Talent Development

培育各行專業人才　提升本地業界水平
Nurturing Elites and Boosting Local Standards

金沙零售學院
Sands Retail Academy

創立於 2013 年，金沙零售學院為澳門金沙購物城邦旗下商戶的零售從業員提供免費培訓課程，致力推進零售從業員的職涯發展，為賓客提供優質服務及創造難忘的購物體驗，截至 2023 年底已為近 12,000 名本澳零售從業員提供培訓，進一步提升整體旅遊服務質素及工作成效。

2023 年，金沙中國與澳門旅遊局及澳門消費者委員會合辦「星級零售服務」系列講座，邀請主講嘉賓分別就誠信服務、銷售技巧、質量穩定及投訴解決四大主題進行詳細分享，吸引逾 430 名來自零售及旅遊從業員參與。該系列講座旨在加強零售及旅遊業界從業員、星級旅遊服務認可計劃商戶，以及誠信店加盟商號對零售業務方面的認識，從而提升顧客在澳門的購物體驗。

Established in 2013, the Sands Retail Academy offers complimentary training sessions to retailers at Sands Shoppes Macao – the four interconnected shopping malls of Sands China's integrated resorts. The academy is committed to providing training programmes that help retail practitioners advance their career development, offer quality service to visiting guests and create unforgettable shopping experiences. It has trained nearly 12,000 retail practitioners in Macao as of the end of 2023, further enhancing overall service quality and labour excellence in the tourism sector.

In 2023, Sands China, the Macao Government Tourism Office, and the Macao Consumer Council co-organised the Quality Retail Service seminar, inviting speakers to share their insights over four seminars, each focused on a specific theme: integrity of service, successful selling, quality affirmation, and complaint resolution. The event successfully attracted over 430 retail and tourism industry practitioners to participate. The seminar series targeted retail and tourism industry practitioners in Macao, merchants of the Quality Tourism Services Accreditation Scheme, and Certified Shops and Adherents, to enhance knowledge in the retail industry, thereby improving customers' shopping experiences in Macao.

金沙採購學院
Sands Procurement Academy

金沙採購學院由金沙中國與澳門中華總商會及澳門生產力暨科技轉移中心聯合開辦，學院旨在與本地中小微企供應商分享業務知識及營商技能，並協助他們提升與大型國際客戶合作的經驗與能力。

● 見 P. 89 —— 金沙採購學院

Co-organised by Sands China, the Macao Chamber of Commerce and the Macau Productivity and Technology Centre (CPTTM), the Sands Procurement Academy shares business knowledge and skills with micro-, small- and medium-sized suppliers to give them experience and capacity for working with large-scale international corporations.

● See P. 89 — Sands Procurement Academy

多元職業探索　促進青年發展
Diverse Career Exploration to Promote Youth Development

金沙中國支持澳門特區政府的長遠願景，針對青年求學及踏入職場等各階段的不同需要，積極開展各項多元化項目，致力促進青年發展，為本澳培育及儲備不同範疇的人才。

We are committed to promoting youth development and cultivating talent in various fields for Macao. Sands China supports the long-term vision of the Macao SAR government and actively carries out a diversity of projects to meet the different needs of young people at various stages, including studying and entering the workplace.

求學階段：支持職涯探索
STUDY STAGE: SUPPORTING CAREER EXPLORATION

為協助一眾學生進一步發掘自己的多元可能性，公司推出**「走進校園」**及**「內部參觀」**等多項計劃以協助澳門本地高中及大專院校學生深入探索綜合度假村事業的發展前景，藉以了解酒店營運、餐飲、電子商務等行業，更由專職管家向學生分享專業知識及工作體驗，讓學生加深了解綜合度假村行業的獨特之處，繼而使學生們進一步發掘自己的多元可能性，加強未來的職業規劃及培養對綜合度假村行業的興趣。

In order to help students further discover their diverse choices, Sands China has launched several initiatives including **campus visits** and **guided tours** to help local secondary and tertiary students explore the prospects of working at integrated resorts. These initiatives help them gain more understanding of Hotel Operations, Food and Beverage, E-Commerce and other related industries. Butlers were also arranged to share professional knowledge and work experience with students, enhancing their understanding of the special features of the integrated resort industry. This enables students to further explore the diversity of their potential careers, enhance their future career planning and cultivate their interest in the integrated resort industry.

「走進校園」—— 業務高管到訪各大專院校分享職場經驗
Campus Visits: Senior Management Executives Share Workplace Experience at Tertiary Institutions

金沙中國作為澳門最大規模的綜合度假村營運商，擁有多元業務及豐富行業經驗。為了讓本地學生了解更多行業的實務資訊，公司與本地院校緊密合作，委派多位來自公司不同部門的高管走進校園，向同學分享最新的市場動態、職場經驗及心得。

As the largest integrated resort operator in Macao, Sands China's operations span various types of businesses, accumulating extensive experience in the leisure industry. To give local students an opportunity to gain hands-on information about the industry, the company has been closely working with local tertiary institutions and arranged for a number of senior executives from various departments to go to campuses and share their workplace experience, insights from the industry, and the latest market updates.

2023 年校企合作概況

Our collaborations with local universities in 2023

網絡安全知識及實務講解

Cyber security knowledge and its practical application

分享有關網絡安全專業知識

Sharing of professional knowledge on cyber security

講師：金沙中國網絡保防副總裁黃國賢

合作院校：澳門大學；澳門科技大學

Speaker: Wilson Wong, Vice President of Cyber Security at Sands China

Partnering institution: University of Macau, Macau University of Science and Technology

電子商務趨勢及發展分享

E-commerce trends and developments

介紹公司電子商務發展概況、營銷策略、盈利增長等內容

An introduction to our company's overall e-commerce developments, marketing strategies, and revenue growth

講師：金沙中國電子商務及數字化轉型副總裁鍾俊傑

合作院校：澳門大學

Speaker: Allan Chung, Vice President of E-commerce and Digital Transformation at Sands China

Partnering institution: University of Macau









「內部參觀」—— 邀請學生探索企業內部了解各大部門運作

Guided Tours: Back-of-House Exploration Tours for Invited Students to Learn About the Operations of Different Departments

金沙中國不僅走進校園，分享產業實務，同時亦向各大專院校的學生打開「大門」，邀請就讀不同專業的學生親臨公司各大部門了解和體驗企業的日常營運。

Sands China not only goes on campus to share the most updated information about the industry, but also provides future opportunities to students from universities and colleges. Students of different disciplines are invited to visit our various departments to learn about and experience the daily operations of the company.

2023 年校企合作概況

Our collaborations with local universities in 2023

澳門大學 參觀特色餐聽

University of Macau
Tour of featured restaurants

學習餐廳營運和管理模式、產品特點、客戶定位等內容

Learning about their operations and management models, product features, and target customers



澳門大學 參觀澳門威尼斯人酒店

University of Macau
Tour of The Venetian Macao

學習大型綜合度假村主題景點、特色餐廳、酒店營運管理等資訊

Learning about the integrated resort's themed attractions, featured restaurants, hotel operations and management



澳門城市大學 參觀酒店營運部門

City University of Macau
Tour of hotel operations departments

學習各部門面對不同營運挑戰的處理方法

Learning how to handle various operational challenges



澳門理工大學 參觀酒店營運部門

Macao Polytechnic University
Tour of hotel operations departments

學習大型綜合度假村結構及文化娛樂活動範疇

Learning about the structure and cultural and entertainment activities of an integrated resort



澳門城市大學 參觀會展場地及設施配套

City University of Macau
Tour of MICE venues and related facilities

學習會展營運模式、會展業現況、發展優勢、未來挑戰和機遇

Learning about MICE operation models, current MICE industry updates, development trends, and future challenges and opportunities



澳門科技大學 參觀澳門倫敦人酒店

Macau University of Science and Technology
Tour of The Londoner Macao

參觀各營運部門及酒店主題客房，了解酒店行業的發展及趨勢

Tour of various operations departments and hotel theme rooms to understand the development of the hotel industry



人才發展 | Talent Development

澳門管理學院
江門五邑大學
參觀澳門威尼斯人電機房

Macau Institute of Management
Wuyi University, Jiangmen
Tour of the electrical rooms at The Venetian Macao

學習大型綜合度假村設施管理的專業標準

Learning about the professional standards for facility management adopted by an integrated resort



澳門海星中學「職業放大鏡」系列參觀活動
參觀可持續發展部與娛樂統籌部

Escola Estrela do Mar
'Occupations through the Magnifying Glass' tour series
Tour of the sustainability and entertainment departments

到訪澳門威尼斯人探索酒店的工作業務

Visited The Venetian Macao to learn more about the hotel's operations



推動高等教育發展
Fostering the Development of Higher Education

金沙中國一直致力推動本地人才發展，為各行各業儲備更多優秀人才。自 2006 年起，公司已連續十七年向本澳多所大專院校捐贈獎學金及助學金，總額逾澳門幣 1,460 萬元，惠及逾 1,700 名本地學生，藉此鼓勵學生取得優異成績，為日後事業奠下成功基礎。2023 年公司共捐贈獎助學金澳門幣 108 萬元，該款項分配予 108 名本地學生作該學年的學費補助，受惠學生按其上一學年的學術表現及財政狀況等標準由校方作評選。

Sands China is determined to support local talent development and enrich the pool of diversified talent in Macao. The company has donated MOP 14.6 million for tertiary scholarships and fellowships in Macao since 2006, benefitting more than 1,700 students. The educational institutions select beneficiary students based on their academic performance and financial status during the previous academic year. In 2023, a MOP 1.08 million donation was distributed among 108 students to support their studies for the academic year.

累積經驗：提供實踐平台
Accumulating Experience: Providing a Platform for Hands-on Experience

除了為各大專院校學生提供於**不同部門實習的機會**外，金沙中國更與澳門理工大學及其校友會攜手舉辦**「藝術展才培訓計劃 x 金沙中國」**，為學生及年青校友提供企業實踐平台，讓參加者參與內部宣傳推廣工作，包括創作視頻及設計宣傳品等，以項目實踐提升學生綜合能力，進一步為本澳培育更多藝術及設計人才。課程自 2021 年舉辦起，合共有 24 名學生參與。

隨著娛樂活動大量引進澳門，本地對舞台技術人員的需求亦相應增加。因此，金沙中國新增設**「金沙娛樂表演學院」**，並與中葡職業技術學校及澳門生產力暨科技轉移中心攜手開辦全澳首個**「舞台技術及活動製作課程」**，透過舞台技術及管理、資訊科技應用及網絡技術等各個層面，積極培育本地青年在舞台技術及活動製作方面的發展。該課程由 2021 年起已舉辦兩屆，合共 28 名學生參與。

In addition to providing students from higher education institutions with **internship opportunities in various departments,** Sands China collaborated with Macao Polytechnic University (MPU) and its alumni association to launch the **"Art Talent Development Showcase x Sands China"** initiative to provide a platform for students and young alumni to gain hands-on experience. They participate in Sands China's internal publicity and promotion work, including the creation of videos and the design of promotional materials, enhancing their overall capabilities and thus further nurturing more art and design talent for Macao. A total of 24 students have participated since its launch in 2021.

With the increasing number of entertainment shows in Macao, the demand for local talent has reached unprecedented levels. In response, Sands China has established **"Sands Entertainment Academy"** has partnered with Escola Luso-Chinesa Técnico-Profissional under DSEDJ and the Macau Productivity and Technology Centre to create an innovate **Stage Technology and Event Production Course**, a first-of-its-kind in the city. The primary objective of this initiative is to nurture and cultivate young local talent in the field of stage technology and events by providing them with comprehensive professional training. The course covers various topics such as stage technology and management, technical applications, and internet technology. A total of 28 students have participated since its launch in 2021.

踏入職場：青年精英培育計劃
Entering the Workplace: Youth Elite Cultivation Programme

為積極配合特區政府「教育興澳，人才建澳」政策，培育各範疇人才，金沙中國配合澳門勞工事務局為高校畢業生推出**「職出前程實習計劃 2023」**，以加強其職場競爭力。此外，金沙中國透過青年精英培育計劃，鼓勵有志投身綜合旅遊休閒產業且具有大專學歷的人才於酒店、餐飲及業務分析等不同領域發展；培訓項目內容嚴謹，以高標準培訓甄選學員，更因應市場最新需求推出具針對性的培訓項目，讓學員短時間內達到目標。

Sands China actively cooperates with the SAR government's initiatives on nurturing youth and supported the **"Creating Better Job Perspectives for 2023"** initiative organised by the Labour Affairs Bureau, helping strengthen the workplace competitiveness of college graduates. In addition, Sands China encouraged participants with college degrees who were interested in joining the integrated tourism and leisure resorts industry to develop in different fields such as hotels, food and beverage, and business analysis. The programme is rigorous in content, and trains students with high standards according to the latest market demands, which helps them achieve their goals in a short period of time.









塑造多元職場　共建共融社會
Creating a Diverse Workplace and Building an Inclusive Community Together

金沙中國目前擁有來自 54 個不同國家和地區的員工。我們擁抱不同種族、性別、年齡、文化和身體狀態的差異，矢志為所有人提供平等的工作機會，並創建開放、平等、多元、融洽的工作環境，助力每一位員工實現自我價值。

Sands China currently has team members from 54 countries and regions. We embrace diversity in ethnicity, gender, age, culture and physical condition, thus creating fair job opportunities for everyone and building an open, equal, diverse and harmonious workplace to help each team member realise their self-worth.

招聘殘障人士
Recruitment of People with Disabilities

金沙中國致力為殘障人士提供就業機會，並提供友善且包容的工作環境，協助他們融入社會，自力更生。公司自 2010 年起便開始與澳門特殊奧運會攜手合作，為多位殘障人士提供就業機會。此外，我們積極參與由澳門勞工事務局舉辦的「喜見 · 樂聘」殘疾人士就業配對專場。2023 年我們將相關崗位合共增至 24 個，為具有身心障礙的群體提供共 77 個工作機會。

Sands China is committed to providing employment opportunities to disabled people and creating a friendly and inclusive work environment to help them integrate into society and independently earn a living. Since 2010, Sands China has partnered with Macau Special Olympics to provide employment opportunities for a number of people with disabilities. Additionally, we actively participated in the "Happy to see, Willing to hire" initiative launched by the Labour Affairs Bureau. In 2023, we increased the total number of such positions to 24 and provided 77 job opportunities for the groups with disabilities.

婦女「重返職場計劃」
"Return to Work" Programme for Women

我們深明女性重回職場所面臨的壓力與困難，因此於 2023 年與多個社會團體合作推出「重返職場計劃」，旨在為參加者建立自信和專業能力，並提供過渡期讓她們重新投入職場追逐夢想，吸引 100 多名人士報名參與，迄今共有 18 名參加者通過為期六個月的工作培訓計劃加入金沙中國。

Sands China understands the pressures and challenges faced by women who are returning to the workplace. As such, our company launched the "Return to Work" programme with several social organisations in 2023, in order to build participants' self-confidence and professional skills so they can return to the workplace and pursue their dreams. The programme attracted over 100 participants and 18 of them have passed the six-month training and joined the company.

樂活人生計劃
Golden Age Programme

金沙中國今天取得的成果，有賴公司員工的鼎力支持。不少團隊成員在公司服務多年，奉獻了職涯中的寶貴歲月後，預備步出職場。為回饋銀髮族員工，金沙中國推出「樂活人生計劃」，提供多項精彩的短期、長期及終生福利和優惠、興趣班、聚會及義工服務機會等，協助他們航向職涯以外的新里程，開展樂活人生。截至 2023 年，金沙中國約有 1,300 名平均年齡為 65 歲的團隊成員參加此計劃。

Sands China's success depends on the strong support of its employees and the years they have contributed to the company. Sands China launched the Golden Age Programme as a means to reward elderly team members for their long-term contributions to the company, providing them with a wide range of short- and long-term and lifetime benefits and discounts, interest classes, gatherings, and volunteer opportunities, helping them embark on a new phase of their lives. As of the end of 2023, around 1,300 senior employees aged 65 on average have joined the programme.

用心營造幸福職場　倡導工作生活平衡
Building a Warm Workplace and Promoting Work–Life Balance

侍產爸爸關愛措施
Support Measures for New Fathers

繼 2022 年推出「產後媽媽關愛措施」後， 2023 年金沙中國再度優化相關福利，推出「侍產爸爸關愛措施」，包括每天豁免工作一小時、固定上班時間及祝賀禮物，讓爸爸能全心全意地照顧妻子和初生嬰兒。

Following the launch of measures to care for postpartum mothers in 2022, Sands China further enhanced such benefits by rolling out "Care Measures for New Fathers" in 2023 that includes one-hour daily exemption from work, regular work shifts and welcome gift, so that fathers can give their full support to their wives and newborn babies.

支持家庭工作雙線發展
Supporting Work–Life Balance

多年來，金沙中國構建多元化及平等職場環境，提倡及保障女性權益。目前公司的女性員工比例佔整體員工 51%，擔任管理職位的女性員工亦佔 46%。除定期舉辦關注女性員工身心健康的活動、講座、工作坊及早晨瑜珈外，公司更鼓勵女性員工提高職場個人競爭力，支持她們參與公司內外的各種培育課程，如澳門婦女聯合總會舉辦的年度「青年女性國際事務培訓計劃」等。

Over the years, Sands China has been building a work environment that promotes diversity and equality, and one that advocates for and safeguards women's rights. Female team members in our company currently represent 51% of the total staff and 46% of them are in management positions. In addition to regularly organising seminars, workshops, morning yoga sessions, and other activities dedicated to enhancing the physical and mental health of female team members, the company also encourages team members to develop personal competitiveness in the workplace by supporting their participation in both internal and external training courses, such as the annual International Affairs Training Program run by the Women's General Association of Macao.

促進家庭和諧
Promoting Family Harmony

家庭和諧是支持員工專注工作的最大動力，為此金沙中國連續六年為員工及其家人舉辦「繽紛夏日」系列活動，透過一系列精心設計的工作坊及豐富多元的活動促進員工家庭和諧，增進員工與子女的溝通和了解。此外，截至 2023 年，金沙中國舉辦超過 30 場帶薪參與的親職講座。

Promoting family harmony is the best support for team members to thrive in their work. With this in mind, Sands China has held the "Amazing Summer" family activity series for six consecutive years for its team members and their families. They get to experience a wide variety of fun workshops and activities that promote family harmony and improve their communication and mutual understanding. As of the end of 2023, the company has offered around 30 on-site parenting education programmes at Sands China properties.



2023 第十屆青年女性國際事務培訓計劃

The 10th edition (2023) of the International Affairs Training Program



2023「三八婦女員工系列活動」之「早晨瑜伽」

2023 International Women's Day Series: Morning Yoga



由澳門體育局主辦的 2023 澳門婦女體育嘉年華

Macao Women's Sports Festival 2023 organised by Macao Sports Bureau

關注身心健康
Caring for Physical and Mental Health

自 2021 年起，金沙中國連續三年與澳門各專業機構合作，開展「開心 360」活動，至今共舉辦超過 40 場專題講座，以及 140 場活動、工作坊和路演，吸引超過 24,000 人次參與，鼓勵員工建立正向思維，豐富自身生活及促進家庭和諧，全方位關顧員工的身心健康。2023 年度的「開心 360」活動以情緒五常法為切入點：常自我反問、常叫停負面想法、常留意身體反應、常分散注意力及常為自己打氣，並注入「正向」及「積極人生」的元素，透過推出不同類型的專題講座、路演、康體及親子等一系列健康活動，幫助團隊成員放鬆減壓及管理情緒。

Since 2021, Sands China has worked with professional organisations in Macao to promote team members' physical and mental well-being for three consecutive years. One example is the company's Happy 360 initiative, which has held over 40 seminars and 140 activities, workshops and roadshows, drawing more than 24,000 participants – encouraging team members to develop positive thinking, enrich their lives and advance family harmony. The Happy 360 initiative utilizes the 5S model of emotions – Self-Questioning, Stop Negative Thinking, Self-Prep Talk, Shuffle Your Thoughts, and Stay Attentive to Body Responses – to help team members inject a positive attitude into their lives. Through conducting seminars, roadshows, and activities for promoting wellness and parent-child relationships, the initiative helps team members learn positive methods for releasing stress and managing emotions.





嘉許出色工作表現
Recognising Outstanding Work Performance

「因您而用心」服務文化於 2013 年 6 月推出，其四大核心價值包括態度親切、表現專業、主動用心及團結一致，旨在為賓客、同事、客戶及社區提供最好的體驗。為答謝每位員工竭盡所能及全心全力的服務精神，金沙中國 2023 年重塑「因您而用心」嘉許活動：

- **讓讚賞成為習慣** —— 從公司、綜合度假村以至部門等三個層面進行員工嘉許。各部門及綜合度假村更可自行設計嘉許獎項的機制，從而更深層次地表揚員工的表現。
- **表彰最突出表現** —— 將工作表現最為突出的員工的故事上載於線上表彰平台，讓全體員工可以一同分享並由他們投選出最受認可的故事。
- **年度嘉許盛典** —— 將「因您而用心」員工大獎頒獎盛典升級，邀請表現突出的 100 強員工或團隊出席並接受嘉許，現場更公佈 8 大獎項的金、銀、銅及年度至尊大獎得主。

2023 年，公司團隊成員在表彰平台上共上載 470 份提名故事，總共獲得逾 58,000 投票數量，最終共超過 1,700 名具突出表現的員工及團隊獲嘉許。

The company's "Because We Care" service culture launched in June 2013 advocates four core values: "We Are Friendly," "We Are Professional," "We Are Active Listeners," and "We Are One Team," to provide guests, team members, and clients with the best experience possible. In appreciation of every team member's dedication and hard work, Sands China revamped its "Because We Care" recognition activities in 2023.

- **Making praise a habit:** A more immersive approach was adopted to implement staff recognition at three levels: departmental, resort-level, and company-wide. Departments and integrated resorts are able to design their own award mechanisms to further recognise team member performance.
- **Recognising the utmost in excellence:** We upload the most outstanding stories of our team members to our online recognition platform and collectively vote for the most inspiring stories.
- **Organising our annual award ceremony:** Sands China has enhanced its popular "Because We Care Team Member Annual Awards" ceremony. The top 100 team members are invited to attend and receive awards, with special recognition given to the Premium Award and to winners of the gold, silver, and bronze awards in eight categories.

In 2023, a total of 470 stories were nominated and recognised through the platform, with over 58,000 votes cast. Eventually, over 1,700 team members and teams received awards for their outstanding performance.

創新人資策略　廣獲業界認同
Innovative Human Resources Strategies Won Recognition from All Sectors of Society

金沙中國憑藉多項創新的人資策略於 2023 年勇奪 27 項亞太區人力資源獎項，彰顯公司在推動**育才留才**、**促進員工福祉及工作生活平衡**等舉措的成效。眾多獎項中，金沙中國憑著其創新的人才培育計劃「金沙零售學院」榮獲 **2023 年度亞太旅遊協會（PATA）「人力資本發展項目金獎」**，充份肯定了金沙中國在培育零售及旅遊業人才方面所作出的貢獻，配合特區政府「旅遊＋」的施政理念。享譽盛名的「亞太旅遊協會金獎」旨在表彰亞太地區以至其他地區出色且創新的旅遊舉措，金沙中國已連續兩年獲該會嘉許，備受業界認可。

此外，金沙中國是唯一一家在**「2023 僱主品牌創意大賽」**中獲得獎項的澳門企業，於激烈的角逐中脫穎而出，勇奪四大獎項。當中的「最佳僱主品牌社交媒體獎」，表揚公司在強化僱主品牌價值方面的創意和積極性，並有效利用社群媒體展示其僱主品牌形象。

Sands China earned a total of **27 human resources awards** in the Asia Pacific region in 2023, in recognition of the company's innovative efforts in **talent development and retention, team members benefits** and **work-life balance.** Among the many accolades, the company was honoured by the prestigious Pacific Asia Travel Association (PATA) Gold Awards 2023 as the winner of the **Human Capital Development Initiative Category** for the company's outstanding talent development programme, the **Sands Retail Academy.** The award is a testament to Sands China's unwavering commitment to developing the retail sector and nurturing professional talent for Macao's tourism industry. It is Sands China's **second consecutive year winning the esteemed PATA Gold Award**, which recognises exceptional and innovative tourism initiatives in the Asia Pacific region and beyond.

Meanwhile, Sands China won four awards at the **2023 Employer Branding Creativity Awards** and was the only Macao-based company honoured. One of the awards was the "2023 Employer Branding Creativity Awards – Best Employer Brand Social Media," which recognises the creative use of social media to showcase a company's employer branding value.



多元經濟

Economic Diversification

文旅賦能多元經濟 同邁嶄新發展里程

Helping Diversify Macao's Economy with Cultural Tourism and Setting New Development Milestones



文旅賦能多元經濟 同邁嶄新發展里程

Helping Diversify Macao's Economy with Cultural Tourism and Setting New Development Milestones

非博彩元素有助促使經濟適度多元化及可持續發展，從而更好地提升澳門的國際形象，豐富世界旅遊休閒中心的內涵。

金沙中國作為全澳最大的綜合旅遊休閒企業，集團旗下的綜合度假村滙聚了特色酒店、會展、購物、娛樂、餐飲、兒童遊樂設施等一系列休閒設施，多年來持續配合特區政府近年著力推動的「旅遊＋」跨界融合發展策略，不斷擴展業務，為澳門旅遊業不斷注入新元素，成功吸引廣大的中產階層市場，延長旅客留澳時間及刺激消費，並透過引入「金沙中國表演藝術計劃」等不同項目，加強旅遊業與美食、體育、文創、會展等產業聯動發展。

澳門倫敦人 2023 年 5 月舉行盛大慶典，標誌著這座綜合度假村升級改造後，為路氹金光大道開啟新篇章。慶典以「嶄新啟程」為主題，寓意金沙中國對獲得澳門未來十年博彩特許經營權的新展望。截至 2023 年，金沙中國在澳門累計投資額為澳門幣 1,250 億元，並承諾將於新一輪的十年娛樂場幸運博彩經營批給中承諾再投入澳門幣 302 億元，其中 278 億澳門元（約 92%）計劃用於非博彩專案。隨著澳門對推動非博彩專案的力度日益提高，金沙中國未來將對本澳投資額增加至澳門幣 360 億元，持續豐富訪客體驗及增加澳門的吸引力，以實質行動助力澳門發展成為世界旅遊休閒中心。

Non-gaming elements help facilitate adequate economic diversification and sustainable development to elevate Macao's international image and enrich its offerings as a World Centre of Tourism and Leisure.

As the largest integrated tourism and leisure enterprise in Macao, Sands China offers an array of leisure amenities in its integrated resorts ranging from distinctive hotels, event venues, shopping, food and beverage, and entertainment for adults, children and families. Working in tandem with the "tourism+" strategy of integrated industrial development propelled by the SAR government in recent years, Sands China has continually expanded its business to inject new elements into local tourism, successfully attracting a vast middle-class market, prolonging visitors' stay in Macao, and boosting their spending. Our company has also enhanced the synergy between tourism and the industries of gastronomy, sports, cultural and creative, and MICE by introducing diverse incentives such as the Sands China Performing Arts Program.

In May 2023, The Londoner Macao hosted a grand celebration to honor the completion of the integrated resort's ambitious redesign and the opening of a new chapter for the Cotai Strip. Themed as "The Journey Begins," the event also commemorated the start of a new 10-year gaming concession for Sands China. As of 2023, Sands China has already invested MOP 125 billion in Macao. The company has also pledged a total investment of MOP 30.2 billion over the course of the next decade, including MOP 27.8 billion (approximately 92%) on non-gaming projects. With the rising demand of non-gaming projects in Macao, Sands China is taking practical action and will increase its investment up to MOP 36 billion in the future, aiming to continually enrich the tourist experience, enhance Macao's appeal, and facilitate its development into a World Centre of Tourism and Leisure.

金沙中國多元發展數據一覽（截至 2023 年 12 月 31 日）

Sands China Diversified Development Overview (as of December 31, 2023)

在澳投資總額達 **150 億美元**
Total Macao investment of over **US$15 billion**

接待逾 **9.52 億**位賓客
Over **952 million** visitors welcomed

會展 MICE

會展空間達 **1,660,000 平方呎**
1,660,000 sq. ft. of event space

會展空間佔本澳綜合旅遊休閒企業的 **68%**
Accounts for **68%** of Macao's event spaces across local integrated tourism and leisure enterprises

娛樂 Entertainment

6 個劇院及綜藝館場地
6 theatres and arenas

提供超過 **26,000 個**座位
Over **26,000** seats

逾 **470 萬**人次觀眾入場
More than **4.7 million** audience members entertained

舉行逾 **740 個**表演項目
Over **740** entertainment events held

餐飲 Food & Beverage

設有超過 **150 間**餐廳
Over **150** restaurants and dining outlets

酒店 Hotels

客房數量：**12,000+**
Above **12,000** guest rooms

零售 Retail

超過 **700 家**商店
More than **700** shops

零售空間達 **2,155,000 平方呎**
2,155,000 sq. ft. of retail space

澳門倫敦人盛大慶典
Grand Celebration at The Londoner Macao

澳門金沙城中心歷時兩年完成品牌升級改造成為澳門倫敦人。為此，金沙中國舉行盛大慶典，為全面改造及升級後的澳門倫敦人正式揭開序幕，為賓客呈獻英倫主題綜合度假新體驗。活動亦標誌著這座綜合度假村升級改造後嶄新啟程，為路氹金光大道開啟新篇章。

自 2021 年起，金沙中國針對前身為澳門金沙城中心的綜合度假區部分，持續進行一系列大規模改造及升級工程，重塑成匯聚五間知名品牌酒店的澳門倫敦人，當中包括旗下同名的全套房奢華旗艦酒店澳門倫敦人酒店、倫敦人御園、澳門康萊德酒店、澳門瑞吉酒店以及澳門喜來登大酒店，為澳門帶來充滿英倫魅力的全新綜合度假體驗。

After two years of effort, the Sands Cotai Central integrated resort was thoroughly transformed and upgraded into The Londoner Macao, dedicated to providing guests with new experiences of a British-themed integrated resort. Sands China hosted a grand celebration to mark the completion of the ambitious redesign and the opening a new chapter for the Cotai Strip.

In the redesign, Sands China carried out a range of large-scale transformations and upgrades since 2021 to offer a brand-new British integrated resort experience in the city, comprising five branded hotels: the all-suite flagship, The Londoner Hotel; Londoner Court; Conrad Macao; The St. Regis Macao; and Sheraton Grand Macao.





澳門倫敦人提供近 6,000 間客房及套房，設有 3 所水療中心、4 所健身中心、逾 20 多間餐廳、150 間世界知名品牌商舖，以及高端的會議設施，當中包括可容納 6,000 名觀眾的倫敦人綜藝館。澳門倫敦人整個改造及升級工程耗資近 20 億美元（約 160 億澳門元），與澳門巴黎人、澳門威尼斯人及澳門百利宮無縫銜接，巧妙地將歐洲的風情與路氹金光大道的活力結合起來，打造成為一座遊客必訪的綜合度假城。

The Londoner Macao offers nearly 6,000 rooms and suites in total, and boasts three spas, four health clubs, more than 20 restaurants, 150 boutiques featuring world-renowned brands, and state of-the-art conference facilities, including the 6,000-seat The Londoner Arena. With refurbishments and additions costing approximately US$2 billion (around MOP 16 billion), The Londoner Macao is seamlessly connected to The Parisian Macao, The Venetian Macao, and The Plaza Macao, completing an integrated resort city highly sought after by visitors for ingeniously combining the grandeur of Europe and the vitality of Cotai, all under one roof.





呈獻全新遊樂體驗
Presenting Brand-new Entertainment Experiences

澳門 teamLab 超自然空間
teamLab SuperNature Macao

設於澳門威尼斯人金光會展的常設互動體驗藝術空間「**澳門 teamLab 超自然空間**」於 2023 年 5 月正式開幕，並於六月起呈獻三組全新作品空間，為訪客帶來更多驚喜。

「澳門 teamLab 超自然空間」是 teamLab 的常設沉浸式互動體驗藝術空間。藝術團隊 teamLab 把佔地 5,000 平方米、高達八米的空間改造成一個精密複雜的立體世界，透過不斷變化的藝術作品以及 「身體沉浸式」的空間，讓訪客盡情探索自我與世界之間界限的感知。自 2020 年試營運至 2023 年底，該景點累計吸引近 48 萬人次居民、旅客捧場參觀，成為本澳炙手可熱的打卡熱點。

In May 2023, **teamLab SuperNature Macao**, a permanent interactive art experience at The Venetian Macao's Cotai Expo, officially opened and presented three new artwork spaces starting in June, bringing more surprises to visitors.

The immersive and interactive art experience by art collective teamLab features an intricate, three-dimensional space with varying elevations that spans over 5,000 square meters and consists of enormous 8-metre-tall works. It is a "body immersive" art space centered around a changing group of artworks that invite visitors to explore their perception of the boundaries between themselves and the world. During the period since it was put on trial operation in 2020 until the end of 2023, the exhibition attracted nearly 480,000 residents and tourists, making it a highly sought-after tourist attraction in Macao.



哈利 · 波特™：展覽
Harry Potter™: The Exhibition

期待已久的「哈利 · 波特™：展覽」首次登陸亞太區，2023 年 12 月於澳門倫敦人開幕。這個全新互動式的巡迴展覽佔地超過 30,000 平方呎，包括超過 20 個精彩展區，適合不同年齡層的觀眾。在整個展覽中，參觀者將徜徉於眾多經典場景之中，從移動肖像大廳，到半空中飄著蠟燭的大禮堂，再到霍格華茲教室，到處都陳列著真實道具和原版服裝。海格的小屋、巨型椅子及哈利童年時代居住的樓梯下的儲物間均成為拍照打卡熱點。訪客更可在紀念品專門店挑選獨家系列商品，以及品嚐大受歡迎的奶油啤酒。無論是資深哈利 · 波特迷，或是剛剛開始感受魔法世界魅力的人，都能樂在其中。

The Asia Pacific debut of the much-anticipated "Harry Potter™: The Exhibition" was unveiled at The Londoner Macao in December 2023. Spanning more than 30,000 sq. ft. with over 20 impressive galleries, it is presented for audiences of all ages. Throughout the exhibition, visitors experience everything from the hall of moving portraits and the famed scene of the Great Hall with floating candles to Hogwarts classrooms, all filled with authentic props and costumes. Hagrid's Hut and the oversized chair are perfect spots to take a photo, as is the "cupboard under the stairs" from Harry's childhood. Visitors to the exhibition can also browse an exclusive collection of merchandise in the retail shop and enjoy a delicious cup of the iconic drink Butterbeer, be they longtime fans or those just starting to experience the magic.



鞏固「美食之都」美譽
Fortifying Macao's "City of Gastronomy" Reputation

四百多年以來，美食一直是澳門中西文化交融的特色元素之一。澳門更憑藉其獨特的美食文化和內涵，於2017年獲聯合國教科文組織評定為「創意城市美食之都」。金沙中國設有逾150間不同種類的餐廳，為賓客提供獨具匠心的環球美饌，豐富澳門作為「美食之都」的美譽。

Gastronomy has always been a featured element of Sino-Western cultural integration in Macao over the past four centuries, and UNESCO designated Macao as a Creative City of Gastronomy in 2017 for its unique culinary culture. With over 150 diverse dining choices, Sands China is committed to providing guests with ingeniously crafted cuisines from around the globe to enrich this Creative City of Gastronomy.

全新食府隆重登場
New Restaurant Openings

高級泰國食府「**妙 · 泰**」及全球知名米芝蓮星廚 Gordon Ramsay 在澳門的首間餐廳「**戈登拉姆齊英式酒吧**」於澳門倫敦人隆重登場，把金沙中國的環球美饌體驗推上另一高峰。「**妙 · 泰**」由具創意的主廚 Nongnuch "Nuch" Sae-eiw 主理。饕客可踏上穿越泰國各地的美食之旅，體驗傳統地道泰式料理與現代視角的非凡融合、別出心裁的精緻擺盤造型和感受主廚的創意與熱情。而全球知名米芝蓮星廚兼英國殿堂級名廚 Gordon Ramsay 在澳門的首間餐廳「**戈登拉姆齊英式酒吧**」是亞洲唯一一間戈登拉姆齊英式酒吧，為賓客帶來地道的英倫酒吧及扒房體驗。

The opening of **The Mews**, a refined Thai restaurant, and the **Gordon Ramsay Pub & Grill**, the first restaurant in Macao presented by the world-renowned multi-Michelin starred chef and the British culinary legend Gordon Ramsay, has elevated Sands China's global cuisine experiences to a new level. At **The Mews**, led by the creative chef Nongnuch "Nuch" Sae-eiw, diners are taken on an unforgettable journey across Thailand defined by authentic flavors and a respect for tradition, combined with modern techniques, exquisite plating and a passion for originality. Meanwhile, the **Gordon Ramsay Pub & Grill** is the first restaurant operated in Macao by Gordon Ramsay and is also the first of its kind in Asia, bringing guests an experience of an authentic and convivial British gastropub and steakhouse.





公司旗下餐廳憑藉技藝精湛的廚師、高品質的食材、料理創新及環境氛圍，於2023年獲得多項認可。

Our company's restaurants were recognized with a range of accolades in 2023 by virtue of their skilled chefs, exceptional food quality, culinary innovations, and ambience.

主辦機構 Organiser	獎項 Award	獲獎餐廳 Restaurant
香港澳門米芝蓮指南 2023 Michelin Guide Hong Kong & Macau 2023	米芝蓮一星餐廳 One-star restaurant	淮揚曉宴、紫逸軒 The Huaiyang Garden, Zi Yat Heen
2023 黑珍珠餐廳指南 Black Pearl Restaurant 2023	二鑽 Two Diamonds	巴黎軒 La Chine
	一鑽 One Diamond	紫逸軒 Zi Yat Heen
《南華早報》2023年《100 Top Tables》餐廳指南 South China Morning Post's '100 Top Tables' Guide	100 Top Tables	品粵軒、淮揚曉宴、雅舍、紫逸軒 Pin Yue Xuan, The Huaiyang Garden, The Manor, Zi Yat Heen
2023 年攜程美食林全球餐廳精選榜 2023 Trip.com Global Elite Restaurant List	鑽石 Diamond	淮揚曉宴、巴黎軒、紫逸軒 The Huaiyang Garden, La Chine, Zi Yat Heen
	鉑金 Platinum	醉江南、品粵軒、雅舍 Jiang Nan by Jereme Leung, Pin Yue Xuan, The Manor
	金牌 Gold	喜樂日本料理、御蓮宮、巴黎人法式餐廳、巴黎人自助餐、北方鳴苑、邱吉爾餐廳、希雅度葡國餐廳、鳴詩、曉亭、薈景38 Hiro by Hiroshi Kagata, Lotus Palace, Brasserie, Le Buffet, North Palace, Churchill's Table, Chiado, Belcanção, Xiao Ting, Vista 38
	銀牌 Silver	北方館、帝王點心 North Palace, Imperial House Dim Sum
2023 中國年度酒單大獎 2023 China's Wine List of the Year Awards	「三杯」卓越獎 Three Glasses – Excellent	品粵軒、御蓮宮、醉江南、巴黎軒、北方館、巴黎人法式餐廳、喜樂日本料理、邱吉爾廳、金沙閣、北方鳴苑、高雅扒房、雅舍、澳門瑞吉酒吧 Pin Yue Xuan, Lotus Palace, Jiang Nan by Jereme Leung, La Chine, North Palace, Brasserie, Hiro by Hiroshi Kagata, Churchill's Table, Golden Court, North Palace, Copa Steakhouse, The Manor, The St. Regis Bar
	「二杯」卓越獎 Two Glasses – Outstanding	淮揚曉宴、希雅度葡國餐廳、紫逸軒 The Huaiyang Garden, Chiado, Zi Yat Heen

澳門之味巡禮 —— 五都薈萃
Crunch and Munch Fair in Macao – Fiesta for Five

作為合辦單位之一，金沙中國參與由 2023 年 10 月 19 日至 29 日於巴黎人花園舉行的第二屆「澳門之味巡禮 —— 五都薈萃」，推出豐富美食體驗，向居民及遊客推介金沙廚藝的多元化餐飲選項。今屆盛事邀請澳門及其他四個獲評定為「創意城市美食之都」的內地城市 —— 成都、順德、揚州及淮安的餐飲業界齊聚一堂，切磋交流。活動期間，大會更安排一系列節目表演助興，包括美食旅遊推介、藝術表演、中葡文化產品、手工啤酒區及互動遊戲等，全面展現澳門作為旅遊城市的吸引力。

As one of its organizers, Sands China participated in the 2nd Crunch and Munch Fair in Macao – Fiesta for Five, held at Le Jardin October 19-29, 2023, offering rich gastronomic experiences and introducing residents and tourists to diverse dining options. Catering operators from Macao and the four mainland Creative Cities of Gastronomy, namely Chengdu, Shunde, Yangzhou, and Huai'an, were invited to join this culinary exchange event. A range of programmes and performances were also arranged to showcase the appeal of Macao as a tourist destination, including gastronomy tourism presentation seminars, art performances, Chinese and Portuguese cultural products, craft beer zones, and interactive games.

美食林全球餐廳精選榜發佈會
Global Elite Restaurant List Award Ceremony

金沙中國與攜程集團再度攜手合作，於 2023 年 6 月 30 日隆重舉辦「2023 攜程美食林全球餐廳精選榜發佈會暨頒獎典禮」及「攜程美食林旬味尊享晚宴」，全方位展現了澳門餐飲業界的實力及澳門美食之都的魅力，並搭建交流平台，令澳門、內地及海外多個城市的美食及相關從業代表共襄美食文旅未來的發展。

Sands China Ltd. and Trip.com Group teamed up once again to co-host the "2023 Trip.com Global Elite Restaurant List" award ceremony and the "Trip.com Group Gourmet Gala Dinner" on June 30, 2023, which showcased the excellence of Macao's food and beverage sector and its appeal as a UNESCO-designated Creative City of Gastronomy. The event also served as an exchange platform for industry representatives from Macao, mainland China and overseas cities to discuss the future of gastronomy and cultural tourism.



全力推動會展旅遊
Giving Full Momentum to MICE Tourism

會展業是促進澳門經濟適度多元的重點行業之一。截至 2023 年底，金沙中國旗下提供逾 12,000 間世界級酒店客房及套房，擁有約 166 萬平方呎的靈活會展空間，佔本澳所有綜合旅遊休閒企業總和的 68%；配合專業銷售、技術、會議及展覽服務團隊提供一站式服務，以進一步推動「旅遊 + 會展」，鞏固其作為亞洲首屈一指的會議展覽目的地的美譽。自 2007 年以來，團隊已組織了超過 12,000 次會議及展覽。

MICE is one of the key industries for driving the moderate economic diversification of Macao. As of the end of 2023, Sands China provides over 12,000 world-class hotel rooms and suites and boasts some 1,660,000 sq. ft. of flexible event space, representing 68% of the total event space in Macao across local integrated tourism and leisure enterprises. The facilities, coupled with the one-stop services provided by professional sales, technical, and convention and exhibition teams, are dedicated to further propelling Macao's "tourism + MICE" synergy and fortifying the reputation of Macao as a second-to-none MICE destination in Asia. Since 2007, our professional teams have organized over 12,000 conventions and exhibitions.

金沙旅享 # 發現澳門 2023
Sands Lifestyle #ReDiscover Macao 2023

金沙中國於 2023 年 10 月至 11 月期間舉辦為期五天的「金沙旅享 # 發現澳門 2023」體驗活動，邀請共 200 名來自大中華地區及世界各地的會展專業人士和傳媒代表參加。活動旨在讓參與者親身了解澳門金沙度假區一應俱全的會議、展覽和活動設施，透過豐富的行程安排，凸顯度假區作為不同規模會展活動之首選目的地的優越性。公司更透過活動展示了金沙旅享各種尊尚體驗，以及澳門作為世界級會議展覽目的地的美食、文化和世界遺產吸引力。

Sands China hosted the five-day familiarization trip "Sands Lifestyle #ReDiscover Macao 2023" in October and November 2023, inviting participation from 200 MICE professionals and media representatives from Greater China and around the world. With an engaging itinerary that distinguished the integrated resort operator as a leading choice for MICE events of all sizes, the event aimed to provide participants with first-hand knowledge of Sands Resorts Macao's extensive range of convention, exhibition and event facilities. At the event, our company also showcased the Sands Lifestyle experiences on offer at Sands Resorts Macao, and the gastronomic, cultural and heritage attractions that make Macao a world-class MICE destination.

促進藝文創意發展
Bolstering Development of Culture, Art, and Creativity

作為擁有全澳最大規模非博彩設施及軟硬件資源的綜合旅遊休閒企業，金沙中國致力為澳門市民和遊客推出精彩紛呈的非博彩娛樂項目，並舉行多元且具影響力的藝文活動，如國際電影節及頒獎禮，並邀請國際知名和本地藝術家舉行展覽。集團旗下擁有六個多功能演出場館，座位總數超過 26,000 個，為賓客帶來國際頂級娛樂表演。金沙中國自 2007 年起舉行超過 740 場次演出，吸引超過 470 萬人次觀看。

As the integrated tourism and leisure enterprise with the largest array of non-gaming facilities and software and hardware resources in Macao, Sands China is committed to launching a dazzling range of non-gaming entertainment projects for residents and tourists, organizing diverse and influential cultural events such as international film festivals and award ceremonies, and inviting world-acclaimed and local artists to run exhibitions. Our company boasts six multi-functional performance venues with a total capacity of over 26,000 seats, where first-class entertainment performances are presented. Since 2007, Sands China has hosted over 740 entertainment events, attracting over 4.7 million attendees.

促進演唱會經濟
Propelling the Concert Economy

金沙中國 2023 年合共舉辦超過 60 場娛樂活動及演出，其中不乏國際巨星或區域偶像演唱會，包括張學友、張惠妹、李克勤、陳奕迅、Westlife 等。其中，享譽盛名的「歌神」張學友於 2023 年 6 月 9 日至 7 月 2 日在澳門威尼斯人金光綜藝館舉行其音樂生涯第十個個人巡迴演唱會 —— 《富衛保險 10 周年呈獻張學友 60+ 巡迴演唱會澳門》，原定六場的演唱會火速售罄，及後增加一倍場次以滿足更多觀眾的需求。12 場演出合共售出逾 109,000 張門票，刷新澳門威尼斯人金光綜藝館演唱會銷售紀錄，為澳門經濟創造乘數效應，成績斐然。

Sands China hosted a total of over 60 entertainment events and performances in 2023, including concerts by international superstars or regional icons, such as Jacky Cheung, A-Mei, Hacken Lee, Eason Chan, and Westlife. Cantopop superstar Jacky Cheung staged the first leg of the FWD Insurance 10th Anniversary Presents: Jacky Cheung 60+ Concert Tour Macao at The Venetian Macao's Cotai Arena between June 9 and July 2, 2023. Originally slated for six nights only, the number of shows doubled to satisfy audience demand after quickly selling out of tickets. A remarkable total of more than 109,000 tickets were sold for the 12 concerts, which set new show records at The Venetian Macao's Cotai Arena and created multiplier effects for Macao's economy.



引進國際級表演藝術項目
Introducing International Performing Arts Projects

金沙中國樂於為不同類型的國際和本地演出提供場地支持，並配合文化局的場地贊助要求，協助舉辦如澳門國際音樂節、澳門藝術節的演出，以作為公司對本澳文化藝術發展的扶持舉措之一。2023 年，我們持續不遺餘力支持本地團體推廣文化藝術，場地贊助項目包括：中央芭蕾舞團舞劇《沂蒙》、澳門樂團《莫扎特的安魂曲》及《遠東暖光》音樂會等。

此外，金沙中國於 2023 年度啟動全新項目**「金沙中國表演藝術計劃」**。計劃旨在搭建推動澳門表演藝術的多元平台，引進及推廣頂尖的國家級或國際性表演藝術項目，發揮澳門作為國際文化交流平台的重要角色，同時配合特區政府促進旅遊休閒多元發展的施政方針及指引。

「2023 金沙中國表演藝術計劃」合共雲集十三場頂尖的國家級及世界級藝術演出，精彩紛呈，贏得觀眾共鳴，合共吸引逾 14,000 人次到場觀賞。藉引入融合經典與創新元素的表演藝術項目，金沙中國期望進一步拓闊觀眾的藝術視野和想像，進而促進文化創意在本地社區萌芽並茁壯成長，為文化傳承注入動力。此外，公司更舉辦兩場大師班，分別讓本地藝術愛好者與粵劇及音樂高手進行近距離互動交流，推動藝術文化交流活動，鼓勵表演藝術專業發展。

In addition to providing venue support for a rich variety of international and local performances, Sands China also backed the Cultural Affairs Bureau by providing venue support for its performances, such as those of the Macao International Music Festival and the Macao Arts Festival, in support of cultural and art development in the city. In 2023, we spared no effort to support local groups in promoting culture and art and provided venue support for ballet *Yimeng* performed by the National Ballet of China, and the concerts *Mozart Requiem* and *Warmth from the Far East* presented by the Macao Orchestra.

Moreover, Sands China introduced a new initiative in 2023, the **Sands China Performing Arts Program**, a platform to foster performing arts in Macao by introducing and promoting premier national and overseas performing arts projects. The program fully leverages Macao's role as a platform of international cultural exchange and works in tandem with the Macao SAR Government's vision and directive for propelling the integrated development of tourism and leisure industries.

The Sands Performing Arts Program 2023 brought a total of 13 top-notch national and international performances to Macao, attracting over 14,000 audience members. By introducing performing arts projects that integrate classics with innovative elements, Sands China hopes to further broaden the artistic horizons and imaginations of the audience, thereby fostering the growth of culture and creativity in the local community and injecting momentum into cultural transmission. Furthermore, Sands China organized two masterclasses, allowing local art lovers to interact and exchange ideas with Cantonese opera veterans and musicians up close, which helped advance artistic and cultural exchange and encouraged the professional development of performing arts.

「2023 金沙中國表演藝術計劃」項目包括：
THE "SANDS CHINA PERFORMING ARTS PROGRAM 2023" PRESENTED THE FOLLOWING PROJECTS:

「中國戲劇梅花獎」澳門分會場終評演出 —— 崑劇《牡丹亭》
The Peony Pavilion – Final-round Performance for the China Theatre Plum Blossom Award Competition

「第 31 屆中國戲劇梅花獎」澳門分會場終評演出 —— 崑劇《牡丹亭》5 月 16 日在澳門威尼斯人劇場上演。進入終評的上海崑劇團演員羅晨雪，憑藉她傾力演繹的全本《牡丹亭》（中本）角逐「梅花獎」，最終成功摘得大獎。是次演出為中國戲劇梅花獎自創立以來首次在澳門舉行評獎活動，讓觀眾體會到湯顯祖筆下經典作品中所蘊含的人文和藝術意涵，同時展現了崑劇的活力，吸引大批年青觀眾欣賞，好評如潮。中國戲劇梅花獎是由中宣部批准，中國文聯、中國戲劇家協會共同主辦的全國性戲劇表演類專業獎項，被譽為中國戲劇表演領域的最高殊榮，獲獎者均為各劇種的代表人物和骨幹力量。

Kunqu Opera *The Peony Pavilion* was staged on May 16 at The Venetian Theatre as a final-round performance for the 31st China Theatre Plum Blossom Award competition. Luo Chenxue, an artist from the Shanghai Kunqu Opera Troupe, won the grand prize with her truly exceptional performance. It was the first time the competition was staged in Macao since the establishment of the Plum Blossom Award. The performance conveyed the cultural and artistic connotations implied in the classic written by Tang Xianzu and also demonstrated the vibrancy of Kunqu opera. It garnered wide acclaim and attracted a large number of young audience members. The China Theatre Plum Blossom Award is a nationwide professional award for theatre performance co-organized by the China Federation of Literary and Art Circles and the China Theatre Association and approved by the Publicity Department of the Central Committee of the Communist Party of China. Hailed as the highest accolade for Chinese theatre arts, the award recognizes the most significant and outstanding performers in their respective genres.





《帝女花》65 周年澳門巡演 2023
Floral Princess 65th Anniversary Macao 2023

粵劇藝術源遠流長，更於 2009 年獲聯合國教科文組織列入《人類非物質文化遺產代表作名錄》。為了協助傳承粵劇文化，金沙中國特意呈獻由桃花源粵劇工作舍策劃的《帝女花》65 周年澳門巡演 2023，一連三場演出 7 月 28 日至 30 日於澳門威尼斯人劇場圓滿落幕，全院滿座。

作品首度蒞澳上演，三場演出分別邀請梁兆明、白雪紅、王志良、林穎施、李龍和南鳳六位不同年代的演員穿梭演繹末代公主與駙馬，每天不同組合迸發出不一樣的火花。此外，演出透過加入別出新裁的大型移動舞台設計、投影設計、燈光設計、音樂重新設計及度身訂造的「HCA 粵劇和諧音色系統」，融合經典和新派科技，建構當代劇場視聽新體驗，期望藉此吸引來自不同年齡和背景的觀眾一同欣賞粵劇之美。

● 見 P. 125 ——《帝女花》65 周年澳門巡演 2023 社區活動

With its long and profound history, Cantonese opera was inscribed onto the UNESCO's Representative List of the Intangible Cultural Heritage of Humanity in 2009. To contribute to the transmission of Cantonese opera, Sands China presented the show "Floral Princess 65th Anniversary Macao 2023" at The Venetian Theatre. Staged between July 28 and 30, the three performances were held successfully in Macao to full-house audiences.

The leading roles, Floral Princess and Consort Chow, were played by a different mix of actors of different generations in each performance, namely Liang Zhaoming, Monica Bai, Wang Zhiliang, Lin Yingshi, Lee Lung and Nan Fung. To offer a brand-new contemporary visual and acoustic theatre experience, the show fused classics with advanced technology and incorporated ingenious and grand mobile stage design, projections, lighting, rearranged music, and tailor-made Harmonic Canto-opera Audio (HCA). With these unique features, the show engaged audiences of different age groups and backgrounds to enjoy the aesthetics of Cantonese opera.

● See p. 125: Community activities of Floral Princess 65th Anniversary Macao 2023





《雅諾斯卡樂團》澳門站巡演 2023
Janoska Ensemble Macao 2023

雅諾斯卡樂團的澳門站巡演在 8 月 19 日於巴黎人劇場舉行，座無虛席。來自七代相傳的維也納音樂世家，雅諾斯卡樂團以富有現代感的古典即興演繹方式而聞名遐邇，是次首度蒞澳演出，這隊四重奏樂團憑藉他們精湛超卓的演奏技巧和獨特的即興演奏，為觀眾送上精彩絕倫的世界級音樂饗宴。他們在是次澳門站巡演中演奏最新專輯《The Big B's》中的曲目，以驚艷觀眾的演出向巴赫、布拉姆斯、貝多芬以至著名搖滾樂團披頭四等音樂大師致敬，引來全場掌聲雷動。

● 見 P. 126 ——《雅諾斯卡樂團》澳門站巡演 2023 社區活動

The Janoska Ensemble played to a full-house audience for their Macao debut on August 19 at The Parisian Theatre. Hailing from Vienna, Austria, the Janoska Ensemble is a celebrated seventh generation family quartet and is known for its distinctive and contemporary interpretations of classical music. The quartet's Macao tour, which was part of the ensemble's The Big B's World Tour, showcased music from their latest album The Big B's, which pays tribute to the great "B" composers like Bach, Brahms, Beethoven and even The Beatles, enchanting the audience with their world-class performance of skilled and unique improvisation techniques and winning thunderous applause.

● See p. 126: Community activities of Janoska Ensemble Macao 2023





舞蹈詩劇《只此青綠》—— 舞繪《千里江山圖》
Poetic Dance: The Journey of a Legendary Landscape Painting

《只此青綠》8 月 24 日至 28 日期間於澳門威尼斯人劇場上演。作品以「詩劇」為體裁，並以北宋畫家王希孟創作的《千里江山圖》為靈感創作，通過人物的虛實交錯、情感的古今交融，令觀眾徜徉在富有傳奇色彩的中國傳統美學意趣之中，同時實現了文博與舞蹈藝術的跨界融合，為觀眾開啟了沉浸式的賞畫體驗，成功於澳門掀起一股「國潮美學」風暴。《只此青綠》由故宮博物院、中國東方演藝集團有限公司及人民網股份有限公司共同出品，自 2021 年首演以來好評如潮，全國演出逾 300 場，是次澳門站為首次出境巡演。這齣引人入勝的作品曾獲第十七屆文華大獎。

The Journey of a Legendary Landscape Painting was staged at The Venetian Theatre from August 24 to 28. The dance show was inspired by a world-renowned Chinese landscape painting *A Thousand Miles of Rivers and Mountains* created by Wang Ximeng during the Northern Song dynasty. Through the genre of "poetic dance," the show sought to lead the audience to wander in the midst of legendary and charming traditional Chinese aesthetics through characters and emotions that transcend time and space. It was also a testament to the integration of culture, art and dance, immersing the audience in the painting more than ever before; this extraordinary experience also triggered a new wave of "China chic aesthetics" in Macao. Produced by the Palace Museum, the China Oriental Performing Arts Group and People.cn Co. Ltd., this enthralling dance show has received immense acclaim since its debut in 2021 and won the 17th Wenhua Award. More than 300 performances of this show have been presented across mainland China, and the Macao tour marked its first performance outside the mainland.





金沙中國表演藝術計劃外展系列 —— 冬日演奏會
Sands China Performing Arts Program Outreach Series – Winter Showcase

金沙中國攜手澳門管樂協會於聖誕佳節期間在澳門文化中心廣場及澳門威尼斯人戶外人工湖畔區域舉辦「金沙中國表演藝術計劃外展系列 —— 冬日演奏會」，作為金沙中國片區活化項目的其中一環。三場免費戶外演奏會精彩紛呈，共吸引逾 3,200 名觀眾駐足觀賞。演出分別在本澳社區和度假村範圍舉行，讓市民和旅客在不同空間領略管樂的獨特魅力，並藉此創造難得機會，讓 230 名來自日本的八王子高等學校吹奏樂團及澳門青年管樂團的青年音樂家相互交流借鑒。

首場冬日演奏會於 12 月 16 日舉行，八王子高等學校吹奏樂團 120 名樂團成員善用澳門文化中心廣場寬敞的空間，為公眾帶來節奏感十足的大型步操表演，現場掌聲不斷，氣氛熱熾。此外，多年來孕育出不少本澳音樂專才的澳門青年管樂團亦於 12 月 28 日在澳門威尼斯人戶外人工湖畔區域帶來一系列充滿節日氣氛的聖誕歌曲，並於 12 月 30 日在澳門文化中心廣場演奏多首日本著名動漫及流行曲目，喚起觀眾的青春回憶和共鳴。

● 見 P. 71 —— 活化社區增添文旅吸引力；

● 見 P. 117 —— 「金沙中國表演藝術計劃外展系列 —— 冬日演奏會」社區活動

In collaboration with the Macau Band Directors Association, Sands China held the "Sands China Performing Arts Program Outreach Series – Winter Showcase" featuring three outdoor orchestral performances with free admission at the Macao Cultural Centre Square and The Venetian Macao's lagoon area during the Christmas season. The three incredible performances, which were part of Sands China's revitalisation efforts, attracted a combined audience of more than 3,200. The performances were strategically delivered at one of Macao's public areas and at an integrated resort's outdoor area, enabling the public to immerse themselves in the unique appeal of wind music in different types of spaces while also providing a precious exchange and learning opportunity for 230 young musicians from Japan's Hachioji High School Wind Orchestra and the Macau Youth Symphonic Band.

The showcase kicked off with a rhythmic, large-scale marching band performance by the 120-member Hachioji High School Wind Orchestra from Japan at the spacious Macao Cultural Centre Square on December 16, which earned enthusiastic applause and cheers from the audience. In addition, the Macau Youth Symphonic Band, which has nurtured many local music professionals over the years, played festive Christmas favorites at The Venetian Macao's lagoon area on December 28 and well-known anime and J-pop songs at the Macao Cultural Centre Square on December 30, evoking youthful memories and resonating with the audience.

● See p. 71: Community revitalisation to enhance cultural tourism appeal;

● See p.117: Community activities for "Sands China Performing Arts Program Outreach Series – Winter Showcase"





視覺藝術
Visual Arts

金沙中國持續邀請本地及國際著名藝術家舉辦形式多樣、種類豐富的藝術文化展覽，為本澳注入多元文化力量，進一步豐富本地居民及旅客的藝術體驗。公司自植根澳門以來積極投放資源舉辦各類型藝術文化活動，並於 2022 年設立常設藝術空間 —— 「金沙藝廊」，助力推進澳門建設以中華文化為主流、多元文化共存的文化交流基地。公司以「交流、互鑑、提高」為宗旨，透過打造高規格的藝術交流及展示平台，持續為市民大眾及藝術愛好者引進國際藝術大師的珍品，培養觀眾的藝術審美能力和提升鑑賞氛圍，激發本澳藝術家的創作動力，為本地文化創意產業帶來新氣象。

Sands China continually invites local and world-famous artists to run various arts and cultural exhibitions in the hope of injecting the power of cultural diversity into Macao and further enriching residents' and tourists' artistic experiences. Since its incorporation in Macao, our company has been investing resources in organizing various arts and cultural events and opened the permanent art space Sands Gallery in 2022 to assist Macao in its positioning as a multi-cultural exchange and cooperation base with an emphasis on Chinese culture. With the objective of encouraging mutual exchange and artistic advancement, our company offers a high-class platform for artistic showcase and exchange, and continuously introduces masterpieces created by world-renowned artists to the general public and art lovers, thereby enhancing the public's art appreciation, enriching the artistic atmosphere in Macao, further motivating local artists to advance their creative pursuits, and injecting new vitality into the local cultural and creative industries.

金沙中國於 2023 年參與或舉辦的視覺藝術項目包括：

SANDS CHINA PARTICIPATED IN OR ORGANISED A NUMBER OF VISUAL ART PROJECTS IN 2023, INCLUDING:

《光照度 —— 張釗瀛 · 黃斯婷雙個展》
Illumination – Zhaoying Zhang & Sisi Wong Dual Solo Exhibition

該展覽展出近 60 件優秀作品，涵蓋繪畫、雕塑、裝置、攝影及影像等多元藝術形式，除了透過作品叩問光的文化意涵，也從技藝的層面來探索藝術家如何利用光演繹藝術作品的千姿百態。兩位青年藝術家 —— 張釗瀛及黃斯婷分別為金沙中國較早前舉辦的「明日可及 —— 2021 大灣區青年藝術家計劃」繪畫組及攝影組一等獎得主。

金沙藝廊 | 3 月 1 日 — 26 日

By showcasing nearly 60 magnificent works of diverse art forms including oil painting, sculpture, installations, photography and projection, this exhibition not only probed into the cultural connotations of light, but also explored how the featured artists used varied techniques to interpret the diverse aspects of the artworks using light. The exhibition's two young artists, Zhaoying Zhang and Sisi Wong, were the first-prize winners in the painting and photography categories, respectively, in the "Time is on My Side – 2021 Greater Bay Area Young Artists Scheme" launched by Sands China.

Sands Gallery | March 1-26





《方力鈞陶瓷作品展》
Fang Lijun Ceramic Works Exhibition

該展覽展出中國當代藝術界「四大天王」之一方力鈞近 60 件佳作，主題「骨中骨，肉中肉」出自《創世紀》中神取出亞當的肋骨造成夏娃的故事，提示觀眾骨和肉是生命的源頭，亦彰顯了藝術家方力鈞對生命真諦的深邃思考和創作進路。是次展出的皮膚造型陶瓷結構綿密卻又吹彈可破，讓觀眾看到藝術家運用陶瓷這種藝術語言，在經典的光頭形象以及艷俗色彩美學以外進行一場全新試驗。

金沙藝廊 | 5 月 17 日 — 6 月 24 日

This exhibition presented nearly 60 works of art by Fang Lijun, an internationally recognized artist known as one of the Four Giants of Chinese contemporary art. Under the theme "Bone of the Bone, Flesh of the Flesh," which was inspired by the story of God creating Eve with one of Adam's ribs, the exhibition conveyed the idea that bones and flesh are the origin of life while also highlighting the artist's contemplations on the true meaning of life and his creative journey. The unique skin-like ceramics featured in the exhibition were densely structured and highly delicate, revealing the artist's creative approach of using the artistic language of ceramics in a brand-new artistic experiment – a departure from his iconic bald-headed figures and flamboyant color aesthetics.

Sands Gallery | May 17 – June 24





多元經濟 | Economic Diversification

支持藝文薈澳：澳門國際藝術雙年展 2023
SUPPORT TO ART MACAO: MACAO INTERNATIONAL ART BIENNALE 2023

《奇妙之約 —— 藝術致敬迪士尼奇妙一百年》
Meet the Magic – In Celebration of Disney 100 By Philip Colbert & Jason Naylor

展覽為「藝文薈澳：澳門國際藝術雙年展 2023」特展之一。英國當代新普普藝術家 Philip Colbert 及美國塗鴉藝術家 Jason Naylor 在迪士尼百年慶典之際，以經典角色米奇為藍本，配以獨特的繽紛色彩及精湛的繪畫技巧，各自創作出獨一無二的藝術品。Philip Colbert 以充滿玩味的普普藝術將米奇化身成為其標誌性的巨型卡通龍蝦角色；Jason Naylor 則以他充滿色彩的街頭塗鴉，打造出可愛熱情的巨型米奇。此外，位於澳門倫敦人二樓的延伸展場 ASCE 多元 IP 藝術探索場同期展出兩位藝術家多幅全新的藝術原作，及出售多款首度於澳門亮相的迪士尼藝術收藏品，呈現絢麗多彩的藝術世界。此外，公司亦邀請兩位國際藝術家於八月舉行藝術分享會，與觀眾分享他們對普普藝術的獨特見解以及介紹其藝術作品的創作理念，並與本地藝術愛好者進行交流，以藝術商品化的經驗為本地業界帶來啟發。

澳門威尼斯人戶外人工湖畔區及酒店大堂、巴黎人花園及澳門倫敦人 ASCE 多元 IP 藝術探索場

8 月 3 日 — 10 月 15 日

● 見 P. 119 —— 「藝文薈澳：澳門國際藝術雙年展 2023」社區活動

In this exhibition, which was one of the Special Exhibitions of "Art Macao: Macao International Art Biennale 2023," British contemporary pop artist Philip Colbert and American graffiti artist Jason Naylor each presented their unique artistic interpretations of Mickey Mouse in celebration of Disney's 100th anniversary. Colbert used his mastery of pop art to playfully revolutionize Mickey Mouse into his iconic larger-than-life lobster character, whereas Naylor employed a kaleidoscope of street art colors to transform the legend into giant, spirited installations. On Level 2 of The Londoner Macao, the brand new ASCE Diverse and Explorative Art Hub presented a colorful world of art by showcasing the two international artists' new original works and offering Disney's commemorative products for sale that were being launched in Macao for the first time. In addition, Sands China invited the two artists to host a sharing session in August to share their unique insights into pop art, introduce the creative concepts of their artworks, and exchange ideas with local art practitioners, inspiring them with their insights and experience in the commercialization of art.

Lagoon and Main Lobby of The Venetian Macao, Le Jardin, ASCE Diverse and Explorative Art Hub at the Londoner Macao

August 3 – October 15

● See p.119: Community activities for Art Macao: Macao International Art Biennale 2023









《形式背後：當代藝術的美學 —— 李英維、梁子毛、黎小傑三人展》

Behind the Forms: Aesthetics of Contemporary Art – Trio Exhibition by Lei Ieng Wai, Leong Chi Mou and Lai Sio Kit

展覽為「藝文薈澳：澳門國際藝術雙年展 2023」平行展之一，呈現三位獨當一面的澳門青年藝術家 —— 李英維、梁子毛、黎小傑對於多個因城市發展而衍生的主題（包括時代光譜、數據質感、價值信仰等）所作出的不同解讀，並以「形式」為切入點向公眾推廣對當代藝術美學的品讀方式。李英維以「光」為主題，在畫布上以斑斕的色彩和頻率構建出一個個虛擬的光譜；梁子毛的「交子計劃」系列以形象化的藝術手法詮釋人類如何賦予流通貨幣實在的價值；黎小傑則以「時間」為主題，透過一塊塊精心佈局的仿舊瓷磚訴說城市歲月的痕跡。

此外，金沙中國亦於 2023 年 9 月 16 日在澳門藝術博物館演講廳舉辦「形式背後：當代藝術的本質」講座作為展覽的延伸活動，邀請本澳藝術界重量級學者兼本地藝術家吳衛鳴教授擔任主講嘉賓，與觀眾共同探問當代藝術的本質。

金沙藝廊 | 8 月 3 日 — 10 月 15 日

● 見 P. 119 —— 「藝文薈澳：澳門國際藝術雙年展 2023」社區活動

As one of the Collateral Exhibitions of "Art Macao: Macao International Art Biennale 2023," the exhibition demonstrated the three local young artists' own interpretations of various topics around the city's development – spectrum, data texture, belief and value – and promoted the ways of appreciating the aesthetics of contemporary art to the public using "forms" as a starting point. Lei Ieng Wai used "Light" as a theme to demonstrate virtual spectrums on canvases filled with gorgeous colors and frequencies; Leong Chi Mou visualized how people endow circulating currency with real value through his "Alchemist Project" series; and Lai Sio Kit meticulously presented his works by telling stories of a city through distressed tiles under the theme of "Time."

Moreover, Sands China held the "Seminar on Behind the Forms: The Essence of Contemporary Art" at the auditorium of the Macao Museum of Art on September 16, 2023. As an extended activity of the exhibition, the two-part seminar featured influential local art scholar and artist Professor Ung Vai Meng as the keynote speaker, exploring the nature of contemporary art with the audience.

Sands Gallery | August 3 – October 15

● See p. 119: Community activities for Art Macao: Macao International Art Biennale 2023







多元經濟 | Economic Diversification

吳衛鳴作品《理性的生成》
The Genesis of Rationality, featuring Ung Vai Meng

金沙中國特別邀請了澳門藝術家吳衛鳴就「藝文薈澳」其中一環「本地藝術家邀請展」，圍繞主題「命運的統計學」創作全新混合媒體藝術作品 ——《理性的生成》。作品以古希臘神話作為藍本，結合飽經水流沖刷的天然木材和冰冷的屏幕，展現了在人工智能帶動下科技高速發展，人類與生俱來的內在天性如何被工具化的理性數字技術所掩埋、癱瘓及肢解。

澳門文化中心 · ART 空間

7 月 28 日 — 10 月 29 日



As part of the Invitational Exhibition by Local Artists for Art Macao 2023, Sands China commissioned local artist Ung Vai Meng to create a mixed-media installation *The Genesis of Rationality* under the theme "The Statistics of Fortune." With this work inspired by ancient Greek mythology and made of screens and antique wood weathered by water, he conveyed his notions about the rapid pace of technological progress driven by artificial intelligence and examined how the innate nature of humanity is buried, paralyzed, and dismembered by rationalized numerical technology.

• ART SPACE, Macao Cultural Centre

July 28 – October 29

中國當代藝術年鑒文獻展
Documental Exhibition of Annual of Contemporary Art of China

是次展覽是對自 2005 年至 2022 年期間中國當代藝術總體情況的回顧和展示，並展出歷年入選《中國當代藝術年鑒》藝術家的珍貴文獻和調查紀錄，包括手稿等，讓觀眾深入了解中國當代藝術的發展歷程。由北京大學編輯的《中國當代藝術年鑒》是對於每年中國當代藝術的整體活動、展覽及文獻發表情況的調查記錄，旨在為中國當代藝術的發展建立檔案根據。「中國當代藝術年鑒文獻展」是 2024 年 1 月於澳門威尼斯人金光會展舉行的「中國當代藝術年鑒展」（中國澳門）的預展，向觀眾呈現收錄於 2022 年年度的《年鑒》當中的部分代表藝術家原作。

金沙藝廊 | 2023 年 12 月 19 日 — 2024 年 1 月 9 日

This exhibition offered a comprehensive overview of Chinese contemporary art from 2005 to 2022 by showcasing precious publications and survey records about the artists of the Annual over the years, including manuscripts, thus giving viewers an in-depth understanding of the evolution of contemporary art. The exhibition featured content from the Annual of Contemporary Art of China — a yearly survey record of the overall activities, exhibitions, and published literature related to Chinese contemporary art compiled by the Peking University as an archival foundation for the development of Chinese contemporary art. This exhibition was a prelude to the "Exhibition of Annual of Contemporary Art of China (Macao China)," which took place at Cotai Expo in January 2024 and featured original works from the 2022 Annual.

Sands Gallery | December 19, 2023 – January 9, 2024





影視藝術
Film and Television Arts

人才是影藝事業發展的重要一環。為提升本地影視創作人才的技能及能力，金沙中國贊助由望德堂區創意產業促進會主辦「2022 馬交影藝新思維微電影拍攝支援計劃」，並為五部入選作品舉行成果首映會。「馬交影藝新思維電影專業課程」教授學員相關領域的專業知識，以支持新一代電影製作人拍攝微電影，並為他們提供拍攝機會，藉此促進澳門電影業界的人才發展。

此外，近年集團加強與內地各電視台及媒體機構合作，吸引了眾多製作人到澳門拍攝知名真人秀節目和綜藝節目。2023 年，金沙中國與騰訊視頻及香港貓眼現場娛樂有限公司建立策略合作夥伴關係，發揮各自優勢，在大型線下活動、休閒娛樂節目內容錄製、線上營銷推廣等多個領域開展全面深入合作，為推動澳門旅遊業多元化發展及進一步提升澳門作為旅遊目的地的熱度提供長期的支持。

Developing talent is a key part of the growth of the filmmaking industry in Macao. To enhance the skills and abilities of creative professionals in the local film and television industry, Sands China sponsored the "2022 New Art Studies in Filming — Micro Movie Support Program" organised by the Creative Industries Promotion Association of St. Lazarus Church District (CIPA), and hosted a premiere of the program's five locally produced micro movies. The New Art Studies in Filming courses imbued participants with professional knowledge in relevant disciplines to support local new-generation filmmakers to produce micro movies and provide them with filming opportunities, thereby bolstering the development of filmmaking talent in Macao.

Furthermore, Sands China has strengthened cooperation with television stations and media companies in mainland China and successfully attracted many producers to film well-known reality shows and variety shows in Macao. In 2023, Sands China entered into a strategic partnership with Tencent Video and Maoyan Entertainment to leverage their respective strengths to foster comprehensive and in-depth cooperation in multiple fields — including the hosting of large–scale offline events, creation of lifestyle and entertainment program content, and online marketing and promotion — thus providing long-term support for Macao's tourism diversification and further enhancing the city's position as a premium destination.





促進體育旅遊事業
Fostering Sports Tourism

作為植根澳門逾二十載的綜合旅遊休閒企業，金沙中國透過持續支持澳門國際十公里長跑賽積極履行社會企業責任，全力支持及推動本澳體育旅遊融合發展。公司多年來持續透過贊助和舉辦各種體育活動，以及邀請國際體壇紅星參與網球、籃球表演賽及訓練營、高爾夫球日等方式鼓勵大眾投入運動，並吸引外國旅客和運動員親臨領略澳門獨有的城市魅力。

As an integrated tourism and leisure enterprise based in Macao for over two decades, Sands China has been giving continued support to the Macao International 10K to actively perform its corporate social responsibility and wholeheartedly promote the city's integrated development of sports and tourism. For years, our company has been sponsoring and organising various sporting events and inviting international sports stars to join invitational tennis and basketball matches, training camps, and interactive events like Sands Golf Day, with the aim of encouraging the public to engage in sports and attracting foreign visitors and athletes to experience the unique urban appeal of Macao.

澳門國際十公里長跑賽
Macao International 10K

本澳體壇盛事「2023 金沙中國澳門國際十公里長跑賽」於 3 月 19 日圓滿舉行，十公里及歡樂跑兩個項目共吸引近 10,000 名來自 37 個國家地區的跑手參與，場面熱鬧。是次活動由澳門特區政府體育局及澳門田徑總會合辦，金沙中國冠名贊助澳門幣 800 萬元，全力支持本地體育事業發展，同時鼓勵本澳市民養成運動的良好習慣，推廣健康生活方式。為此，金沙中國組織超過 250 名員工及金沙中國關懷大使的參賽團隊。他們穿上由本地中小企特別設計及製作的紀念 T 恤，身體力行參與賽事。

● 見 P. 114 ——「2023 金沙中國澳門國際十公里長跑賽」社區活動



The local sporting event "2023 Sands China Macao International 10K" was successfully held in a lively atmosphere on March 19, attracting nearly 10,000 runners from 37 countries and regions to join the 10K race or the Fun Run. This event, which was organised by the Sports Bureau of the Macao SAR Government and the General Association of Athletics of Macau, was backed by Sands China with a sponsorship of MOP 8 million to support the development of the local sports industry, while also encouraging Macao residents to develop the good habit of exercise and promoting a healthy lifestyle. To this end, Sands China organized a team of over 250 team members and Sands Cares Ambassadors who participated in the competition wearing a special t-shirt designed and produced by local SMEs.

• See p. 114: Community activities for 2023 Sands China Macao International 10K



第 70 屆澳門格蘭披治大賽車
The 70th Macao Grand Prix

為支持一年一度的國際體壇盛事「第 70 屆澳門格蘭披治大賽車」，金沙中國成為活動的主要贊助商之一，助力一眾有實力的年青車手走向國際舞台，並建設澳門成為世界旅遊休閒中心；同時公司亦同期舉辦多個聯動活動，讓更多市民及旅客瞭解本澳獨特的賽車文化，全力配合及支持澳門特區政府推動「體育 + 旅遊」的跨界融合。

• 見 P. 116 ——「第七十屆澳門格蘭披治大賽車」社區活動

To support the 70th Macao Grand Prix, Sands China served as one of the major sponsors for this annual international sporting event to help aspiring young race car drivers to progress in the international racing scene and contribute to Macao's status as a World Center of Tourism and Leisure. At the same time, our company also organised a number of joint activities to introduce more residents and visitors to Macao's unique racing culture and to fully support the Macao SAR Government in driving the synergy of "sports + tourism."

• See p. 116: Community activities for the 70th Macao Grand Prix









金沙高爾夫球日
Sands Golf Day

為持續培育本地年青運動員，金沙中國一直積極投放資源推動本澳體育人才發展，並於 2023 年 10 月在澳門巴黎人及澳門四季酒店之間的戶外草坪以及澳門威尼斯人舉行「金沙高爾夫球日」，邀請四名享譽國際的專業高爾夫球手李旻智、高寶璟、李旻宇及森川柯林出席，16 名 7 歲至 15 歲來自澳門青少年高爾夫球協會的年青球手更獲安排與一眾冠軍球手進行挑戰賽，藉此促進體育交流，同時透過世界頂尖球手的專業指導讓本地年青運動員得到啟發，協助他們為澳門長遠體育發展貢獻力量。此外，公司亦按長距離推杆挑戰賽賽果向兩家本澳社服機構合共捐贈澳門幣十萬元，為活動畫上完美句號。

To foster local young athletes, Sands China has been actively investing resources in facilitating the development of local sports talent and hosted Sands Golf Day on the front lawn between The Parisian Macao and the Four Seasons Hotel Macao and at The Venetian Macao in October, 2023. Four world-renowned golf pros Minjee Lee, Lydia Ko, Minwoo Lee, and Collin Morikawa were invited to the event, leading a skills challenge with 16 young local golfers aged 7-15 from the Macau Junior Golf Association, thus promoting sports exchange, inspiring local young athletes with professional mentorship, and contributing to the rich sporting legacy of Macao. Moreover, Sands China donated a total of MOP 100,000 to two local social service organisations based on the results of the event's Long Putt Skills Challenge, drawing the event to a meaningful close.





吸引國際旅客
Attracting International Visitors

金沙中國於其新加坡姊妹度假村 —— 濱海灣金沙舉辦**「展示澳門」**推廣活動。活動於 2023 年 6 月舉行，一連三天邀請銷售和貿易夥伴、區域和國際傳媒、以及新加坡居民和旅客全方位體驗澳門這個世界旅遊休閒中心和首選會展目的地的無限魅力。公司帶領由約 200 位澳門中小企、行業協會及傳媒代表組成的代表團前往新加坡參與活動，宣傳澳門獨特魅力、產品及藝文風貌。「展示澳門」是金沙中國於疫後在海外市場舉辦的首個大型推廣活動，彰顯集團堅定支持澳門特區政府旅遊局和澳門貿易投資促進局的多項舉措，著力吸引更多海外旅客，拓展更多元的旅客市場。

● 見 P. 79 —— 引領中小企走向國際

Sands China held **The Macao Showcase** at its sister resort Marina Bay Sands in Singapore in June 2023. The three-day event invited sales and trade partners, regional and international media, and Singapore residents and visitors to extensively experience Macao's unlimited appeal as a World Center of Tourism and Leisure and a premier MICE destination. A delegation of around 200 representatives from Macao SMEs, trade associations and media accompanied Sands China to Singapore to promote the city's unique appeal, products, art and culture. As the first large-scale marketing event organized by Sands China in overseas markets after the pandemic, The Macao Showcase reflected the company's steadfast support to the economic initiatives of the Macao Government Tourism Office and the Macao Trade and Investment Promotion Institute in attracting more overseas travelers and diversifying visitor source markets.

● See p.79: Leading SMEs to International Stage

此外，金沙中國亦積極支持由澳門特區政府旅遊局所舉辦的大型旅遊推廣活動，並於 2023 年走訪葡萄牙、泰國、馬來西亞以及國內粵港澳大灣區、天津、廈門等地，向當地居民推介旗下三大綜合度假村內的多元體驗，進一步提升澳門作為旅遊勝地的知名度，努力促進客源市場多元化及旅遊經濟復甦，助力澳門建設成為世界旅遊休閒中心。公司亦正積極組建及拓展海外辦事處網點，以吸引東南亞等各地旅客前來遊覽。

Furthermore, Sands China actively backs the large-scale tourism promotion events organised by the Macao Government Tourism Office. In 2023, our company visited Portugal, Thailand, Malaysia, and the Guangdong-Hong Kong-Macao Greater Bay Area, Tianjin, and Xiamen to promote the diverse experiences of the company's integrated resorts among local residents, further raising Macao's profile as a tourist destination, facilitating diversification of visitor source markets, supporting the recovery of Macao's tourism economy, and helping Macao to develop as a World Center of Tourism and Leisure. Our company is also establishing and expanding its network of overseas offices to draw in visitors from Southeast Asia and other regions.





活化社區 增添文旅吸引力
Community Revitalisation to Enhance Macao's Cultural Tourism Appeal

澳門特區政府於 2023 年 9 月宣佈與各綜合旅遊休閒企業合作，共同開展歷史片區活化項目，希望打造更多標誌性文化景點，豐富本澳特色文旅元素。其中，政府的工作團隊聯同金沙中國推動以下片區的活化計劃：

In September 2023, the Macao SAR Government announced its cooperation with integrated tourism and leisure enterprises to launch revitalisation projects for Macao's historical districts, hoping to enrich the city's featured cultural tourism elements by developing more iconic cultural attractions. The following districts' revitalisation projects are being advanced by the government's work group and Sands China:

益隆炮竹廠及龍環葡韻
Former Iec Long Firecracker Factory and Taipa Houses

金沙中國計劃投入獨特的體驗內容，包括在節假日期間於益隆炮竹廠增設主題互動裝置及親子活動，吸引本澳市民及旅客到訪；逐步引入科技元素，於園區開發虛擬實景體驗，生動地介紹其歷史故事與內涵外更讓觀眾於澳門放眼國際，並豐富連接龍環葡韻至益隆炮竹廠之步行路線的文旅內容，打造龍環葡韻為本澳具中葡特色、賞心悅目的婚慶聖地。

● 見 P. 68 及 116 —— 大賽車期間主題裝置及活動

Sands China has been incorporating unique experiences into the former Iec Long Firecracker Factory, including thematic interactive installations and family activities during holiday periods to attract residents and tourists, and progressively introducing technological elements and developing a virtual reality experience to not only vividly relate its history and connotations but also offer visitors an international perspective. Our company will also enrich the tourism offerings along the walking route between the factory and the Taipa Houses and develop the Taipa Houses into a delightful wedding destination for Macao, featuring Chinese and Portuguese characteristics.

● See p. 68 and 116: Thematic installations and activities during Macao Grand Prix

永福圍、草堆街及周邊區域
Pátio da Eterna Felicidade, Rua das Estalagens and surrounding areas

金沙中國計劃將永福圍打造成現代藝術家創作和交流的基地，提升品讀藝術氛圍，並強化與鄰近草堆街等的社區連繫，邀請本澳藝術團體及藝術家參與街道美化計劃，為商店鐵閘進行藝術創作及粉飾街道欄杆，重現街區昔日風貌。同時，推出「草堆街創業方案大募集」，以「古街、融舊、立新」為本，鼓勵本澳企業進駐草堆街設店，激活舊城區活力。

Sands China plans to build Pátio da Eterna Felicidade into a base for artists' creative endeavors and exchange to enhance its atmosphere for artistic appreciation, while also strengthening its connection with Rua das Estalagens and other nearby neighborhoods. The company will invite local art groups and artists to participate in a street beautification program, where they will create artworks on the stores' metal gates and beautify the railings of the streets to restore the bygone streetscapes. Our company has also launched the Entrepreneurship Recruitment Program for Rua Das Estalagens under the theme of "A Modern Rejuvenation of the Old District," with the aim of encouraging Macao enterprises to start businesses on the street.

澳門文化中心廣場
Macao Cultural Centre Square

金沙中國將因地制宜，善用文化中心廣場的露天空間舉辦戶外文娛康體活動，打造全新戶外活動新樂園。

● 見 P. 117 —— 金沙中國表演藝術計劃外展系列 —— 冬日演奏會

Taking the square's advantages into account, Sands China will make use of its open space to organise outdoor cultural, entertainment and recreational activities and develop the site into a new wonderland for outdoor activities.

● See p. 117: Sands China Performing Arts Program Outreach Series – Winter Showcase

展望未來，金沙中國將秉承「重塑、激活、融舊立新」的宗旨推行不同的片區活化項目，支持特區政府所主導的「文化＋」和「旅遊＋」的融合發展模式，運用澳門文化環境的特殊優勢，深化藝文旅遊融合發展，說好澳門的故事，進一步發揮澳門的多元文化魅力。

In the future, Sands China will carry out revitalisation projects for different historical districts under the principle of "restructuring, activating, integrating the old with the new." Our company will support the "culture+" and "tourism +" integrated development models led by the SAR Government and leverage the special advantages of Macao's cultural environment to intensify the integrated development of culture and tourism, effectively introducing Macao to the outside world and further showcasing the city's multi-cultural appeal.

本地採購

LOCAL PROCUREMENT

扶持本地供應商發展 引領中小企走向國際

EXPANDING GROWTH OPPORTUNITIES WITH SMES, ENABLING THEM TO TAKE FIRST STEPS TOWARD GOING GLOBAL



扶持本地供應商發展　引領中小企走向國際

Expanding Growth Opportunities with SMEs, Enabling Them to Take First Steps Toward Going Global

中小企佔澳門企業總數超過九成。在澳門經濟中扮演着重要角色，是推動社會繁榮穩定、促進就業市場和經濟適度多元發展的中堅力量。作為澳門卓越的綜合旅遊休閒企業，金沙中國一直致力支持本地中小企業的成長和發展。

Small and medium-sized enterprises represent over 90% of Macao's total enterprises, playing a significant role in the city's economy, as they are a driver for Macao's long-term prosperity, job market and economic diversification. As a preeminent integrated resort operator in Macao, Sands China's commitment to supporting the growth and development of local SMEs is paramount.

2023 年疫情陰霾散去，金沙中國一如既往秉承扶持本地中小微企發展的經營理念，積極配合澳門特區政府優先本地採購政策。隨著旅行限制逐步放寬，公司決心繼續履行企業社會責任，以推動澳門經濟穩步復甦，為澳門建設世界旅遊休閒中心貢獻力量。為此，公司推出多項措施，包括：

Come rain or shine, Sands China remains unwavering in our commitment to uphold the business philosophy of supporting the growth of local SMEs, in line with the Macao SAR government's initiative to "buy local." With the pandemic receding and travel restrictions having progressively eased in 2023, Sands China remains determined to continue making a positive contribution to the Macao community through our corporate social responsibility efforts. In light of this, Sands China has strived to boost the economic recovery of Macao and strengthen Macao's development as a world centre of tourism and leisure with several initiatives:

- 再次舉辦**本地中小微企供應商開放日**，讓他們了解公司各部門的採購商機；

  Once again holding the **Local Supplier Open Day** to help local suppliers discover procurement opportunities at our properties;

- 遠赴新加坡舉辦疫後首個境外大型推廣活動**「展示澳門」**，為本澳中小微企開拓海外市場商機；

  Running **Macao Showcase**, our first major overseas post-pandemic event in Singapore, to facilitate overseas business opportunities for local SMEs;

- 創立**金沙綜合度假村孵化中心**，幫助青年企業家將概念想法轉化為商業上具有可行性的產品；

  Launching the **Sands Resorts Incubation Centre** to help young entrepreneurs transform their innovative and conceptual ideas into commercially viable offerings;

- 連續第四年舉辦**「金沙物美嘉年華」**，為本地中小微企提供大型免費展銷平台；

  Organising the **Sands Shopping Carnival** for the fourth consecutive year to provide a free platform for SMEs;

- 持續開辦**金沙採購學院**培訓課程，提升本地中小企與大型國際客戶合作經驗與能力；

  Continually running SME training through the **Sands Procurement Academy** to enhance local SMEs' experience and capability to work with large enterprises;

- 於**後勤區舉辦員工優惠活動**，為中小微企提供面向 26,000 名員工推廣產品和服務的機會；

  Hosting **roadshows in our back-of-house areas** to provide SMEs with opportunities to promote their brands and businesses to 26,000 team members;

- 繼續與本地媒體攜手，發掘更多金沙中國與本地中小微企供應商共同成長的**勵志故事**。

  Collaborating with local media outlets to share a series of **inspiring stories** about local SMEs forging partnerships and growing together with Sands China.

2023 年金沙中國本地採購數據（單位：澳門幣）

Overview of Sands China Procurement in 2023 (in MOP)

2023 年度，金沙中國總採購金額達 84 億澳門元，當中澳門企業採購額佔 79%，相當於 67 億元，其中本地中小企採購額接近 22 億元。

Sands China recorded a gross procurement amount of MOP 8.4 billion in 2023, 79% of which (MOP 6.7 billion) went to Macao enterprises, including MOP 2.2 billion to local SMEs.

84 億
8.4 billion
總採購金額
Total procurement spend

67 億元
6.7 billion
澳門企業總採購額
Total procurement spend on Macao enterprises

79%
澳門企業佔總採購額百分比
Percentage of procurement with Macao enterprises

22 億
2.2 billion
中小企業總採購額
Total procurement spend on SMEs

26%
中小企業佔總採購額百分比
Percentage of procurement spend on SMEs

13 億元
1.3 billion
本澳三類扶持企業採購金額
Total procurement spend on three key categories[1] of local enterprises

61%
本澳三類扶持企業佔中小企業總採購額百分比
Percentage of procurement spend on the three key categories of local enterprises

2,000+
供應商數量
Number of suppliers

696
本地中小企業供應商數量
Number of local SME suppliers

[1] 三類予以扶持的本地企業：小微企、澳門製造企業及澳門青創企業

The three categories of local businesses for targeted support: small and micro enterprises, "Made in Macao" companies, and Macao young entrepreneurs

建立交流平台　提供合作便利

Establishing a Platform for Direct Connection

三年疫情過去，金沙中國再度與澳門中華總商會合作舉辦本地中小微企供應商開放日，為到場的本地供應商提供與金沙中國採購團隊交流接洽的機會，讓他們了解各部門的採購商機。多個專項攤位涵蓋食材及飲品、外包服務及物流、市場推廣及印刷品、科技產品及博彩設備、酒店營運產品及家具、設施管理及建築工程，以及澳門製造及澳門品牌等多個類別。參與活動的供應商近 220 家。

After three years of pandemic measures, Sands China was once again able to hold our Local Supplier Open Day, in collaboration with the Macao Chamber of Commerce, to help Macao's local suppliers discover procurement opportunities at our properties, where they got to connect with our procurement team and learn about the needs in various departments. Several categories of procurement booths were set up: food and beverage, outside services and logistics, marketing and printing, technology and gaming, operating supplies and equipment, facilities and construction, and Macao brand and made-in-Macao products. Nearly 220 suppliers attended the event.



引領中小企業 進軍國際市場

Leading SMEs to Take Their First Steps Toward Going Global



「展示澳門」是疫情後金沙中國首次在海外市場舉辦的大型活動，於 2023 年 6 月初一連三天在濱海灣金沙的金沙會議展覽中心舉行。活動進一步彰顯了公司致力支持澳門特區政府吸引更多海外旅客、拓展更多元的旅客市場的承諾。「展示澳門」推廣活動成功促成黃枝記、咀香園餅家、金燕西洋牛油糕葡式食品和英記餅家等多家中小微企與濱海灣金沙達成採購合作，進軍國際市場。

The Macao Showcase was the first major post-pandemic event organised by Sands China in an overseas market. The three-day event ran early June 2023 at the Sands Expo and Convention Centre at Marina Bay Sands, reflecting the company's unwavering commitment to supporting the Macao SAR government in attracting more overseas travellers and diversifying visitor source markets. Sands China successfully facilitated procurement partnerships for several SMEs, such as Wong Chi Kei Foods (Macau) Co. Ltd., Choi Heong Yuen Bakery, Kam-in Catering, and Yeng Kee Bakery through the Macao Showcase, enabling them to enter the international market by supplying products to Marina Bay Sands.

「展示澳門」 參展商感言

Testimonials from Macao Showcase Exhibitors

「『展示澳門』是我們首次參與的海外展銷，反應熱烈，短短半天所有產品便火速售罄。此外，我們更有機會跟客戶面對面交流，獲得不少洽商機會，參展迴響亦出乎我們意料之外。是次經驗令我們大開眼界，亦加強了我們開拓海外市場的信心。」

"The Macao Showcase was the first-ever overseas tradeshow that we participated in. The response was overwhelming, and all of our products were completely sold out within half a day. This opportunity also allowed us to interact directly with customers, leading to numerous business opportunities. The response exceeded our expectations, and this experience has broadened our horizons and strengthened our confidence in exploring overseas markets."



黃與飛
黃枝記有限公司業務發展總監

Wong Yu Fei, business development director of Wong Chi Kei Foods (Macau) Co. Ltd.

推動創新科技 扶助青年創業

Promoting Technological Innovation and Young Entrepreneurship

為配合澳門特區政府運用科技引領智慧旅遊的理念，金沙中國於 2023 年 5 月成立金沙綜合度假村孵化中心，旨在透過一系列具針對性的研討會和競賽活動，鼓勵科技創新、發掘具有發展潛力的本地創新企業，以及引入綜合度假村智能解決方案。

In line with the Macao SAR government's initiative to spearhead technology-driven smart tourism, Sands China launched the Sands Resorts Incubation Centre in May 2023. It is aimed at encouraging technological innovation, discovering local innovative enterprises with development potential, and introducing innovative solutions for smart integrated resorts through a series of targeted seminars and competitions.



金沙中國亦於會上與澳中致遠投資發展有限公司簽署合作備忘錄。這份合作備忘錄旨在促成金沙中國與澳中致遠旗下的澳門青年創業孵化中心的合作，包括定期舉辦研討會、課堂培訓和競賽活動，以識別具有發展潛力的企業，扶助澳門年青創業家向上流動，以支持本地中小微企的長遠發展。

透過合作，金沙中國贊助澳中致遠舉辦的「澳門青年創新創業大賽 2023」中的「金沙最具澳門應用價值獎」，以鼓勵年青人發揮創意，同時發掘更多與澳門發展智慧城市、旅遊會展、休閒科技相關的創業項目。金沙中國將會優先為參賽的澳門項目提供輔導培訓、商業配對、參展推介、參觀交流以及成為公司供應商的機會。

金沙中國更與 BEYOND Expo 首次攜手打造「金沙中國智慧度假村科創大賽」，旨在讓金沙度假村孵化中心助力澳門科技創新之發展，務求在功能性及可持續性方面能給來澳遊客帶來更好的體驗，同時嘉獎針對綜合度假村行業且具有商業價值的產品和解決方案。

Sands China also signed a memorandum of understanding (MOU) with Parafuturo de Macau Investment and Development Limited (PFM). The goal of the MOU is for Sands China to work together with PFM's Macao Young Entrepreneur Incubation Centre to identify potential enterprises through periodic workshops, classroom trainings, and competition events, supporting local young entrepreneurs and the growth of local small, medium, and micro suppliers.

Under this partnership, Sands China sponsored the establishment of a prestigious Sands Best Application Value Award at the 2023 Macau Youth Innovation and Entrepreneurship Competition. The award aims to support young people to utilise their creativity, while encouraging the cultivation of more entrepreneurial projects related to Macao's development as a smart city and the city's advancement in MICE tourism and leisure technology. For local projects in the competition, Sands China prioritised providing coaching and training, business matching, exhibition and visiting opportunities, and the chance to become a Sands China supplier.

Sands China and the BEYOND Expo launched the Sands Innovation Challenge, a smart-tourism competition that aims to achieve the goals of the Sands Resorts Incubation Centre of driving innovation and development within the local technology sector, while providing better experiences for visitors to Macao in terms of functionality and sustainability and rewarding commercially valuable products and solutions targeted at the integrated resort industry.

金沙物美嘉年華 四度提供免費展銷平台

Sands Shopping Carnival Offers Free Business Platform for The Fourth Year

金沙物美嘉年華自 2020 年首辦以來獲得各界熱烈回響，憑藉加入國際零售品牌與本地中小微企同場展銷產生聯動效應，協助本地品牌走出澳門。疫情過後，金沙中國一如既往支持本地中小企業，讓他們從經濟復甦和多元化發展中獲益，同時為本地居民及遊客打造超值旅遊體驗，提升澳門作為世界旅遊休閒中心的影響力。2023 年為期四天的活動共吸引了近 11 萬人次參觀，其中遊客佔比 50%。活動過去四屆共吸引逾 42 萬人次參與。

In just three years since its launch in 2020, the Sands Shopping Carnival has achieved a remarkable feat by bringing together international retail brands and local SMEs under one roof to create synergistic effects, thereby empowering Macao brands to go global. No matter the circumstances, Sands China remains committed to showing unwavering support to local SMEs, enabling them to reap the benefits of economic recovery and diversified development, while bringing visitors a joyful travel experience of the best value, contributing to Macao's status as a world centre of tourism and leisure. The four-day event in 2023 attracted nearly 110,000 visitors, of which 50% of the visitation came from tourists, marking over 420,000 visitors in total since its debut.





金沙中國秉承一貫宗旨，連續四年為本澳中小微企及金沙零售商戶提供大型免費展銷平台。今屆的嘉年華佔地 21,000 平方米，設有超過 580 個展位。活動共分為 11 個展區，包括：金沙商戶區、家庭用品區、親子用品區、食品專區、美食廣場、健康生活區、文創及 IP 區、兒童遊樂區，以及新增設的三個區域：國際美酒區、悅讀區及澳品薈專區，合共搜羅超過 260,000 件優惠商品，當中包括 $1 限量精選商品。作為金沙中國的年度焦點盛事，「金沙物美嘉年華」為本澳市民及旅客打造假日熱點，積極響應澳門特區政府「旅遊＋」策略。

延伸活動方面，除連續四年舉辦廣受好評的「K 歌之王歌唱比賽」外，全新的「K-POP 流行舞大賽 2023」戰況激烈，受到許多年輕舞者的喜愛。「小廚神工作坊」繼續獲得全城好評，共吸引超過 500 名兒童及家長在金沙中國餐飲團隊的帶領下一起製作精美小食。

In keeping with our founding principles, Sands China continued offering this exhibition platform for exhibitors free of charge. The 2023 carnival boasted over 580 booths across 21,000 square metres, spanning 11 district zones: Sands Retailers; Household Products; Parenting and Family; Gourmet; Food Court; Healthy Lifestyle; Macao Cultural, Creative and IP; "Play and Fun" Kids Area; and the newly added MinM Plaza, Happy Reading, and International Wine and Spirits zones. The shopping extravaganza offered a range of over 260,000 items with exclusive deals, including a selection of items sold at MOP 1. The Sands Shopping Carnival has become an annual signature event for Sands China, giving local residents and tourists an exciting weekend destination while supporting the Macao SAR government's "tourism+" strategy.

As for extended activities, in addition to the wildly popular Karaoke King Singing Competition that has been held for four consecutive years, the brand-new K-POP Dance Competition 2023 was a favourite for many young dancers as the Korean Wave becomes more popular. The Little Master Chef Workshop returned again with continuous acclaim, drawing over 500 parents and children to participate in food-prep and decorating led by our food and beverage team.

為推動社會共融，金沙中國再次邀請多個本地非政府機構於嘉年華設立攤位，為其會員提供工作機會，協助他們建立信心融入社區。此外，一眾澳門特殊奧運會成員在嘉年華舉行期間分別擔任新聞小記者及編輯，合力製作嘉年華的專題報導，充分發揮社區共融合作精神。

To promote social inclusion, Sands China continued its tradition and invited several local non-governmental organisations that offer vocational training for their service users to run booths at the carnival, in a bid to empower them to build confidence and gain exposure in the local commercial market and create job opportunities for them. Moreover, a group of Macau Special Olympics members had the chance to role-play as news reporters and editors throughout the carnival, collecting content to publish in their news reports through conducting interviews, taking photos, and shooting video.

- **四間本地社服機構於美食廣場內設置美食攤位**
  4 social enterprises ran booths at the carnival's Food Court
- **九家社服機構參與澳門文創及 IP 區展位**
  9 community organisations ran booths at the carnival's Macao Cultural, Creative and IP zone

此外，金沙中國關懷大使帶領一眾澳門自閉症協會及澳門婦女聯合總會成員於多個嘉年華遊戲展位遊玩，亦陪同澳門工會聯合總會及澳門婦女聯合總會親子成員參與深受一家大小歡迎的美食製作活動「小廚神工作坊」。

Furthermore, Sands Cares Ambassadors and members of the Macau Autism Association and the General Association of Women had fun at the carnival's game booths. Sands Cares Ambassadors also accompanied parents and children from the Macau Federation of Trade Unions and the Women's General Association of Macau to spend some quality time cooking together at the carnival's Little Master Chef Workshop.





在金沙環保 360 可持續發展策略的指引下，是次嘉年華充分體現了公司在環保方面所作出的努力。金沙環保 360 大使連同本地環保社團「綠色未來」成員，合力向參展商介紹回收紙皮、塑膠及金屬的實用技巧。在大家的共同努力下，活動最終收集了超過 3,100 公斤的可回收物料。會場亦特設環保櫃檯，向訪客贈送二手洗衣籃和舊款的酒店盥洗用品，期望物盡其用支持環保。

In line with goals of the Sands ECO360 sustainability strategy, the carnival operated with environmental awareness. Local NGO Green Future and a group of Sands ECO360 Ambassadors demonstrated effective methods for recycling to exhibitors, where they gained practical knowledge and techniques for recycling carboard, plastic and metal. A total of over 3,100 kilograms of recyclables were collected during the event. In addition, items such as used laundry baskets and obsolete hotel toiletries were given away for free to visitors at a dedicated counter during the carnival.

金沙物美嘉年華參展商感言

Testimonials from Sands Shopping Carnival Exhibitors



密莉詩貿易有限公司
Millesime Trading Co. Ltd.

負責人陳漢強
Howie Chan, responsible person

「金沙中國所舉辦的展覽成效一向良好，尤其在引流及宣傳方面都做得非常出色，加上活動定位清晰，每年的金沙物美嘉年華都吸引到許多不同的人流。金沙中國亦相當支持本地中小企的發展，過往三年讓中小企參與，除了令各個商戶減輕在疫情中的壓力，還成功在本地市場增加知名度，有助拓闊客源。此外，公司去年（2022 年）亦有參與金沙中國開設的金沙採購學院，當中學會了許多不同範疇的經營知識，令本地中小企獲益匪淺。」

"The exhibitions organised by Sands China have always been effective, especially in attracting publicity. Coupled with clear intention, the Sands Shopping Carnival has drawn many different visitors each year. Sands China also supports the development of local SMEs by inviting us to participate in the event over the past three years. In addition to relieving pressure for us, it has also successfully increased our visibility in the local market and helped broaden our customer base. What's more, our company participated in the Sands Procurement Academy last year [2022]. We gained a lot of business knowledge in different fields, which has greatly benefited local SMEs."

本地採購 | Local Procurement



星光書店有限公司
Livraria Seng Kwong Lda.

總店門市經理吳子立
Ng Chilap, store manager

「獲邀請在金沙物美嘉年華中新設的悅讀區參展既是一個嶄新的挑戰，亦是一個多元的推廣閱讀渠道。嘉年華作為一個多方面的平台，每年不但吸引不少本地居民及旅客參與，同時有眾多的參展商，是一個拓展合作發展的好機會。公司亦期望藉此增加市民的閱讀機會，推動本地的閱讀氣氛。」

"We were invited to run a booth at Happy Reading at the Sands Shopping Carnival. This opportunity is a new challenge and a diverse channel to promote reading. As a comprehensive platform, it not only attracts a great number of residents and tourists to visit each year, but it also draws a large number of exhibitors to run booths at the event, which is another brilliant opportunity to forge connection. Through this showcase, the company also hopes to boost reading frequency and promote the reading atmosphere in the city."



卡撒天嬌床上用品專門店
Casablanca Loja Exclusiva da Venda de Artigos da Cama

營業代表陳嘉敏
Carmen Chan, sales representative

「今年（2023 年）是卡撒天嬌第三年參加金沙物美嘉年華，過去活動的舉辦之際正正是疫情期間，本地不少中小企每年都十分期待這場大型展銷活動，不但能提高產品銷量及品牌推廣，在整個過程中更能學習到如何透過大型嘉年華活動進行促銷及營運，是一個很好的發展平台，令中小企在經營上獲益良多，生意額成效亦十分理想，感謝金沙中國為中小企提供的機會。」

"This year [2023] is the third year that Casablanca has participated in the Sands Shopping Carnival. The past carnivals were held during the pandemic, which many local SMEs were very excited to participate in. It not only helped to improve our product sales and brand promotion, but we were also able to learn how to operate in large-scale events. The carnival is a good platform that allows SMEs to greatly benefit in operation and revenues. I would like to thank Sands China for providing opportunities to SMEs."



新百利來中心有限公司
New Green Box Pavilion Centre Limited

經理黎嘉怡
Candy Lai, manager

「這是我們第四次參加金沙物美嘉年華，嘉年華是我們推廣產品和商店的絕佳機會。我們主要銷售有機產品，這裏的展位有助於我們向客人宣傳健康理念。去年我們的銷售情況很好，而且由於參加嘉年華無需額外費用，我們可以為客人提供更多的折扣優惠。希望這次參展能吸引長期客戶。疫情讓顧客的購買情緒和模式都發生了很大改變，隨之的挑戰也更大了。嘉年華這樣的活動有利於我們中小企業相互認識溝通、建立夥伴關係、實現共贏。」

"This is the fourth time we're joining the Sands Shopping Carnival and it is a great opportunity to promote our products and our shop. Our major products are organic, so setting up the booth here helps us promote health to the visitors. We had good sales last year, and since there are no extra costs to being here, we can offer great promotions to the visitors. I'm hoping the booth will be able to attract some long-term customers this time. It's been challenging – customer sentiments and shopping trends have changed a lot. Events like these help SMEs meet each other, form partnerships and achieve win-win situations."

金沙採購學院支持中小微企不遺餘力

Sands Procurement Academy Spares No Effort Supporting SMEs

金沙採購學院是 F.I.T.「飛騰」計劃的項目之一，由金沙中國與澳門中華總商會及澳門生產力暨科技轉移中心於 2017 年聯合開辦。此課程透過與本地供應商分享業務知識及營商技能，協助他們提升與大型國際客戶合作的經驗與能力，進而開拓更多商機，是行內首個同類型課程。

As a pillar of Sands China's F.I.T. programme, the Sands Procurement Academy is a first-of-its-kind training programme for local SME suppliers that has been co-organised by Sands China, the Macao Chamber of Commerce, and the Macau Productivity and Technology Centre since 2017. Through the sharing of the most up-to-date business knowledge and skills, it helps SME suppliers gain experience and capacity for working with large-scale international corporations.

學院的培訓對象是全澳中小企業，特別是微企、青創企業及澳門製造企業推出不同課程由相關領域的資深人員授課，內容涵蓋物流管理、可持續發展、質量保障管理、採購合同基礎及採購流程和系統概覽、供應商行為準則以及澳門勞動關係法基礎。所有畢業供應商均獲頒授證書，並享有同等條件下優先採購的機會。

While open to all local suppliers, the programme specifically targets the development of local SMEs, especially micro-enterprises, Macao young entrepreneurs, and "Made-in-Macao" enterprises. The academy's practical training modules are tailor-made and presented by lecturers with diverse areas of expertise. The modules cover logistics management, sustainability, quality assurance, procurement process and system overview, supplier code of conduct, procurement contract basics, and Macao labour law fundamentals. Suppliers earn a completion certificate and receive preferential procurement opportunities with Sands China upon graduation.

截至 2023 年底，金沙採購學院共為學員提供 8,114 小時的培訓時數，14 屆超過 520 家本地中小微企供應商報名參加，當中 486 家成功畢業。

At the end of 2023, the Sands Procurement Academy had delivered 8,114 training hours and trained over 520 local SME suppliers via 14 cohorts, with 486 participants having successfully graduated.



金沙採購學院學員感言

Testimonials from Sands Procurement Academy Participants

恆創禮品
Aeternus F Gifts and Design



總經理兼創辦人李康莉
Connie Lei, general manager and founder

「金沙採購學院所提供的課程專為中小企設計，讓我們學到最新的採購知識，為未來與大型企業合作打好基礎。課程中，金沙中國不同部門的代表及員工亦前來講解各部門對採購的準則，獲益良多。課程亦讓公司意識到如何能更深入了解客人的需求，我們相信這將對我們未來與客戶的溝通方式做出很大的幫助。」

"Our company has gained abundant up-to-date information about procurement after attending the Sands Procurement Academy, as the modules were explicitly tailored for local SMEs, which helped prepare us for working with large-scale and international enterprises. During the training sessions at the Sands Procurement Academy, Sands China invited representatives and some of their team members from various departments to demonstrate the different procurement standards. We also learned how to further understand the needs of our customers, which we believe will contribute greatly to how we communicate with our clients in the future."

澳門虹彩新材料有限公司
Hongcai (Macau) New Material Technology Co. Ltd.



董事總經理蕭美妍
Edith Sio, managing director

「公司透過金沙採購學院在採購和物流領域獲得了深刻的專業知識，金沙中國傳授關於產品包裝、批次管理及必須遵循的國際標準等諸多要點，同時提點中小企考取各種標準認證，讓我們增進營運知識及技能，與時俱進。亦十分感謝金沙中國在疫情期間對中小企的包容和支持，共同度過難關。」

"Our company has gained in-depth professional knowledge in procurement and logistics through participating in the Sands Procurement Academy. Sands China has shared key knowledge about product packaging, batch management and international standards that suppliers are expected to abide by. They also reminded SMEs to obtain various certifications, which can enhance our operational knowledge and skills, keeping us abreast of the times. Thank you, Sands China, for supporting SMEs during the pandemic and helping us overcome difficulties together."

表彰金沙卓越供應商

Outstanding Suppliers Received Recognition at Sands Supplier Excellence Awards

2023 年本地經濟復甦步伐強勁，旅遊業欣欣向榮，也讓我們迎來廣大的發展機遇。金沙中國舉辦了第十一屆金沙卓越供應商頒獎禮，以表揚並答謝一眾優秀供應商盡心竭力配合我們的各項營運決策和安排，與我們並肩同行，不斷助力豐富澳門作為世界旅遊休閒中心的內涵。同場舉辦了金沙採購學院第十三屆及第十四屆畢業典禮。畢業的企業於活動結束後參與商務聯誼環節，與金沙中國各用家部門以及來自拉斯維加斯金沙集團、金沙中國及濱海灣金沙的採購團隊交流接洽。

In 2023, Macao saw a robust recovery in the economy with its tourism industry thriving, thus providing a tremendous opportunity for our future development. Sands China held its 11th annual Sands Supplier Excellence Awards to recognise its outstanding suppliers for their dedication to fulfilling our operational policies and arrangements, and walking alongside us to help enrich the city's offerings as a world centre of tourism and leisure. Simultaneously, the Sands Procurement Academy graduation ceremony for the 13th and 14th cohorts of local suppliers was also held. After the ceremonies, the graduates joined a cocktail and business networking session, where they met representatives from various Sands China departments, as well as procurement team members from Las Vegas Sands, Sands China, and Marina Bay Sands.



於第十一屆金沙卓越供應商頒獎禮上， 金沙中國向七家表現傑出的供應商頒發獎項，包括：

- 企業文化及可持續性：**怡安保險顧問有限公司 — 澳門分行**
- 最佳創意：**天使澳門有限公司**
- 成本管理：**友興工程有限公司**
- 質量管理：**領逸活動策劃及展覽有限公司**
- 項目管理：**中國建築工程（澳門）有限公司**
- 優質服務：**萬添食品（澳門）有限公司**
- 中小型企業：**溢利商業用品有限公司**

In the 11th year of the Sands Supplier Excellence Awards, Sands China recognised its most noteworthy suppliers in seven categories below:

- Corporate Culture & Sustainability:
  Aon Hong Kong Limited - Macau Branch
- Innovation:
  Angel Macau Ltd
- Cost Management:
  YH Engineering Company Limited
- Quality Management:
  Matrix Event Planning and Exhibition Limited
- Project Management:
  China Construction Engineering (Macau) Company Limited
- Service Excellence:
  Maxtime Food (Macau) Limited
- Small/Medium Enterprise (SME):
  Iat Lei Stationery Limited

獲獎本地供應商感言

Testimonials from SSEA-winning local suppliers

中小型企業：溢利商業用品有限公司

Small/Medium Enterprise (SME): Iat Lei Stationary Limited

總經理勞新權

Andy Lou, general manager



「獲金沙中國頒發獎項，感到無比榮幸與驕傲，不僅意味著國際企業對產品品質的認可，更體現了對溢利全方位服務和專業培訓的肯定，證實了企業的領先地位。」

"We feel extremely honoured and proud to receive the award from Sands China. This award not only signifies the acknowledgment that an international enterprise has for our product quality, but also reflects their recognition of Iat Lei's comprehensive service and professional training, confirming our company's leading position."

優質服務：萬添食品有限公司

Service Excellence: Maxtime Food (Macau) Ltd.

行政及銷售經理陳紅

Hermit Chan, administration and sales manager



「公司與金沙中國從 2016 年展開合作關係。此次獲獎對公司十分鼓舞，這不僅是對我們的產品和服務品質的肯定，也是對品牌價值的顯著認可。同時亦感謝金沙中國在疫情期間推出的『中小微企特快付款計劃』，協助中小企度過難關，令我們感受到關懷。」

"We started our cooperation with Sands China in 2016. This award is a token of acknowledgement to our company. This is not only an affirmation of the value of our products and services, but also a recognition of our brand value. I would also like to express my gratitude to Sands China for offering the SME Expedited Payment Program in an effort to help SMEs overcome the challenges faced during the pandemic, which showed how they care for SMEs."

騰訊視頻星光市集開放日

Tencent Video's Openday Star Market

騰訊視頻星光市集開放日是集主題 IP 市場和互動活動於一體的月度活動。開放日年終特別版於 2023 年 12 月在澳門巴黎人花園舉辦。金沙中國秉持扶持本地中小微企發展的經營理念，邀請多間澳門中小企及他們經營的 IP 一同參與，以此提升其品牌在中國內地市場曝光的機會。

Tencent Video's Openday Star Market is a monthly special event that brings together a themed IP marketplace and interactive activities. The year-end special edition of Openday took place in December 2023 at Le Jardin. Upholding the business philosophy of "supporting the growth of SMEs," Sands China invited local SMEs and their IPs to participate, providing them with an opportunity to enhance their brand exposure in the mainland Chinese market.

後勤區舉辦員工優惠活動

SME Roadshows In BACK-OF-HOUSE

金沙中國非常重視本地中小企業的成長和發展，多年來持續邀請本澳中小企供應商於旗下物業後勤區舉辦員工優惠活動，提供面向 26,000 名員工的營銷機會。歷經三年疫情，公司期望透過活動向他們提供更多商機，進一步支持本澳中小微企發展，協助提高其曝光機會及品牌知名度。同時我們的員工也可於休息時間在公司享受購物的便利。

參與活動的供應商為金沙中國團隊成員提供一系列優惠產品，包括節慶食品、海味乾貨、家居用品等。自 2019 年起，金沙中國合共舉辦了 44 場後勤區員工優惠活動，惠及 111 家本澳中小企，累計銷售額超過澳門幣 3,965 萬元。

Sands China greatly values the growth and development of local SMEs. With 26,000 team members, Sands China has continuously invited local SME suppliers to run roadshows in its properties' back-of-house areas, helping give their brands and businesses exposure to a broader audience and supporting their development as post-pandemic normalcy started to return in 2023. Our team members also benefit from having the convenience of shopping at the roadshows during break times.

The participating local SME suppliers offered a range of products for Sands China team members with special discounts, including festive food, dried seafood, home goods, and more. Sands China has organised a total of 44 SME roadshows in its back-of-house areas since 2019, which have benefited 111 local SMEs and yielded sales of over MOP 39.65 million.

與中小微企的合作印記

STORIES OF PARTNERING WITH SMES

2023 年公司持續與本地媒體攜手合作，專訪與公司多年來合作無間的中小微企供應商，並刊登分享他們自強不息的勵志故事。儘管疫情期間困難重重，金沙中國仍堅定不移致力於向供應商提供不懈的支持。自 2016 年以來逾 120 個勵志故事展現供應商的快速成長以及與大型國際客戶合作的經驗與能力，也由此提高當地中小企業合作夥伴的知名度。

In 2023, we continued the tradition of collaborating with local media to interview our valued SME suppliers and share these inspiring stories with the city. Despite the challenges faced during the COVID-19 pandemic, Sands China remained committed to showing unwavering support to its suppliers. Having shared over 120 stories with the public since 2016, we hope to elevate the visibility of our local SMEs partners by demonstrating their growth and experience after working with large international enterprises.

昊洋工程有限公司

Ocean Engineering

「公司自 2011 年已與金沙中國開始合作，為集團旗下數家餐廳提供魚缸維護與保養服務，以嶄新技術協助減省成本，並保持海鮮『生猛』，維持食材新鮮。儘管早前受疫情影響，金沙中國仍繼續保持合作關係，助力度過難關。此外，與金沙中國的合作也大大提高了昊洋在業界知名度，有利拓展業務。」

"Our company began working with Sands China in 2011 and we have provided fish tank maintenance services for several restaurants under the group. We use new technology to help reduce costs and keep seafood alive and ingredients fresh. Despite the earlier impact of the pandemic, Sands China continued to maintain a working relationship with us, which has helped us keep going. Moreover, our collaboration with Sands China has greatly increased our exposure in the industry and is conducive to business expansion."



溫記粉麵廠

Wan Kei Fan Min Chong

「公司由 2009 年開始與金沙中國展開合作，最初公司主要為金沙中國供應河粉及麵條，後來因應金沙中國業務擴展，遂增聘來自不同地區的專業技術人員，逐步增加供應多種口味的點心及麵包等予集團旗下員工餐廳，並不時推薦新產品予金沙中國。與金沙中國達成合作後，公司在業內建立起良好口碑，業務得以不斷擴大，帶動公司發展、擴建廠房及增聘人手。在金沙中國建議下，公司亦成功考取國際認證，企業競爭力得以進一步提升。」

"Our company has been collaborating with Sands China since 2009. We initially supplied rice noodles and noodles to Sands China. Later, in response to Sands China's expansion, we have hired more professional personnel from different regions, increased various dim sum and bread options to the group's team member restaurants, and recommended new products to Sands China. Ever since our collaboration, we have established a good reputation in the industry and continued to expand our business, driving our development, expansion of factories and hiring of additional manpower. With the advice of Sands China, we also successfully obtained international qualification, which further enhanced our competitiveness."



振耀建築有限公司

Genyield Construction

「振耀在澳門金沙興建時以分判商身份參與部分建築工程，及後在 2006 年振耀首次與金沙中國直接達成合作，承建澳門威尼斯人的西翼穿梭巴士停泊區的工程項目，自此正式與金沙中國開展長期的合作，承接金沙中國各類大小工程，例如澳門巴黎人、澳門倫敦人及金光會展中心的項目。與金沙中國合作後，使得公司變得更全面及多元化，給公司的工程管理、技術及施工人員提供更多提升能力及工藝的機會，從而提升公司在市場上的競爭力，對公司開拓業務有正面幫助。」



"Genyield began participating in some of the construction work of Sands Macao as a sub-contractor. Genyield became a construction contractor for The Venetian Macao in 2006, taking part in the construction work of the group's shuttle bus parking area. The long-term collaboration between the two parties thus began. Some of the projects were completed at The Parisian Macao, The Londoner Macao, and the Cotai Arena. After the partnership with Sands China, our company has become more comprehensive and diversified, providing more opportunities for staff to enhance their skills, which has further enhanced the company's competitiveness in the market and developed its business."


Times

Local SME Genyield: From sub-contractor on Sands Macao project to successful long-term partnership with Sands China

加藤屋食品有限公司

Kayota Foods Company Limited

「公司自 2019 年開始與金沙中國開展合作關係，為集團旗下喜樂日本料理供應日本優質食材。疫情初期澳門市面上的餐廳陸續需暫停營業，導致公司業務下跌。當時幸得金沙中國主動聯絡了解情況後，能夠加快完成訂單貨款支付流程，減低疫情對公司衝擊，協助度過難關，反映金沙中國扶助本地中小企的企業社會責任，令中小企感受到關懷與鼓勵，為雙方長遠合作打下堅實的基礎。」

"We started working with Sands China in 2019, supplying quality ingredients from Japan to the group's Japanese restaurants, [including] Hiro by Hiroshi Kagata. Restaurants in the city gradually shut down at the beginning of the pandemic, causing our business to decline. Fortunately, after Sands China took the initiative to contact us and learn about our situation, we were able to speed up the order payment process, which reduced the impact and helped us tide over the difficulties. This reflects Sands China's corporate social responsibility efforts in supporting local SMEs, which showed their care and encouragement – laying a solid foundation for long-term cooperation between us."


中小企採購

專業採購 自設物流

食品公司克服疫情 看好博企合作

晟杰工程有限公司

SJ Synergy Holdings

「晟杰工程與金沙中國開展合作已有五年多，主要負責金沙中國旗下購物中心店舖及公共區域的裝修工程，提供從設計、入則至完成工程的『一條龍』服務。疫情期間，公司參加了金沙中國推出的『中小微企特快付款計劃』，有助中小微企短時間內紓解現金流壓力。與金沙中國合作後，累積了更多與跨國企業合作的經驗，有助帶動公司員工的專業水平提升，從而令公司有機會承接更多國際頂級品牌的大型項目，幫助公司進一步成長。」

"SJ Synergy Holdings and Sands China have worked together for more than five years now. We are mainly responsible for the decoration projects of stores and public areas in Sands China's shopping malls, providing a 'one-stop' service from designing to the completion of the project. During the pandemic, our company joined Sands China's SME Expedited Payment Program which helped alleviate cash flow pressure in a short period of time. After collaborating with Sands China, we have accumulated a lot of experience working with multinational companies, which helped improve the professional level of our team members. This gave us the opportunity to undertake more large-scale projects with top international brands, boosting our growth."


中小企採購

工程公司提升專業助力發展

雅景綠化建設（澳門）有限公司

Asia Landscaping Ltd.

「金沙中國對可持續發展方面的要求相當高，並設有專門管理綠化環境的專業人員，把國際水準的綠化管理帶到澳門。公司與金沙中國在十多年的合作期間中，提供綠化建設工程及維護服務，獲益良多；尤其經歷數個颱風季節，從中一起學習到危機處理，累積寶貴的經驗。與金沙中國合作的經驗，亦在公司開拓商機上甚有助益。雅景綠化在澳門發展近二十年，員工數量至今約有八十人，可謂與金沙中國共同成長。」

"Sands China has a high standard for sustainable development, for which they have a department of professional personnel specialising in green environment management, bringing international-level green management to Macao. During our collaboration of more than 10 years, we have benefited a lot from providing green construction projects and maintenance services. In particular, we have faced several typhoon seasons, from which we have learned crisis management and accumulated valuable experience together. The cooperation with Sands China is very helpful to our company in exploring business opportunities. Asia Landscaping has been growing in Macao for nearly 20 years and currently has about 80 employees. It can be said that we have grown together with Sands China."


中小企採購

綠化工程公司

承接博企項目共同成長

澳門釀酒廠
Owl Man Distillery

「公司起初製作 500 瓶限量版澳門氈酒供應予澳門倫敦人開幕；隨後供應不同容量的氈酒給金沙中國旗下的餐廳、禮品店及酒店客房的迷你吧使用，保持穩定的合作關係。公司於今年（2023 年）六月更獲金沙中國邀請參加於新加坡舉行的『展示澳門』活動，引領澳門製造的氈酒踏上國際舞台，協助澳門品牌走出澳門。即使公司是新成立的企業，金沙中國亦給予合作機會，讓公司在合作期間大大提升經驗與知識。」

"We initially produced 500 limited bottles of gin for The Londoner Macao grand opening. Later on, we offered different sizes of bottled gin to Sands China's restaurants, souvenir shops, and hotel room mini bars, maintaining a stable relationship. We were also invited by Sands China to participate in the Macao Showcase event at Singapore in June this year [2023], taking Macao-made gin to the international stage and enabling Macao brands to go beyond Macao. Although our company is newly established, Sands China has provided opportunities so that we can gain tremendous experience and knowledge."





瑪莉亞專業美容中心
Maria Maza Beauty Center III

「最初瑪莉亞專業美容中心為澳門威尼斯人拍攝一系列宣傳影片提供化妝服務，雙方由此逐步展開合作。後來於 2010 年，公司正式成為金沙中國的供應商，至今合作已近十三年，期間在金沙中國旗下度假村開業、宣傳影片拍攝等活動中，提供化妝服務，同時亦有為金沙中國員工舉辦美容工作坊等，雙方一直以來合作無間。與金沙中國合作不僅讓我們累積豐富的實戰經驗，亦提高了應變能力，以迎合不斷提高的市場要求。」

"Initially, Maria Beauty Center provided makeup services for The Venetian Macao to shoot a series of promotional videos and then we gradually began our cooperation. Later in 2010, our company officially became one of Sands China's suppliers and we have worked together for nearly 13 years now. We provided makeup services for various events at Sands China's property openings, promotional video shoots and other activities. We have also organised makeup workshops for Sands China. Working with Sands China not only helped us accumulate rich practical experience, but also improved our adaptability to meet the ever-increasing market demand."



泰安環保回收再造廠有限公司
Tai On Environmentalist Recycling & Regeneration Factory Ltd.

「金沙中國一如繼往致力推動各種可持續發展舉措，積極履行企業社會責任。2018 年泰安正式與金沙中國開展合作，協助回收分類好的廢物包括塑膠、金屬、紙、電池、燈泡等，並根據不同的材料性質進行進一步處理如拆解、再造、出口等。金沙中國不斷尋求更多種類的資源回收方法，為環保不遺餘力，公司勇於嘗試透過自身商業網絡及技術創新，最終成功開拓新的渠道，令更多新的資源類別得以妥善回收，其履行企業社會責任的精神值得學習。」

"Sands China has always been committed to promoting various sustainability measures, fulfilling its corporate social responsibility. Tai On and Sands China began working together in 2018 to recycle waste such as plastic, metal, paper, batteries, light bulbs and others, and proceeded to further processing, including disassembling, recycling, exporting, etc. according to the different material properties. Sands China continues to seek more ways to recycle and spares no effort to protect the environment. Our company was courageous to explore our business network and technological innovation, and ultimately developed new channels, allowing more types of resources to be properly recycled. Their spirit of fulfilling their corporate social responsibility is worth learning from."



裕昌蛋莊
Loja De Ovos U Cheong

「金沙中國對生鮮產品的品質監控要求高，且需求量大，加上開展合作初期裕昌員工只有數人，相當考驗人手調配能力。經過與金沙中國的緊密溝通及互相協調，最後僅用了兩個月時間，雙方合作就已經漸入佳境，亦帶動了公司業務增長，團隊也漸漸壯大，現時員工人數已增至約二十人。此外，金沙中國注重可持續發展，要求運送時使用經清潔後可循環再用的托盤，取代用完即棄的傳統紙托盤來盛載雞蛋，有效減少廢物產生及提高衛生標準，值得仿效。」

"Sands China has high quality control requirements for fresh produce and their demand is huge. Additionally, we only had a few employees in the beginning of our collaboration, which put our manpower deployment capabilities to the test. After close communication and coordination with Sands China, our communication improved in as little as two months, which drove our business growth and expanded our team – with 20 employees currently. Furthermore, Sands China pays attention to sustainable development and requires the use of cleaned and recyclable pallets to hold eggs during transportation, instead of traditional disposable paper pallets. This effectively reduces waste generation and improves hygiene standards. It is an example worth following."



濠光傳媒有限公司
NeTVision Media Ltd.

「2017 年正式開始與金沙中國合作，負責 2018 年澳門巴黎人舉行的公益項目 —— 閃耀金光慈善跑的活動策劃統籌，其後陸續合作的項目有澳門國際十公里長跑賽、大賽車主題遊戲展位搭建、外地大型晚宴等多種不同類型的活動。與金沙中國的合作過程中，讓濠光傳媒瞭解到大型國際企業對品質的要求，提高了自身的服務及專業水平，令公司更有信心統籌策劃更多大型活動項目；公司亦因此有幸參與國際知名的活動項目，從中建立了良好的口碑及業界知名度。」

"In 2017, we officially started cooperating with Sands China and were responsible for the event planning and coordination of the charitable project Light the Night Run, held by The Parisian Macao in 2018. Subsequent cooperation projects included the construction of themed game booths for the Macau International 10K Run and

Grand Prix, and large-scale dinners and many different types of activities. During our cooperation with Sands China, NeTVision Media learned about the quality requirements of large international companies, which has improved our service and professional standards. This gave us more confidence in coordinating and planning future large-scale event project. Our company was also fortunate to participate in world-renowned events, which has helped us establish a good reputation and increase our visibility in the industry."



萬添食品（澳門）有限公司
Maxtime Food (Macau) Limited

「公司始創於香港，於 2016 年在澳成立公司。在開業不久後主動聯繫金沙中國表達合作意向，並開始合作關係。公司最初主要為金沙中國餐廳供應新鮮及冰鮮的海產品食材，隨著金沙中國旗下酒店新餐廳陸續開業，金沙中國對指定產地的高品質海鮮需求日益增長，與萬添的合作範圍亦逐步擴大。疫情期間公司面臨資金週轉壓力，幸得金沙中國當時推出『中小微企特快付款計劃』，讓公司在短時間收到款項，解決了公司燃眉之急。」

"Our company was founded in Hong Kong and established a Macao branch in 2016. Shortly after our opening, we proactively contacted Sands China to express our intention to cooperate and we began working together soon after. At first, our company mainly supplied fresh and chilled seafood to Sands China's restaurants. With the opening of new restaurants at Sands China's hotels, their demand for high-quality seafood from designated origins grew, and the scope of cooperation with Maxtime also expanded gradually. During the pandemic, our company faced capital turnover pressure. Fortunately, Sands China launched the SME Expedited Payment Program at that time, which allowed us to receive payment in a short time and solved our urgent need."



社區參與

COMMUNITY ENGAGEMENT

關懷社區顯愛心 深耕細作惠社群

CARING FOR THE COMMUNITY AND BENEFITTING SOCIETY



關懷社區顯愛心　深耕細作惠社群

Caring for the Community and Benefitting Society

根植澳門二十多年，金沙中國一直視澳門為家，多年來不遺餘力履行企業社會責任，與社區風雨同路，積極扶助本地弱勢社群。我們秉承「金沙關懷」企業公民計劃的宗旨，以實際行動履行企業社會責任，與本地機構及社團攜手合作，積極了解社區需要，並透過經濟援助、社區援助及合作、物資捐贈等方式開展慈善工作，惠及社會上有需要的人士。

2023 年澳門走出疫情陰霾，公司人數達 3,300 的社區義務工作者「金沙中國關懷大使」亦致力透過製作及派發食物、衛生物資、防災應急包；陪同弱勢人士參與由公司舉辦的文化體育公益活動；節日送暖等不同方式，身體力行實踐關愛互助、多元共融的理念，同時喚醒大眾對弱勢人士的關注，為建設和諧美好社區貢獻力量。

As a company rooted in Macao for over two decades, Sands China sees Macao as its home and has spared no effort over the years to fulfill its corporate social responsibility by standing together with the local community come rain or shine, while actively supporting local disadvantaged populations. Upholding the mission of our corporate citizenship programme, Sands Cares, our company has been our corporate social responsibility with concrete action. We've worked with local institutions and community organisations over the years to actively learn about the needs of the community and engage in charity work through community assistance and collaboration, financial aid, and both financial and in-kind donations, thus benefiting people in need in society.

When Macao finally got out from under the cloud of the pandemic in 2023, our Sands Cares Ambassador team of 3,300 volunteers dedicated itself to volunteer work in the community by assembling and distributing food kits, hygiene kits, and emergency response kits. They also accompanied disadvantaged groups in charitable cultural and sports activities organised by our company and delivered festive joy as a way to uphold the philosophy of caring for each other for a diverse and inclusive community, while also raising the public awareness of these populations, thus contributing to the construction of a harmonious and wholesome community.

慷慨捐輸　支持社區項目

Generous Donations to Support Community Programs

金沙中國多年來持續以善款支持本澳社服機構營運及開展多項慈善活動，其中 2023 年度的項目包括：

For years, Sands China has donated generously to support the operations and charitable activities of local social service organisations; the programs supported by our company in 2023 include the following:

受惠機構 Beneficiary	善款金額（澳門幣） Donation amount (MOP)	描述 Description
街總平安通慈善基金 UGAMM Peng On Tung Charity Foundation	240,000	自 2010 年起資助平安通維修特工隊及有經濟困難人士使用「平安通」服務 Been sponsoring its Home Maintenance Program and the Peng On Tung Tele-Assistance Service for people with financial difficulties since 2010
澳門仁慈堂社服店 Macau Holy House of Mercy's Welfare Shop	300,000	連續 11 年支持食物籃派發活動，共惠及 3,660 戶弱勢家庭 Been sponsoring its food hamper distribution for 11 consecutive years, benefitting 3,660 underprivileged families
澳門扶康會 Fuhong Society of Macau	259,750	自 2006 年支持該會為殘疾人士提供工作機會 Been supporting them in providing job opportunities for people with disabilities since 2006
澳門明愛 Caritas Macau	300,000	連續 20 年支持「明愛慈善園遊會」及「澳門明愛慈善跑」 Been supporting the Charity Bazaar and Charity Run for 20 straight years
澳門同善堂 Macau Tung Sin Tong Charitable Society	700,000	自 2004 年起響應一年一度的「沿門勸捐」籌款活動，支持該會各項慈善服務 Been backing its annual fundraising campaign and supporting its charitable services since 2004
挪亞青年成長發展中心 Noah Family Mutual Aid Association	264,000	連續 4 年支持該會為青年提供更廣闊職涯路向 Been supporting them in providing young people with broader career prospects for 4 consecutive years
澳門特殊奧運會 Macau Special Olympics	267,200	連續 9 年支持「關愛社區 —— 特奧健康運動員計劃」，促進該會服務使用者的身心健康 Been supporting their Healthy Athletes Program for 9 straight years, promoting the physical and mental health of their service users
澳門日報讀者公益基金會 Charity Fund from the Readers of Macao Daily News	700,000	連續 20 年響應公益金百萬行，支持本地弱勢社群 Been supporting Walk for A Million for 20 consecutive years, helping local disadvantaged populations
澳門聾人協會及澳門奧比斯 Macau Deaf Association and Orbis Macau	100,000	藉舉行「金沙高爾夫球日」支持弱勢社群 Supporting vulnerable groups through the Sands Golf Day event
澳門唐心兒協會 Macau Down Syndrome Association	50,000	自 2015 年起支持該會幫助唐寶寶健康成長 Been sponsoring their support of the healthy growth of children with Down syndrome since 2015

義工服務
Volunteer Services

金沙中國於 2009 年 8 月正式建立「金沙中國關懷大使計劃」，成為全澳首家建立義工隊的綜合旅遊休閒企業。隨著公司的義工服務不斷拓展、義工團隊不斷壯大，金沙中國於 2020 年成立關懷大使工作委員會，以更有效組織更多元化的社區活動，幫助更多有需要人士。

金沙中國致力發揮企業社會責任，持續與澳門社區分享度假村資源，金沙中國關懷大使計劃旨在為員工提供一個服務本地社區的平台，透過組織各項社區活動，讓員工投入志願服務，並與弱勢社群分享溫暖和關愛，為本澳社會發展出一分力，同時為構建和諧共融社區貢獻力量。

Sands China launched the Sands Cares Ambassador Program in August 2009, making itself the first integrated resort operator in Macao to establish a volunteer team. With the constant growth of the volunteer team and expansion of its volunteer services, Sands China established the Sands Cares Ambassadors Working Committee in 2020 to organise a wider variety of community activities more efficiently and help more people in need.

Sands China is committed to fulfilling its corporate social responsibility and has continually shared its resort resources with Macao society. The Sands Cares Ambassador Program provides team members with a platform to serve the local community through organising various community activities and engaging in volunteer services, thereby conveying love and care to local disadvantaged groups, contributing to local social development, and helping to establish a harmonious and inclusive community.

- **關懷大使人數達 3,300 人**
  3,300 Sands Cares Ambassadors
- **650 項社區活動**
  650 community activities
- **貢獻逾 310,000 個社區服務時數**
  Over 310,000 hours contributed to community service

節日送暖
Delivering Festive Joy

一眾金沙中國義工連續 14 年於新春探訪澳門街坊會聯合總會「平安通」呼援服務的長者用戶。義工更與「財神」帶同賀年禮品包登門拜訪，向長者送上節日祝福及問候。

Sands China volunteers have visited elderly users of the Peng On Tung Tele-Assistance Service under the General Union of Neighborhood Associations of Macau during Chinese New Year for 14 consecutive years. This year, the volunteers visited the elderly together with a "God of Fortune" and handed out Chinese New Year gift packs to deliver festive greetings.

適逢新春佳節前夕，金沙中國關懷大使到訪「平安通」呼援服務中心，藉此機會了解中心的日常運作，並協助致電了解長者健康狀況，送上節日問候和祝福。

On the eve the Spring Festival, Sands Cares Ambassadors visited the Peng On Tung Tele-Assistance Service Centre to learn about their daily operations and assist in calling the elderly to understand their health status as a way to extend festive greetings.

為慶祝國際兒童節，關懷大使及澳門扶康會攜手向本澳 63 家社會服務機構合共超過 2,500 名兒童送上禮物包，分享節日歡樂。禮物包由關懷大使及澳門扶康會服務使用者合力製作。

To celebrate International Children's Day, Sands Cares Ambassadors made gift packs together with the Fuhong Society of Macau and handed them out to over 2,500 children at 63 local social service organisations to share the festive joy.

為慶祝母親節，近 40 名澳門唐心兒協會的唐寶寶及家長在一眾關懷大使的陪同下，製作心意卡及表演愛心舞蹈，向媽媽們獻上敬意，共度溫馨愉快時光。

To celebrate Mother's Day, nearly 40 children with Down syndrome from the Macau Down Syndrome Association and their parents made greeting cards and danced with love in the company of Sands Cares Ambassadors as a way to express appreciation to mothers; they all had a wonderful time together.

中秋佳節臨近之際，關懷大使連同善牧會婦女互助中心成員一同到本澳各區探訪多個弱勢家庭，為有需要人士進行家居大掃除；同時攜手製作中秋燈籠，並送上節日福袋及水果。

On the eve of the Mid-Autumn Festival, Sands Cares Ambassadors visited underprivileged families in the local community with members of the Good Shepperd Sisters – Women's Mutual Help Centre to provide home cleaning services for people in need, make Mid-Autumn lanterns and hand out festive gift packs and fruits.

走進社區
COMMUNITY CAMPAIGNS

協助仁慈堂社服店向本澳超過 370 戶弱勢家庭派發賀年食物籃，連續第 11 年身體力行支持該項有意義的社區活動。

Sands Cares Ambassadors helped the Holy House of Mercy's Welfare Shop distribute Chinese New Year food hampers to over 370 local disadvantaged families, marking the 11th consecutive year of Sands China's concrete support for this meaningful community activity.



參與「2023 澳門明愛慈善跑」，藉此提高大眾對建立健康生活模式、共建多元共融社區、促進家庭和諧的重要性的了解。

Sands Cares Ambassadors participated in the 2023 Charity Run of Caritas Macau in the hope of raising the public's understanding of the importance of developing a healthy lifestyle, building a diverse and inclusive community, and promoting family harmony.



為促進特奧會服務使用者的身心健康，關懷大使連續 9 年透過由金沙中國與澳門特殊奧運會合辦的「關愛社區 —— 特奧健康運動員計劃」 協助近 80 名成員進行各項健康檢查，包括口腔、扁平足、聽力及體適能檢查，並推廣有關營養和精神健康的資訊。

For the physical and mental health of Macau Special Olympics service users, Sands Cares Ambassadors participated in the Healthy Athletes Program jointly launched by Sands China and Macau Special Olympics for the 9th consecutive year, where they assisted nearly 80 members to undergo various health examinations, which covered dental health, flat feet, hearing and physical fitness, and promoted information about nutrition and mental health.



關懷大使前往香港沙田協助 80 名運動員進行健康檢查，作為「香港特殊奧運會 —— 健康運動員計劃」的其中一環。該計劃藉著向參與者提供視力、口腔、聽力、足部健康及體適能評估等多種健康檢查，讓其家人更深入了解其健康狀況並在有需要時作適當的治療，同時推廣健康訊息。

As part of the Special Olympics Hong Kong – Healthy Athletes Program, Sands Cares Ambassadors assisted 80 athletes in receiving physical examinations in Sha Tin, Hong Kong. By providing health examinations covering vision, dental health, hearing, podiatry, and physical fitness, the program aimed to enable athletes' families to know more about their health conditions and seek proper treatment when necessary while also promoting health information.



組織 1,400 多名員工及家屬參與第四十屆公益金百萬行「線下行」及「線上行」活動，為公益邁步前行。

Over 1,400 team members and their families participated in the 40th Walk for A Million either online or offline, thus contributing to charity efforts.



歡樂時光
JOYFUL MOMENTS

115 名關懷大使在「第 54 屆明愛慈善園遊會」上擺設遊戲展位為澳門明愛籌款，送出的獎品包括酒店住宿、餐飲禮券及澳門 teamLab 超自然空間門票等。遊戲攤位的收入（不扣除成本）全數捐贈予澳門明愛。

115 Sands Cares Ambassadors helped run booths at the 54th Caritas Macau Charity Bazaar to raise funds for the organisation, offering various prizes including hotel accommodation, food and beverage coupons, and tickets to teamLab SuperNature Macao. Booth earnings were all donated to Caritas Macau without deducting costs.



「2023 年金沙中國與利民會親子運動同樂日」由澳門利民會主辦、金沙中國協辦，吸引近 100 人參與。一眾利民會服務使用者家庭在關懷大使的協助及陪同下，參與了多個遊戲攤位及藝術工作坊，度過了一個溫馨愉快的上午。

The 2023 Parent-child Sports Day organised by the Richmond Fellowship of Macau and co-organized by Sands China attracted nearly 100 participants. Under the assistance and in the company of Sands Cares Ambassadors, service users enjoyed a happy morning with booth games and art workshops.



澳門自閉症協會親子學員及家屬在關懷大使下陪同參與「自閉症兒童親子烹飪培訓課程成果展暨結業典禮」，除了分享品嚐美食作品以外，更透過頒發多個嘉許獎狀，為自閉症兒童的努力及付出予以肯定，鼓勵他們堅持發展潛能及建立自信。

Accompanied by Sands Cares Ambassadors, members of the Macau Autism Association and their families participated in an achievement exhibition and graduation ceremony for the Cooking Course for Families with Autistic Children. The event not only gave participants an opportunity to share and taste the culinary creations, but also recognised the children's efforts and encouraged them to persist in developing their potential and confidence by presenting them with commendation certificates.



關懷大使出席由澳門弱智人士家長協進會附屬曙光中心主辦的「童心夏日嘉年華」，活動吸引多個親子家庭合共約 50 人參加。活動當日，關懷大使協助中心為成員提供扁平足檢查，並一同設置工作坊和遊戲攤位，讓中心成員及其家長共享天倫之樂。

Sands Cares Ambassadors attended a summer carnival organised by the Chu Kwong Center of the Association of Parents of the People with Intellectual Disabilities of Macau, which attracted participation from around 50 family members. On the day of the event, Sands Cares Ambassadors assisted the Centre in providing flat feet checkups for its members and set up workshops and game booths together to help create enjoyable moments for the members and their families.



2023 金沙物美嘉年華
2023 Sands Shopping Carnival

邀請了 13 間本地社服機構於「2023 金沙物美嘉年華」設置攤位，讓社服機構餐廳有機會向外推廣其餐飲服務之餘為其會員提供工作機會，協助他們融入社區。

13 local community organisations were invited to run booths at the 2023 Sands Shopping Carnival, giving them an opportunity to promote their catering services while also providing job opportunities for their members and helping them integrate into the community.



一眾澳門特殊奧運會成員在嘉年華舉行期間分別擔任新聞小記者及編輯，他們先為活動進行多場採訪、拍攝、錄影工作，其後負責撰寫文稿，最後製作成嘉年華的專題報導，充分發揮社區共融合作精神。

Members of the Macau Special Olympics were invited to join the shopping carnival as news reporters and editors. They conducted interviews, took photographs and recorded videos for multiple activities before drafting their news and producing a feature report on the carnival, promoting the spirit of inclusivity and cooperation in the community.



關懷大使帶領澳門自閉症協會及澳門婦女聯合總會成員於多個嘉年華遊戲展位遊玩，亦陪同澳門工會聯合總會及澳門婦女聯合總會親子成員參與深受一家大小歡迎的美食製作活動 —— 「中銀 Smart Kids 呈獻：小廚神工作坊」。

Sands Cares Ambassadors led members of the Macau Autism Association and the Women's General Association of Macau to play games at the booths featured at the carnival, and accompanied family members of the Macao Federation of Trade Unions and the Women's General Association of Macau to join the widely popular food cooking activity BOC Smart Kids Presents: Little Master Chef Workshop.



- **80 名關懷大使提供現場支援**
  80 Sands Cares Ambassadors provided onsite assistance
- **提供逾 200 小時的義工服務**
  Over 200 hours of volunteer services were provided by Sands Cares Ambassadors

- 見 P. 83 —— 「 2023 金沙物美嘉年華 」
- See p. 83: 2023 Sands Shopping Carnival



「2023 金沙中國澳門國際十公里長跑」系列社區活動
Community Activity Series for the 2023 Sands China Macau International 10K

為推廣傷健共融的正面訊息，金沙中國邀請了澳門特殊奧運會及澳門利民會的會員及其家人與金沙中國關懷大使攜手參賽。賽事舉行前夕，關懷大使在西灣湖為他們安排了一場練跑活動，讓他們提前熟悉比賽賽道，並與他們分享跑前熱身運動及長跑心得，協助他們為比賽做好準備。

To spread the positive message of inclusivity, Sands China invited members of the Macau Special Olympics and the Richmond Fellowship of Macau and their families to join the race. Sands Cares Ambassadors arranged a practice run for them at Sai Van Lake before the race to familiarize them with the course, and also shared warmup exercises and long-distance running tips to help them prepare for the race.



社區參與 | Community Engagement

於澳門威尼斯人設置以賽事為主題的親子互動專區，讓市民和旅客透過饒富趣味的遊戲及自家設計獎牌工作坊，一同感受賽事的歡樂氣氛。

An interactive family zone themed around the race was set up at The Venetian Macao to immerse residents and tourists in the event's joyful atmosphere through fun-filled games and a DIY medal workshop.



關懷大使亦與澳門婦女聯合總會的會員一同參與「親子運動日」的各項活動，包括於賽事主題的親子互動專區製作獨一無二的 10K 獎牌、於君度小型高爾夫球場進行一系列熱身遊戲，以及於兒童地帶「歷險 Q 立方」歡度午後時光。

● 見 P. 66 —— 2023 金沙中國澳門國際十公里長跑賽

Sands Cares Ambassadors also joined the Family Sports Day activities with members of the Women's General Association of Macau, including making unique 10K medals in the race-themed interactive family zone, playing a series of warmup games at Grado Mini Golf, and spending a jolly afternoon at the Qube Kid's Play Zone.

● See p. 66: 2023 Sands China Macau International 10K



「第七十屆澳門格蘭披治大賽車」系列社區活動
Community Activity Series for the 70th Macau Grand Prix

贊助聖公會澳門社會服務處舉辦「大賽車之親子對對碰」活動，邀請 30 名來自該會的親子會員到訪澳門大賽車博物館，藉遊覽博物館了解澳門大賽車的悠久歷史，並透過互動遊戲提升親子關係及享受共聚時光。關懷大使亦邀請他們親身觀賞賽事，一同感受歡欣熱鬧的現場氣氛，同時為構建和諧共融社區貢獻力量。

Sands China sponsored the Sheng Kung Hui (SKH) Macau Social Services Coordination Office to organise the Grand Prix: Parent-child Pair-up activity, where 30 family members from SKH visited the Macau Grand Prix Museum to learn more about the long history of the event, spending quality time together and enhancing parent-child relationships through interactive games. Sands Cares Ambassadors also invited them to watch the races together and experience the exhilarating and lively atmosphere first-hand, in promotion of a harmonious and inclusive community.



於澳門威尼斯人設置「賽車無限 FUN 遊戲展位」，現場配置了大型 LED 屏幕直播澳門格蘭披治大賽車各場賽事，亦設有三個真實賽車模擬駕駛體驗遊戲、東望洋賽道遙控跑車等多個遊戲項目，與大眾一同感受賽事的熾熱氣氛。

● 見 P. 68 —— 第 70 屆澳門格蘭披治大賽車

A Grand Prix Fun Zone was set up at The Venetian Macao with large LED screens livestreaming the Macau Grand Prix races; a number of games, including those simulating the race experience and Guia Circuit remote-controlled car games, were also set up to let the public experience the thrilling race atmosphere together.

● See p. 68: The 70th Macau Grand Prix



藝術齊分享
SHARING THE JOY OF ART

邀請澳門防止虐待兒童會護兒中心及善牧會婦女互助中心的家庭成員，連同金沙中國關懷大使合共 130 人一同欣賞**「金沙中國表演藝術計劃外展系列 —— 冬日演奏會」**日本八王子高等學校吹奏樂團的精彩步操演出，與社區分享繽紛節日的喜悅；適逢聖誕節將近，關懷大使向出席的社服機構成員送上由澳門扶康會會學員製作及包裝聖誕禮物包，藉此支持殘疾人士發揮所長，促進和諧共融。

● 見 P. 55 ——「金沙中國表演藝術計劃外展系列 —— 冬日演奏會」

130 people, including members from the Against Child Abuse (Macau) Association Child Protection Centre and the Good Shepherd Sisters Women's Mutual Help Centre, as well as Sands Cares Ambassadors, were invited to enjoy an impressive performance by the Hachioji High School Wind Orchestra from Japan at the **"Sands China Performing Arts Program Outreach Series – Winter Showcase,"** thus sharing the joy of the festive season with the community. With Christmas approaching, Sands Cares Ambassadors also presented gift packs prepared and packed by members of the Fuhong Society of Macau to attending members of the social service organisations as a way to support people with disabilities in showcasing their strengths and to promote harmony and inclusivity.

● See p. 55: Sands China Performing Arts Program Outreach Series – Winter Showcase



邀請共 100 名同善堂中學師生、鮑思高青年服務網絡學生以及金沙中國團隊成員，一同欣賞於威尼斯人劇場隆重上演的中央芭蕾舞團原創芭蕾舞劇《沂蒙》，感受中國芭蕾魅力及水乳交融、生死與共的沂蒙精神。

100 Sands China team members, teachers and students of the Tong Sin Tong Middle School, and students of the Bosco Youth Service Network were invited to watch the original ballet *Yimeng* by the National Ballet of China staged at The Venetian Theatre and feel the appeal of Chinese ballet and the Yimeng spirit of embracing shared destiny.



邀請澳門善牧會婦女互助中心的會員在關懷大使陪同下一同觀賞兒童劇《成語魔方》。全劇由三個成語故事組成，多位國家一級演員創演，以不同的藝術元素和表現風格創新演繹三種人生智慧，為小朋友們帶來啟發。

Members from the Good Shepherd Sisters' Women's Mutual Help Centre were invited to watch the children's play *Chinese Idiom Stories* in the company of Sands Cares Ambassadors. The play, which consists of three time-honored idiom stories, was created and staged by national first-class performers, giving an innovative interpretation of the three wisdoms of life using different artistic elements and performance styles, helping to inspire young audiences.



「藝文薈澳」系列社區活動
Community Activity Series for Art Macao

邀請共 40 位同善堂的長者及其家屬蒞臨澳門威尼斯人、澳門倫敦人及巴黎人花園參觀「藝文薈澳」特展《奇妙之約 —— 藝術致敬迪士尼奇妙一百年》，於澳門倫敦人水晶大堂金殿欣賞了「皇家衛兵換崗」的多媒體表演，並在巴黎人自助餐享用精美下午茶，一起享受愉快悠閒的午後時光。

A total of 40 seniors from the Tung Sin Tong Charitable Society and their families were invited to visit the Art Macao Special Exhibition "Meet the Magic – In Celebration of Disney 100 By Philip Colbert & Jason Naylor" at The Venetian Macao, The Londoner Macao, and Le Jardin, watch the multimedia performance "Changing of the Guard" at The Londoner Macao Crystal Palace, and enjoy a pleasant and leisurely afternoon with afternoon tea at Le Buffet.



邀請了一眾澳門特殊奧運會的藝術培訓學員，在金沙中國關懷大使的陪同下參觀《奇妙之約 —— 藝術致敬迪士尼奇妙一百年》以及平行展《形式背後：當代藝術的美學 —— 李英維、梁子毛、黎小傑三人展》，發揮共融精神，一同感受兩位國際藝術家 Philip Colbert 和 Jason Naylor 以米奇為藍本設計的大型藝術品所傳遞的歡樂能量，同時欣賞三位本地當代年青藝術家獨特的創作。

- 見 P. 59 —— 《奇妙之約 —— 藝術致敬迪士尼奇妙一百年》
- 見 P. 61 —— 《形式背後：當代藝術的美學 —— 李英維、梁子毛、黎小傑三人展》

Artistic trainees of the Macau Special Olympics were invited to "Meet the Magic – In Celebration of Disney 100 By Philip Colbert & Jason Naylor" and the Collateral Exhibition "Behind the Forms: Aesthetics of Contemporary Art – Trio Exhibition by Lei Ieng Wai, Leong Chi Mou and Lai Sio Kit" in the company of Sands Cares Ambassadors. The activity promoted an inclusive spirit by giving the trainees an opportunity to feel the cheerful energy conveyed in the large-scale, Mickey Mouse-inspired artworks created by international artists Philip Colbert and Jason Naylor and to admire the unique creations of three local young contemporary artists.



- See p. 59: Meet the Magic – In Celebration of Disney 100 By Philip Colbert & Jason Naylor
- See p. 61: Behind the Forms: Aesthetics of Contemporary Art – Trio Exhibition by Lei Ieng Wai, Leong Chi Mou and Lai Sio Kit

學習感悟
Learning Experiences

參加由澳門扶康會主辦的「展翼飛翔 社會服務新思維」研討會，認識各地社服機構的實務經驗及了解各種社會議題和新現象，提升對社會服務的認識，期望將來能為社區提供更適切的支援服務，促進社會和諧共融。

Sands Cares Ambassadors attended a symposium organised by the Fuhong Society of Macau to learn about the practical experience of social service organisations from different regions, understand various social issues and new phenomena, and gain more knowledge of social services in the hope of providing more appropriate support services for the community in the future to promote social harmony and inclusivity.



參與由聖公會澳門社會服務處舉辦、金沙中國贊助的「情緒三部曲系列工作坊」。活動旨在讓關懷大使加深對情緒的認識及回應情緒的方法，期望將來能為社區提供更適切的支援服務。

The Ambassadors participated in the workshops organised by the Sheng Kung Hui Macau Social Services Coordination Office and sponsored by Sands China, focused on increasing Sands Cares Ambassadors' understanding of emotions and effective response methods.



參與由澳門弱智人士家長協進會主辦，金沙中國贊助的「第二十六屆亞洲智障聯會研討會」，藉此認識亞洲各地的多元康復服務及高質量發展，有助關懷大使為社區提供更適切的支援服務，為社會和諧共融貢獻力量。

The Ambassadors participated in the 26th Conference of Asian Federation on Intellectual Disabilities organised by the Association of Parents of the People with Intellectual Disabilities of Macau and sponsored by Sands China to learn about the various rehabilitation services and their high-quality developments in different parts of Asia.



參與由金沙中國贊助，聖公會澳門社會服務處學校輔導服務主辦的「義想 TEEN 開」義工計劃 —— 樂齡科技 Chill「融」義香港交流活動，多角度認識長者及學習更多樂齡科技知識，擴闊義工們的眼界及視野。

The Ambassadors participated in the TEEN volunteer training programme – Gerontechnology Exchange Activity in Hong Kong organised by the School Counselling Service of the Sheng Kung Hui Macau Social Services Coordination Office. The exchange activity allowed them to broaden their horizons to understand the elderly from multiple perspectives and learn more about gerontechnology.



全球聯動 扶傾濟弱
Global Initiatives to Support People in Need

金沙中國透過「金沙關懷」企業公民計劃，持續聯同位於新加坡的姊妹物業濱海灣金沙酒店開展慈善工作，為全球社區在困難救濟、災難應對及防範、教育、文化和自然遺產、本地商戶以及非牟利合作夥伴發展方面作出適切的支援。

Through its Sands Cares corporate citizenship programme, Sands China has been engaging in charitable endeavours with its sister property in Singapore, Marina Bay Sands, to provide needed support for communities around providing appropriate support for communities around the globe in the aspects of hardship relief, disaster response and prevention, education, cultural and natural heritage, and the growth of local businesses and non-profit partners.

金沙中國所參與的全球志願活動包括：

Sands China has participated in the following global volunteer activities:

金沙關懷食物福袋製作活動
Sands Cares Global Food Kit Build

2023 年 6 月至 2024 年 3 月期間，關懷大使於澳門明愛轄下的社會服務中心合共製作 3,000 個食物福袋，總重量達 21 公噸，為本澳社區有需要人士提供糧食援助。每個福袋備有 18 件糧油食品。

From June 2023 to March 2024, Sands Cares Ambassadors assembled and distributed a total of 3,000 food kits, providing food assistance to people in need in the Macao community. The food kits each contained 18 food items and weighed 21 tons in total.



衛生用品福袋製作活動
Hygiene Kit Build

由約 200 名關懷大使與澳門扶輪社會員攜手為社會企業潔世（Clean the World）製作逾 27,000 個福袋。此項志願活動已連續十年舉辦，向弱勢社群送上個人衛生用品，歷年共製作的福袋數量近 356,000 個，轉化逾 300 噸酒店用品為再生資源，並送給各地有需要的人士。

Around 200 Sands Cares Ambassadors and members of the Rotary Club of Macau worked together to build more than 27,000 hygiene kits for global charity Clean the World. The volunteer activity has been held for 10 consecutive years to distribute personal hygiene items to disadvantaged groups. A total of 356,000 hygiene kits have been assembled over the years, converting over 300 tonnes of hotel supplies into reused resources for distribution to people in need in different regions.



防災推廣
DISASTER PREPARATION

連續五年與澳門紅十字會合辦**金沙關懷防災社區推廣及應急包項目**，旨在加強應對災害及其他緊急情況的準備措施，至今累計 4,400 戶有需要家庭受惠。此項目獲社會工作局的全力支持，活動包括三部份：

Sands China has carried out the **Sands Cares Disaster Preparation & Emergency Response Kit Program** in collaboration with Macau Red Cross for five consecutive years with the aim of strengthening the community's precautionary measures against natural disasters and other emergencies, benefitting a total of 4,400 households in need to date. The program is supported by the Social Welfare Bureau and composed of three activities:

防災應急包：關懷大使製作共 1,500 份防災應急包，六月上旬颱風季開始前派發予 18 家社區及家庭服務中心。

Emergency Response Kits: Sands Cares Ambassadors assembled and distributed a total of 1,500 emergency response kits to 18 social and family service centers in early June before the typhoon season.



線上互動問答遊戲： 推出線上互動問答遊戲「金沙關懷呈獻：防災應急你要知」，讓大眾更了解防備自然災害的資訊。

Social Media Campaign: The company rolled out the campaign "Sands Cares Presents: What you need to know about disaster preparation" to help spread knowledge about preparing for natural disasters.

親子民防工作坊：由婦聯樂融家庭綜合服務中心協辦，以生動有趣的方式向 5 至 10 歲的小朋友以及他們的父母介紹居家防災、緊急避險、準確獲取避險消息的渠道等有用知識。

Disaster Prevention Parent-Child Workshops: Co-organised by Centro de Apoio Múltiplo à Família "Alegria em Harmonia" of the Women's General Association of Macau, the fun-filled workshops introduced children aged 5-10 and their parents to useful knowledge including disaster prevention at home, emergency shelters, and channels for receiving accurate disaster information.

普及文化參與 作育藝術英才
EXPANDING CULTURAL PARTICIPATION AND NURTURING ARTISTIC TALENT

藉《帝女花》65 周年澳門巡演 2023 首度蒞澳上演，邀請劇目總監陳善之、導演吳國亮及粵劇名伶白雪紅與來自澳門青少年粵劇文化藝術發展協會的導師及學員進行難得的交流活動。一眾學員精心演繹了多齣經典折子戲，獲資深粵劇工作者親臨指導，獲益良多。

● 見 P. 52 ——《帝女花》65 周年澳門巡演 2023

As the Floral Princess 65th Anniversary Macao 2023 was presented in the city for the first time, Sands China invited the show's controller Chan Sinn Gi, director Rex Ng and renowned Cantonese opera artist Monica Bai to attend an exchange workshop with tutors and members from the Macao Youth Cantonese Opera Culture and Art Development Association. The association members enthusiastically performed various classic Cantonese opera excerpts at the workshop and benefited from the invaluable guidance of the Cantonese opera veterans.

● See p. 52: Floral Princess 65th Anniversary Macao 2023



舉辦雅諾斯卡樂團大師班，讓 18 名來自澳門及香港的年青音樂愛好者與這隊世界重量級的四重奏樂團近距離交流，拓闊兩地音樂視野。樂團成員在聆聽學員演奏後為他們提供專業指導及分享心得，更即場於大師班中展示「雅諾斯卡風格」的即興演奏及超凡技巧，讓參與大師班的學員感受集體創作所帶來的互動及火花。

● 見 P. 53 ——《雅諾斯卡樂團》澳門站巡演 2023

The company organised the Janoska Ensemble masterclass, which gave 18 young Macao and Hong Kong music enthusiasts an opportunity to learn from the world-famous quartet up close. The musicians gave professional guidance and shared their expertise and insights after listening to the participants' performances, and demonstrated their characteristic improvisation with exceptional techniques, introducing participants to the interactive chemistry of the collective improvisation process.

● See p. 53: Janoska Ensemble Macao 2023



冠名贊助澳門樂團主辦《聲樂大師班》，由四位韓國優秀歌唱家洪珠英、金正美、李明鉉及張世宗為 250 名來自 16 間中學及大專院校的師生指導和講解，並透過示範歌唱技巧和經驗分享協助他們提升演唱水準。

● 見 P. 50 —— 澳門樂團《莫扎特的安魂曲》及《遠東暖光》音樂會

The company title-sponsored the Vocal Masterclass run by the Macao Orchestra, where four exceptional Korean singers, Michelle Juyoung Hong, Jungmi Kim, Myunghyun Lee and Sejong Chang, guided a total of 250 teachers and students from 16 secondary schools and tertiary institutions, demonstrating and explaining vocal techniques and sharing their experience to help them elevate their singing.

● See p. 50: Macao Orchestra concerts "Mozart Requiem" and "Warmth from the Far East"



心繫家國　義不容辭
Unreserved Love for the Motherland

甘肅省 2023 年 12 月遭遇 6.2 級地震，災情嚴重。金沙中國透過中央人民政府駐澳門特別行政區聯絡辦公室向甘肅省捐出澳門幣 1,000 萬元，用於救災緊急舉措和災後恢復工作，期望透過是次捐款向災區同胞伸出援手，協助他們渡過難關，早日重建家園。

A 6.2 magnitude earthquake occurred in Gansu Province in December 2023 and caused severe damage. In coordination with the Liaison Office of the Central People's Government in the Macao SAR, Sands China donated MOP 10 million to the province to assist the affected areas in their disaster relief and recovery efforts, aiming to help those affected through the hardship and rebuild their homes.

關懷大使特刊
Sands Cares Ambassador Times

為了加強員工對「金沙關懷大使計劃」的認識，回顧過往及預告未來志願活動，提高義工們的歸屬感，並招募更多有興趣投入志願服務的員工，金沙中國推出多期《關懷大使特刊》，刊物於各物業後勤區域供免費索取。

Sands China published multiple issues of *Sands Cares Ambassador Times*. The publication's aims are to increase team members' understanding of the Sands Cares Ambassador program, provide a look back at previous activity highlights, introduce future volunteering activities, raise team members' sense of belonging, and recruit more team members who are interested in volunteering services. The newsletters are now available free of charge at the back-of-house areas in all Sands China properties.

細閱《關懷大使特刊》
Read the *Sands Cares Ambassador Times*

第三期 —— 2023 年 7 月出版
The 3rd Issue was published in July 2023

第四期 —— 2024 年 2 月出版
The 4th Issue was published in February 2024

第五期 —— 2024 年 9 月出版
The 5th Issue was published in September 2024

綠色營運

Sustainable Operations



全力以赴加速轉型 多元推動綠色營運

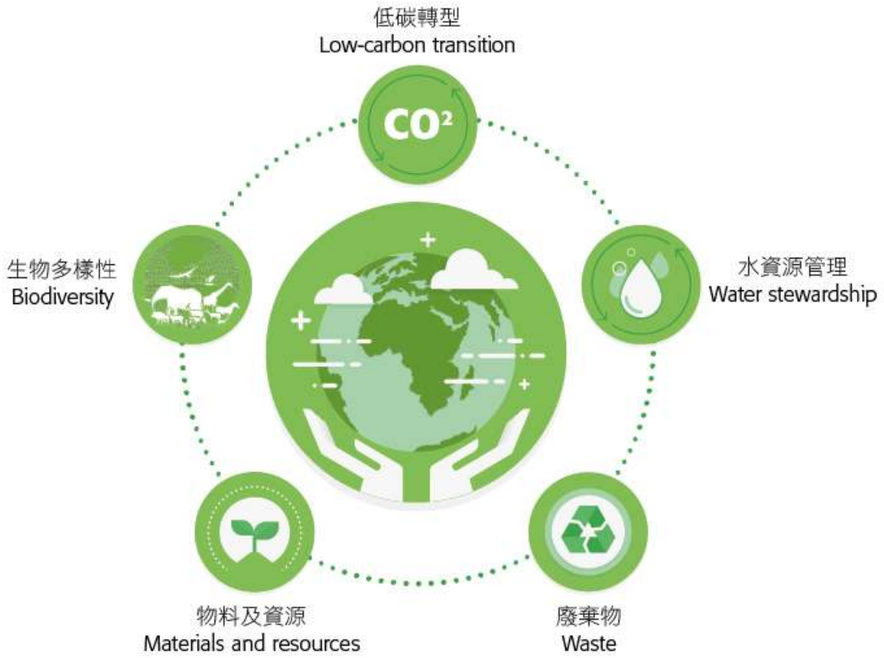
Implementing Sustainable Operations with Utmost Dedication

全力以赴加速轉型　多元推動綠色營運

Implementing Sustainable Operations with Utmost Dedication

對環境保護的堅定承諾是金沙中國企業社會責任的重要一環。在「金沙環保 360」可持續發展策略的指導下，公司以負責任的態度發展及管理度假村，同時推動可持續營運、保育工作及環保措施，致力將對環境造成的負面影響降至最低。為此，金沙中國制定了一系列可持續發展舉措，以應對公司所關注的核心議題，保護自然資源，並實現公司保護地球的承諾。這些核心議題包括：

Our unwavering dedication to the planet is a crucial part of our corporate responsibility pillars. The Sands ECO360 sustainability strategy guides the responsible development and management of our resorts, and drives sustainable development, conservation practices and eco-friendly measures that minimize our environmental impact. To this end, Sands China has developed a series of sustainability initiatives that target to address our core topics with effective strategies, preserving natural resources and achieving our commitment to protecting the earth. These core topics include:



金沙中國 2023 年可持續發展大事記

Sands China 2023 Sustainability Highlights

低碳轉型　Low-carbon Transition

完成 **14 個**環保追蹤計劃項目，藉此節省 **9,535 兆瓦時**的電力
Completed 14 ECOTracker projects, leading to savings of 9,535 MWh of electricity

澳門金沙及澳門巴黎人榮獲澳門電力股份有限公司「**澳門知慳惜電活動 2023**」**優異獎**
The Sands Macao and The Parisian Macao won the 2023 CEM Energy Saving Awards

混合太陽能熱機組產生 **537 兆瓦時**的可再生能源
537 MWh of renewable energy self-generated through our solar thermal system

透過使用可再生能源和購買的 **1,600 公噸**的碳信用，使會議展覽場地實現碳中和
The use of renewable energy and 1,600 tonnes of carbon offsets to achieve carbon neutral status for our convention and exhibition space

增添 **50 支**汽車充電樁和 **11 支**摩托車充電樁
Added 50 car chargers and 11 motorcycle chargers

水資源管理　Water Stewardship

優化灌溉系統，減少 **25%** 的灌溉耗水量
Optimised our irrigation system, resulting in 25% decrease in irrigation water consumption

廢棄物 WASTE

加強卸貨區廢棄物處理培訓，與 2019 年相比卸貨區平均每月增加 **4,400 公斤**的可回收物品
Increased training to improve waste handling, for an average increase of **4,400 kg** of recyclables rescued compared to 2019 at our loading dock.

恢復**撲克牌回收**
Resumed **playing card recycling**

透過定制軟件減省賓客兌換套票時所打印的紙張，每年減少約 **125,000 張**紙
Around **125,000** pieces of paper reduced due to the implementation of a custom-built software program to eliminate printouts for guest package redemption

鼓勵租戶參與環保局食肆廚餘回收先導計劃，參與租戶共轉化 **24,500 公斤**廚餘
Engaged with food court tenants to participate in the Environmental Protection Bureau (DSPA) Food Waste Recycling Partner Eatery Program, with **24,500 kg** of food waste diverted

物料及資源 MATERIALS AND RESOURCES

22% 的咖啡、茶及飲品以可持續方式採購
22% sustainable coffee, tea and beverages sourced globally

持續推行「辦公室一個垃圾桶挑戰」，自 2022 年起每年減少逾 **363,060 個**塑膠袋
Continued our "One Bin Office Challenge," preventing usage of over **363,060** plastic bags annually since 2022

生物多樣性 BIODIVERSITY

購入 **200 萬美元**獲森林管理委員會（FSC）認證的產品
US$2M Forest Stewardship Council (FSC) certified products sourced

支持澳門戒毒康復協會創建「**治療花園**」，這是澳門首創的城市農業項目
Supported the Association for Rehabilitation of Drug Abusers of Macau's **"Therapeutic Garden,"** a first-of-its-kind farming project in Macao

2025 年環境、社會及管治目標 —— 地球
2025 ESG TARGETS – PLANET

目標 Targets	2025 年目標 by 2025	2023 年表現 2023 Performance	進度 Progress
範圍 1 及範圍 2 排放減少（與 2018 基準相比） Scope 1 and 2 emissions reduction from a 2018 baseline	17.5%	58%	已達成 Achieved
減少、回收或轉化廚餘（公司範圍） Prevention, rescue or diversion of food waste (campus-wide)	12%	12%	已達成 Achieved
營運廢棄物轉化率提高至 Increase in the operational diversion rate to	20%	16%	進展順利 On track
每有效平方呎的飲用水使用量減少（與 2019 基準相比） Reduction in potable water per active square foot from a 2019 baseline	3%	14%	已達成 Achieved
金沙中國品牌水瓶由可持續材料製成比例 Sands China branded water bottles made from sustainable materials	100%	50%	進展順利 On track

我們的目標與澳門和中國在 2030 年前達到碳排放峰值，並於 2060 年前實現碳中和的目標一致，同時符合《澳門特別行政區經濟和社會發展第二個五年規劃（2021-2025 年）》以及《澳門環境保護規劃（2021-2025）》中所訂定的方針，印證了公司在全面恢復營運的情況下亦致力實踐有效的環境管理策略。

我們一直致力探索及實施節能及節水的替代方案及措施。在以科學基礎減排目標的指引下，我們正通過提高能源效益以及使用可再生能源等措施，有條不紊地降低碳排放量，以進一步提升公司的營運效率。

Our targets are aligned with the PRC and Macao targets to have carbon emissions peak before 2030 and achieve carbon neutrality before 2060, and in line with guidelines published in the Second Five-Year Plan for the Macao Special Administrative Region on Economic and Social Development (2021-2025), and the Environmental Protection Planning of Macao (2021-2025). This signifies our commitment to environmental stewardship with the resumption of full-scale operations.

We continually seek energy- and water-efficient alternatives and initiatives to implement throughout our resort portfolio. Additionally, we created a low-carbon transition roadmap that outlines our approach to reducing energy consumption, and established stringent efficiency goals in line with the Science Based Targets initiative to further support our focus on operational efficiency.

低碳轉型
Low-carbon Transition

響應「地球一小時」
Support to Earth Hour

3 月 25 日晚，金沙中國關掉酒店外牆及非主要室內照明一小時，以響應年度節能活動「地球一小時 2023」，第 15 年與世界各地的企業和大眾共同參與這項標誌性的全球活動。

除參與「地球一小時」年度活動外，金沙中國旗下度假村自 2013 年起每月亦持續進行「地球一小時」關燈節能活動，並在每月的首個星期二晚上關掉酒店外牆照明、標牌及戶外大型屏幕一小時，大幅增加節能成效。

Sands China observed Earth Hour 2023 at its properties on March 25, turning off exterior lights and non-essential indoor lights for one hour in support of the annual global event. We have been a long-time supporter of this well-established global movement, having joined businesses and individuals around the world to support Earth Hour for 15 straight years.

Besides participating in Earth Hour annually, Sands China has been taking the initiative since 2013 to observe Earth Hour each month as well. Our resorts turn off exterior lights, signage and marquees for one hour on the first Tuesday of each month, in an effort to maximise the positive environmental effects of the energy-saving movement.

金光飛航 —— 抵銷碳足跡
Cotai Water Jet Carbon Offset

2023 年，金光飛航推出「金沙環保 360」碳中和計劃，讓乘客在乘搭金光飛航時可以透過額外支付，抵消該次出行所產生的碳足跡。抵消款收入用於支持中國果洛草原的可持續管理，旨在恢復已退化的草原生態系統，增加草地覆蓋率，改善中國三江源地區的生物多樣性。此外，抵消款收入亦用於支持位於泰國的一個風力發電場，以產生取代化石燃料能源的清潔電力。該計劃屬非牟利性質，所有收到的款項均用於購買經第三方驗證的碳抵消項目，從而有效地抵消海上出行所產生的碳排放。

Our Cotai Water Jet high-speed ferry service launched the Sands ECO360 Carbon Neutral Program in 2023, a new initiative enabling passengers to offset their carbon footprint while using our ferries. The offsets support sustainable management of the Guoluo grassland in China, which aims to restore degraded grassland ecosystems, increase grassland coverage, and improve the local biodiversity of the Three River Source Region in mainland China. The offsets also support a wind farm in Thailand generating clean electricity that displaces energy sourced from fossil fuels. The program is not for profit: all payments received are used to purchase carbon offset credits from a verified carbon offsets projects' portfolio, effectively neutralizing the carbon emitted on the ferry journey.

水資源管理
Water Stewardship

金沙中國節水週
Water Conservation Week

我們於 2023 年 6 月舉辦「金沙中國節水週」活動，以提高團隊成員節約用水的意識，並加深對澳門及全球水資源狀況的了解，吸引約 1,500 名團隊成員參與。

Sands China hosted a Water Conservation Week for our team members at our properties in June 2023, featuring game booths to raise awareness of water conservation and deepen their understanding of the status of water resources in Macao and around the globe. Around 1,500 team members participated in interactive games and other activities that promoted learning.

持續推進「水為善項目」
Continually Promoting the Drop by Drop Project

金沙中國的「水為善項目」是與潔世項目合作開展的一項計劃，旨在將我們節水工作所節省資金投資於水資源公益項目。2023 年，澳門聖若瑟大學第四年接受資助，繼續進行水為善研究工作，透過社區教育及宣傳活動保育本澳濕地。這些項目包括：

The Drop by Drop Project is a collaborative initiative with Clean the World that sets out to reinvest our water stewardship efforts into innovative projects. In 2023, four-year grant recipient University of Saint Joseph Macao (USJ) continued its work to preserve local wetlands through community-based education and awareness activities. The projects included:



「金沙環保 360」大使、聖若瑟大學師生聯同非政府組織合作夥伴綠色未來的成員在路環海灘進行潔淨海灘活動，收集了大量海灘垃圾逾 250 公斤，協助修復本地海岸的生態環境，以及提升大眾對海洋垃圾污染問題的意識。

Sands ECO360 Ambassadors, USJ students and staff, and members from our partner NGO, Green Future, joined hands to carry out coastal cleanup activities in Coloane and collected over 250 kg of coastal waste together. We hope to help restore clean environments and ecosystems along the coastline and raise public awareness of the impact of marine litter.



「塑膠之海：再生藝術展」在澳門威尼斯人圓滿舉行。展出澳門本地藝術家及學生所創作的藝術作品，為現今海洋和海岸的塑膠污染問題作出了饒富意義的詮釋。這些作品皆由回收或由淨灘等方式所取得的重用資源製作而成，全面展示了一年來塑膠污染教育及可持續發展實踐活動的努力成果。

The Sea of Plastic: A Recycled Art Exhibition was held at The Venetian Macao to showcase a collection of artworks created by local artists and students, offering a range of interpretations of the plastic in our oceans and coasts. All artworks were exclusively created or composed from fully recycled or reused materials collected at beach clean-ups and other sources of recycled materials. The exhibition was the culmination of a year-long effort to educate about plastic pollution and promote sustainable practices.





廢棄物
WASTE

辦公室清潔回收活動
Clean the Office Campaign

金沙中國在旗下各物業後勤區於 2023 年 5 月舉行「辦公室清潔回收活動」，鼓勵團隊成員從辦公室和居家中收集可回收物品，並送至設置於員工後勤區的專屬攤位進行回收。活動共回收超過 530 公斤可回收物品。為協助團隊成員推廣環保意識，我們的綠色合作夥伴泰安及「金沙環保 360」大使一同協助回收工作及向團隊成員講解正確的回收技巧。



The company's Clean the Office campaign took place in May 2023 at our properties, encouraging our team members to bring recyclable items from the office and from home to a recycling booth at the company's back-of-house team member areas, collecting over 530 kg of waste in all. To help us achieve our green mission, our recycling partner Tai On and our Sands ECO360 Ambassadors assisted with the recycling and helped educate team members on proper recycling techniques.

與 Nespresso（濃遇咖啡）舉辦工作坊
Nespresso Coffee Workshop

金沙中國與 Nespresso 合作舉辦咖啡及可持續發展工作坊，讓團隊成員了解 Nespresso 公司在可持續發展道路上進行的一系列舉措和重要成果，包括咖啡膠囊的回收及再利用、碳中和咖啡生產等。

At a workshop guided by the Nespresso coffee team, our team members learned about the company's recycling programme and its key achievements, including the recycling and reuse of coffee capsules and the production of carbon-neutral coffee.

變廢為寶：舊衣升級工作坊
Clothing Upcycling Workshop

金沙中國舉辦了兩場「舊衣升級工作坊」，邀請本地環保團體「綠色未來」向團隊成員講解快時尚對環境的影響，從而鼓勵大家減少資源消耗及支持二手服裝店，達至減少碳足跡的目標。參加者在工作坊中亦學會如何把舊衣服改造成環保購物袋。

We organized two sessions of a Clothing Upcycling Workshop for our team members, where Green Future demonstrated the impact of fast fashion on the environment, in turn encouraging us to reduce our consumption and support second-hand clothing shops to minimise our carbon footprint. At the workshop, the participants learned how to transform old T-shirts into reusable shopping bags.

重新利用椰子殼
Repurposing Coconut Shells

隨著金沙中國的業務在 2023 年恢復至正常水平及我們的產品供應不斷擴大，致使產生了更多的廚餘。為此，我們積極探索解決方案，包括與本地供應商合作，將椰子殼加工成景觀綠化材料。此外，我們的餐飲團隊與採購及供應鏈團隊合作，以剝殼椰子替代現有的青椰子，減少了 80% 的椰子殼重量。

In exploring solutions to tackle the increased food waste as business returned to normal levels in 2023, we discovered repurposing coconut shells as mulch for landscaping, with the help of local vendors to process shells into mulch. In addition, our Food & Beverage team and the Procurement and Supply Chain team worked together to switch from purchasing green coconuts to procuring coconuts without husks, reducing 80% of the coconut shells' weight.

「澳門社區冰箱」計劃
Community Fridge Project

金沙中國繼續為本澳環保團體 Macau ECOnscious 的「澳門社區冰箱」計劃提供支援，定期捐贈來自我們餐廳的剩食。於 2023 年，我們捐贈了 1,090 公斤糕點及烘焙食品。

Sands China continues to support the Macau ECOnscious Association Community Fridge Project by regularly donating surplus food from our in-house kitchens. In 2023, we donated 1,090 kg of pastries and bakery food items.



物料及資源
MATERIALS AND RESOURCES

推廣可持續食品
Promoting Sustainable Seafood

為慶祝 2023 年 6 月的「世界海洋日」，澳門巴黎人法式餐廳就有關主題匠心打造美味餐單，主打可持續及負責任採購的海鮮，為賓客帶來從海洋到餐桌的獨特用餐體驗，鼓勵賓客共同守護海洋。

To celebrate World Oceans Day in June 2023, our chefs at The Parisian Macao's authentic French bistro Brasserie prepared a delicious seafood gourmet dinner menu using sustainable and traceable seafood, sharing with guests our strong commitment to marine conservation and responsible sourcing practices.



辦公室一個垃圾桶挑戰
One Bin Office Challenge

致力推廣正確的回收方法、實現源頭減塑是「金沙環保 360」策略的重要一環。為此，我們繼續推行「辦公室一個垃圾桶挑戰」，鼓勵各部門的後勤辦公室移除單獨的桌邊垃圾桶，轉而在一個特定的區域放置一個大型的普通垃圾桶，以減少浪費並提高回收率。自 2022 年，該計劃已有 127 個辦公室參與，移除了 77%（1,251 個單獨）的桌邊垃圾桶，每月減少逾 30,255 個塑膠袋。

In line with our Sands ECO360 strategy for a plastic-free future and to promote proper recycling practices, we have continued implementing the One Bin Office Challenge, which encourages team members to use only one waste bin per office, effectively reducing waste and increasing recycling rates. A total of 127 offices have participated in the challenge since 2022, resulting in the removal of 77% of office bins (1,251 bins) and a monthly wastage prevention of over 30,255 plastic bags.

「無包裝購物」路演活動
"Package—free Shopping" Roadshow

邀請四間本地環保商店參與**「無包裝購物」**路演活動，藉此鼓勵團隊成員於購物時自備購物袋及容器，節省不必要的包裝及推廣零浪費購物體驗。

We invited four local eco-friendly stores to participate in our **"Package-free Shopping"** roadshow – encouraging team members to bring their own shopping bags and containers to prevent unnecessary packaging and promote a zero-waste shopping experience.



生物多樣性
BIODIVERSITY

促進可持續發展和心靈健康
Promoting Sustainability and Healing

「治療花園」是給人嗎啡協會於澳門首創的農業項目，由金沙中國支持和贊助，旨在促進可持續發展，並協助澳門戒毒康復協會成員，促進他們的心靈健康。為支持有關項目，「金沙環保 360」大使兩次到訪澳門戒毒康復協會九澳綜合服務中心參與工作坊，協助該會成員創建「治療花園」，透過耕作體驗與大自然建立聯繫及學習新技能，開展新的健康生活模式。

Sands China sponsored the Therapeutic Garden, a first-of-its-kind farming project in Macao pioneered by the Manna for People Association that aims to promote sustainability and provide a healing experience for the members of the Association for Rehabilitation of Drug Abusers of Macau (ARTM). In support of this initiative, our Sands ECO360 Ambassadors participated in two workshops to help ARTM create the Therapeutic Garden – a place where its members can connect with nature and learn new skills through a unique farming experience, thus helping them start a new model of healthy living.





在社區宣傳推廣可持續發展概念
Spreading Sustainability Knowledge among the Community

2023 年，金沙中國分別為多間中學、大專院校、社區團體，以及團隊成員舉辦了 13 次參觀活動，在可持續發展部門的團隊成員帶領下參觀物業後勤區的廚餘處理器等各種資源回收設施，讓他們從中了解企業可持續發展的各種舉措，展現公司對致力推動可持續營運的長期承諾。

In 2023, the company organised 13 sustainability tours for high schools, tertiary institutions, community organisations and our team members to explore our facilities, such as food waste management, waste, and recycling programs at our properties' back-of-house areas. Our sustainability team showed visitors our various sustainable approaches and measures, reflecting the company's long-term dedication to sustainable integrated resort operations.





於第 13 及第 14 屆金沙採購學院培訓課程中，金沙中國可持續發展部門向多間中小微企分享了公司在可持續發展上的策略及實際應用，並重點介紹遵守環境、社會和管治（ESG）原則對企業的重要性。

For the Sands Procurement Academy's 13th and 14th cohorts, our sustainability team shared the company's sustainability strategies and practices and highlighted the importance of equipping businesses with tools to embrace Environmental, Social, and Governance (ESG) principles.

獎項及認證
AWARDS AND ACCREDITATIONS

道瓊斯可持續發展指數
Dow Jones Sustainability Indices

2023 年，金沙中國獲兩大**道瓊斯可持續發展指數（DJSI）**認可，包括連續第二年入選**道瓊斯可持續發展全球指數（DJSI World）**，以及第三年入選**道瓊斯可持續發展亞太指數（DJSI Asia Pacific）**。 金沙中國與母公司拉斯維加斯金沙集團是 2023 年全球僅兩家入選道瓊斯可持續發展世界指數的綜合度假村企業；金沙中國亦是唯一入選道瓊斯可持續發展亞太指數的綜合度假村企業。

道瓊斯可持續發展指數是一系列一流的基準，適用於已認識到可持續商業行為對於創造長期股東價值至關重要，並希望在投資組合中反映其可持續發展信念的投資者。金沙中國持續獲納入該指數，彰顯公司在資訊披露等方面迅速適應**可持續發展評估（CSA）**之變化，反映了公司對主要環境、社會及管治權威機構所定義的透明度的關注以及不斷擴大其影響力的決心。

In 2023, **The Dow Jones Sustainability Indices (DJSI)** named Sands China in its **DJSI World and DJSI Asia Pacific indices**, marking Sands China's second consecutive year on the world index and its third on the Asia Pacific index. Sands China was one of only two integrated resort operators named in the DJSI World for 2023, alongside parent company Las Vegas Sands Corp. (LVS); it was also the only integrated resort operator listed in the DJSI Asia Pacific.

The DJSI are a family of best-in-class benchmarks for investors who have recognised that sustainable business practices are critical to generating long-term shareholder value and who wish to reflect their sustainability convictions in their investment portfolios. Sands China's continued inclusion in the index demonstrates the company's ability to adapt to the major changes in methodology and public disclosure expectations made in S&P Global's annual **Corporate Sustainability Assessment**, reflecting our focus on transparency as defined by major ESG authorities and a dedication to continuously expanding our impact.

香港中文大學「企業可持續發展指數」
CUHK's Business Sustainability Indices

金沙中國榮獲 2023 年香港中文大學「企業可持續發展指數」 五項認可，全部均躋身 10 強之列，其中在「第三屆大中華區酒店可持續發展指數」中名列首五位，成績斐然。除了於「大中華區酒店可持續發展指數」中名列首五位外，金沙中國亦從指數涵蓋的 38 家酒店企業當中成為獲頒「前驅者」評級的五家企業之一，榮膺今年該組別的最高殊榮。此外，公司於其他四項指數中同樣躋身 10 強，並同時獲頒「前驅者」評級，包括於「第一屆全球（亞太區）企業可持續發展指數」 中排名第六位 ，以及於「第三屆大中華企業可持續發展指數」中排名第七位，這兩項排名都讓公司成為唯一躋身 20 強的綜合度假村或酒店營運商。金沙中國還在「第八屆香港企業可持續發展指數」以及「第四屆粵港澳大灣區企業可持續發展指數」中都獲排名第六位。

Sands China earned five Top 10 rankings in the Chinese University of Hong Kong (CUHK)'s 2023 Business Sustainability Indices (BSI), highlighted by a Top 5 ranking in the 3rd Greater China Hotel Business Sustainability Index (Hotel BSI). For its Top 5 ranking in the Hotel BSI, Sands China was one of only five companies out of 38 that performed at the Pace-setter level, which was the highest level awarded in the Hotel BSI that year. In addition, the company also achieved four other rankings, all of which were Top 10 and at the Pace-setter level. We were the only integrated resort/hotel operator in the Top 20 in two indices: 6th in the 1st Global Asia-Pacific Business Sustainability Index and 7th in the 3rd Greater China Business Sustainability Index. We also ranked 6th in two other indices: the 8th Hong Kong Business Sustainability Index and the 4th Greater Bay Area Business Sustainability Index.



澳門環境、社會及管治大獎
Macau ESG Awards

金沙中國憑藉在環境、社會及管治（ESG）方面的卓越成就，獲得法國澳門商會頒發首屆「澳門環境、社會及管治大獎 —— 最佳項目」。此項嘉許印證公司透過獨特且創新的企業責任平台，應對與自身業務、社區及主要持份者相關的環境、社會及管治的議題。

Sands China was the winner of the Best Project award in the inaugural Macau ESG Awards, gaining recognition for the development of its exceptional corporate social responsibility platform. An initiative of the France Macau Chamber of Commerce, the Macau ESG Awards celebrate remarkable contributions in the domains of Environment, Social, and Governance (ESG) in Macao.

環境、社會及管治相關榮譽
ESG Recognition

道瓊斯可持續發展全球指數（DJSI, World）（2022 年、2023 年）

道瓊斯可持續發展亞太指數（DJSI, Asia Pacific）（2021 年、2022 年、2023 年）

標普全球可持續發展年鑒企業標普全球 ESG 評分最佳 1%

富時羅素社會責任指數（FTSE4Good）（2018 年、2019 年、2020 年、2021 年、2022 年、2023 年）

香港會計師公會所頒發的「最佳企業管治及 ESG 大獎—評判嘉許」（恒生指數成份股組別）（2023 年）

香港品質保證局 BBB+ 評級 (2023 年)

CDP 供應鏈參與領導者 A 級評級 (2023 年)

CDP 氣候變遷和水源安全 A- 級評分 (2023 年)

第八屆香港企業可持續發展指數 / 排名第六位

第四屆粵港澳大灣區企業可持續發展指數 / 排名第六位

第三屆大中華區酒店可持續發展指數 / 名列首五位

第三屆大中華企業可持續發展指數 / 排名第七位

第一屆（亞太區）企業可持續發展指數 / 排名第六位（2023 年）

MSCI ESG 評級 / 維持 A 級評級（2022 年、2023 年）

ISS ESG 企業 / 獲授予「優秀（Prime）」等級並評定為「B」（2023 年）

Dow Jones Sustainability Index, World (2022, 2023)

Dow Jones Sustainability Index, Asia Pacific (2021, 2022, 2023)

Top 1% for ESG Performance in the China edition of S&P Global Sustainability Yearbook 2023

FTSE4Good (2018, 2019, 2020, 2021, 2022, 2023)

HKICPA Best Corporate Governance and ESG Awards – Special Mention in the Hang Seng Index Category (2023)

Hong Kong Quality Assurance Agency BBB+ Rating (2023)

CDP Supplier Engagement Leader A score (2023)

CDP Climate Change and Water Security A-scores (2023)

8th Hong Kong Business Sustainability Index – Ranked 6th

4th Greater Bay Area Business Sustainability Index – Ranked 6th

3rd Greater China Hotel Business Sustainability Index – Top 5 Ranking

3rd Greater China Business Sustainability Index – Ranked 7th

1st Global Asia-Pacific Business Sustainability Index – Ranked 6th

MSCI ESG Rating – Maintained "A" Rating (2022, 2023)

ISS ESG Corporate Rating – Earned "Prime Status" and "B" Rating (2023)

認證
Certifications

領先能源與環境設計（LEED）銀級認證建築設計及施工類別：澳門巴黎人（2019 年）

澳門環保酒店獎金獎：澳門威尼斯人（2020 年）、澳門巴黎人（2020 年）、澳門四季酒店（2020 年）、澳門金沙（2021 年）、澳門倫敦人酒店（2022 年）、澳門康萊德酒店（2022 年）、澳門瑞吉酒店（2022 年）、澳門喜來登大酒店（2022 年）

ISO 20121 活動可持續管理系統：澳門威尼斯人、澳門巴黎人（自 2014 年起）

ISO 45001 職業健康及安全管理體系：設施管理部（自 2018 年起）；餐飲部、客房服務部、採購及供應鏈部、保安部（自 2020 年起）；賭桌部、角子機營運部（自 2022 年起）、管帳部（2023 年）

ISO 27001 資訊安全管理系統：金沙中國（自 2021 年起）

ISO 22000 食品安全管理系統（2023 年）

ISO 9001 品質管理系統：設施管理部（2023 年）；會議展覽部（2023 年）

LEED Silver for Building Design and Construction: The Parisian Macao (2019)

Macao Green Hotel Gold Award: The Venetian Macao (2020), The Parisian Macao (2020), Four Seasons Macao (2020), Sands Macao (2021), The Londoner Macao Hotel (2022), Conrad Macao (2022), The St. Regis Macao (2022), Sheraton Grand Macao (2022)

ISO 20121 for Event Sustainability Management Systems: The Venetian Macao, The Parisian Macao (since 2014)

ISO 45001 for Occupational Health and Safety Management Systems: Facilities (since 2018), Food & Beverage, Housekeeping, Procurement and Supply Chain, Security (since 2020), Table Games, Slot (since 2022), Cage (2023)

ISO 27001 for Information Security Management Systems: Sands China (since 2021)

ISO 22000 for Food Safety Management System (2023)

ISO 9001 for Quality Management: Facilities (2023), Convention and Exhibition Services (2023)

有關金沙中國可持續發展措施的詳情，請參閱《環境、社會及管治報告 2023》：

For more details about Sands China's efforts in sustainability, please refer to the company's Environmental, Social and Governance Report 2023:

繁體中文版
Traditional Chinese version

英文版
English version

負責任博彩

RESPONSIBLE GAMING

推廣負責任博彩文化 促進產業可持續發展

ACTIVELY PROMOTING A CULTURE OF RESPONSIBLE GAMING AND SUSTAINABLE DEVELOPMENT OF THE INDUSTRY





推廣負責任博彩文化　促進產業可持續發展

Actively Promoting a Culture of Responsible Gaming and Sustainable Development of The Industry

金沙中國積極向團隊成員和本澳社區推廣負責任博彩，並視之為履行企業社會責任的重要一環。公司於 2004 年成為首家推出「自我隔離計劃」的博彩營運商，率先向全體新入職員工提供負責任博彩培訓，並於 2007 年建立一套完整的負責任博彩計劃，旨在為不斷發展的澳門社區作出貢獻、履行企業社會責任，以協助解決社會問題及營造負責任博彩的環境及文化。

Sands China has proactively raised awareness about the importance of responsible gaming among our team members and the community as part of its corporate social responsibility efforts. The company was the first gaming operator in Macao to launch a self-exclusion programme in 2004, and was a pioneer in including responsible gaming training in its company-wide team member orientation programme. Sands China established its comprehensive responsible gaming programme in 2007, with the goals of contributing to the continuous development of the Macao community, bearing corporate responsibility in addressing social issues and developing an environment and a culture of responsible gaming in Macao.

為支持澳門特區政府倡議的負責任博彩主題「主動求助，贏得未來」，金沙中國積極開展多元化的負責任博彩推廣工作，為團隊成員及於本澳社區宣揚負責任博彩理念，並取得顯著成果：

In support of the Macao SAR government's "Seeking Help for Winning the Future" responsible gaming initiatives, Sands China has actively implemented a range of activities to promote responsible gaming knowledge to our team members and the community. The highlights of this year's achievements are as follows:

2 間娛樂場獲特區政府評定為「負責任博彩執行模範單位」
Two casinos awarded the qualification of "Responsible Gaming Implementation Model Units"

捐贈**澳門幣 1,000,000 元**支持本澳五所社服機構從事負責任博彩推廣工作
MOP 1,000,000 donated to five local nongovernmental organisations in organising responsible gaming activities

逾 **30,000 人次**參與後勤區共 **46 場**負責任博彩路演活動
Over 30,000 team members attracted to 46 responsible gaming roadshows held at the team member back-of-house areas

總培訓時數超過 **25,000 小時**，吸引 **23,500 名**團隊成員及金沙中國負責任博彩大使參與
Over 23,500 team members and Sands China Responsible Gaming Ambassadors attended 25,000 hours of responsible gaming trainings

舉辦 **6 場親子活動**，增進親子關係及教導小朋友正確的理財概念
Six parent-child events held to strengthen communication and understanding among families through learning financial management concepts

兩間娛樂場獲評為「負責任博彩執行模範單位」

Two Casinos Recognised as Responsible Gambling Implementation Model Units

金沙中國旗下的澳門百利宮娛樂場及澳門巴黎人娛樂場於 2023 年通過「負責任博彩執行指標」認證，並獲澳門特別行政區政府評定為「負責任博彩執行模範單位」。金沙中國成為 2023 年首家取得相關資格的博彩營運商，彰顯公司在負責任博彩方面的工作成效。

The Plaza Casino and The Parisian Casino are two of Sands China's gaming areas that passed the Responsible Gambling Indicators programme initiated by the Macao SAR government and were awarded the qualification of Responsible Gambling Implementation Model Unit in 2023, making Sands China the first gaming operator to earn the qualification in 2023, affirming the strength of the company's responsible gambling measures.

支持社服機構推廣負責任博彩

Supporting Responsible Gaming Promotion by NGOs

金沙中國於 2023 年向本澳五所社服機構合共捐贈澳門幣 1,000,000 元，包括澳門基督教青年會、聖公會澳門社會服務處、澳門博彩業職工之家、澳門義務青年會以及鮑思高青年服務網絡，積極倡導負責任博彩文化。

金沙中國致力履行企業社會責任，自 2006 年起持續向本澳負責任博彩社服機構捐款，捐款累計超過澳門幣 7,200,000 元，以支援其在澳門社區開展負責任博彩活動或服務，如親子理財、專業輔導、路演、培訓工作坊、分享會、問答遊戲以及短片製作等。

In 2023, Sands China donated a total of MOP1 million to five local nongovernmental organisations in Macao to actively promote a culture of responsible gaming in the community. The NGOs supported were the Young Men's Christian Association of Macau (YMCA), the Sheng Kung Hui Macau Social Services Coordination Office (SKH), the Macao Gaming Industry Employees Home (GEH), the Youth Volunteers of Macao (AJVM), and the Bosco Youth Service Network (BYSN).

Since 2006, Sands China has made responsible gaming donations each year as part of its commitment to corporate social responsibility, totally more than MOP 7.2 million to date. The donations helped support the NGOs' various responsible gaming efforts, including parent-child responsible gaming and financial management activities, roadshows, workshops, trainings, sharing sessions, responsible gaming promotional videos and quiz games, and more.

加強團隊成員負責任博彩認知

Consolidating Responsible Gaming Knowledge Among Our Team Members

金沙中國積極開展多元化的培訓項目，助團隊成員以及金沙中國負責任博彩大使加深對負責任博彩的知識及實踐，以便進一步協助有需要的賓客及親友。

Sands China has proactively been raising awareness and understanding of responsible gaming through a variety of activities for its team members and Responsible Gaming Ambassadors. With their consolidated knowledge, they can meet the needs of guests and others around them who might be dealing with gambling problems.

第八屆負責任博彩大使進階培訓課程

8TH Responsible Gaming Ambassador Advanced Training

金沙中國邀請了美國內華達州立大學拉斯維加斯分校負責任博彩專家 Bo J. Bernhard 教授向團隊成員親臨面授負責任博彩專業知識及技巧。團隊成員完成課程後，均獲頒負責任博彩大使課程證書，以及金沙中國負責任博彩大使徽章，標誌著他們正式成為負責任博彩大使的一員。負責任博彩大使需要處理負責任博彩的推廣及報告等相關工作，並運用學到的專業知識及技巧，為有需要人士提供支援及轉介服務。

負責任博彩大使培訓課程由金沙中國母公司拉斯維加斯金沙集團發起，於 2013 年首辦。課程每年增添新的內容，積極支持澳門特區政府的負責任博彩系列措施。

Sands China invited professor Bo J. Bernhard, a responsible gaming expert at University of Nevada, Las Vegas (UNLV), to give an in-person lecture on responsible gaming expertise and skills to our team members. Upon completing the training, they earned a certificate and Sands China Responsible Gaming Ambassador pins, in order to serve as ambassadors in their various departments and positions. As a Responsible Gaming Ambassador, they actively promote responsible gaming, take charge of related handling and reporting tasks, and provide support and referral services using the professional knowledge they gained through the training sessions.

Sands China's Responsible Gaming Ambassador training programme was launched in 2013 and is a global initiative of our parent company Las Vegas Sands Corp. As part of Sands China's efforts to support the measures introduced by the Macao SAR government, new and enhanced elements are integrated each year.



RG 360 —— 澳門負責任博彩專業大使課程
RG 360 – Macao Responsible Gaming Specialist Ambassador Course

金沙中國邀請澳門大學開辦具本澳特色的專業負責任博彩培訓，提升團隊成員對負責任博彩事件的警覺性，深入瞭解相關最新資訊，為賓客提供更適切的支援服務。

The University of Macau was invited to conduct professional responsible gaming training with Macao characteristics to refresh and update our Responsible Gaming Ambassadors on relevant responsibilities, responsible gaming incidents, and the latest developments in responsible gaming, helping them provide more appropriate support services to guests.

線上「負責任博彩培訓重溫課程」
Online Responsible Gaming Ambassador (RGA) Refresher Training

圍繞特區政府負責任博彩系列推廣活動的主題，2023 年 12 月在公司線上學習平台「我 · 悅學」開辦「負責任博彩培訓重溫課程」，為負責任博彩大使提供持續的線上進修內容，確保他們掌握有關負責任博彩的最新知識。

In line with the Macao government's responsible gaming promotional initiatives, the training was launched on the company's myLEARNING platform in December 2023 to offer our Responsible Gaming Ambassadors ongoing online refresher sessions, ensuring that they have up-to-date knowledge about responsible gaming.

為前線員工提供負責任博彩培訓
Frontline TMs Responsible Gaming Training

金沙中國聯同澳門義務青年會於 2023 年 5 月舉辦了多場前線員工負責任博彩培訓，以講解、遊戲、短片播放和作業等方式介紹負責任博彩資訊，使前線員工加深認識賭博失調所造成的影響，鞏固自身正確的理財觀念，並利用所學知識服務客人。

Sands China and AJVM co-organised a series of training courses entitled Frontline TMs Responsible Gaming Training in May 2023 for our table games frontline team members, introducing responsible gaming information through short lectures, games, videos and assessments, which deepened their understanding of the formulation and impact of gambling disorder and financial management concepts, helping them use the knowledge they have learned to serve customers.



路演活動
Back-of-house roadshows

金沙中國邀請本澳五所社會服務機構在公司後勤區舉辦 46 場負責任博彩路演活動，包括澳門義務青年會、鮑思高青年服務網絡、澳門博彩業職工之家、聖公會澳門社會服務處以及澳門基督教青年會。活動透過不同種類的互動方式，向團隊成員推廣有關遵守博彩從業員禁足令、預防賭博失調及分享求助資訊等訊息，全方位提高他們對負責任博彩的認知，2023 年共吸引超過 30,000 人次參與。

Sands China invited five local NGOs to hold 46 roadshows at our team member back-of-house areas, including AJVM, BYSN, GEH, SKH, and YMCA. Featuring interactive games, the roadshows helped team members refresh and strengthen their responsible gaming knowledge, including the importance of moderation in gambling behaviour, casino entry ban, gambling addiction prevention, and counselling assistance. These roadshows attracted over 30,000 team members in 2023.



工作坊
WORKSHOPS

為持續響應特區政府推廣及支持負責任博彩，金沙中國與本地社服機構合作舉辦負責任博彩工作坊，以提高團隊成員對負責任博彩的使命感，並促進家庭和諧。

In support of the Macao SAR Responsible Gaming Promotions, Sands China collaborated with local NGOs to carry out responsible gaming workshops for our team members to promote responsible gaming and family harmony.

賭博輔導實務分享工作坊
Gambling Counselling Practice Sharing Workshop

金沙中國與澳門博彩業職工之家綜合服務中心聯合舉辦負責任博彩培訓，介紹有關負責任博彩的專業知識及輔導方法，如識別問題賭博、協助賭博失調及其他有需要人士進行情緒和壓力管理等。

Sands China and GEH organised a responsible gaming workshop to introduce the knowledge and working methods of gambling counsellors, such as identifying problem gambling, helping those with gambling disorders, and managing emotions and stress.



親職 CAMPUS：理財教育 EASY GO
Working Parents Campus: Financial Management Education Easy Go

由金沙中國與澳門基督教青年會聯合舉辦，旨在分享教育孩子理財觀念的經驗，涵蓋正確的理財觀念、新舊世代的理財教育、理財教育七個里程碑以及負責任博彩訊息等內容。家長可從中學習教育子女正確的理財觀念，同時提高團隊成員的負責任博彩知識。

Jointly organised with YMCA, this workshop covered topics such as beneficial financial concepts, intergenerational financial education, the seven milestones of financial education, and responsible gaming messages. The workshop helped parents learn how to teach their children valuable financial management while enhancing their responsible gaming knowledge.



情緒舒緩有妙法之沙盤遊戲體驗
Sand Table Workshop – Magical Way to Soothe Emotions

金沙中國與澳門博彩業職工之家綜合服務中心聯合舉辦「情緒舒緩有妙法之沙盤遊戲體驗」，旨在推廣情緒關懷和主動求助的信息。參加者運用直覺挑選道具，在沙盤中創作出反映其生活狀況的情境，再與導師進行對談和分析，藉此從多角度更深入地認識瞭解自我，並學習如何舒緩壓力及改善情緒狀態，從而促進團隊成員身心健康發展；同時亦鼓勵大家在遇上心理或精神壓力問題困擾時，可主動尋求專業協助。

Collaborating with GEH, this workshop promoted emotional well-being and proactively seeking help through sand-play therapy, where participants choose from a large collection of toys and build a small "world" in the tray to reflect what is going on in their lives. In this way, they were able to explore and understand their inner selves from different perspectives upon discussion and analysis with a therapist. They also learned how to relieve stress and improve their emotional states, which in turn helps enhance their mental and physical health development. The workshop also encouraged participants to actively seek professional assistance when facing mental or emotional stress-related issues.



跳出框框　創新學習
Learning Outside The Box

金沙中國深明加深團隊成員負責任博彩知識的重要性，以幫助他們有效地向客人及社區推廣負責任博彩。為此，公司積極探索課堂以外的學習方式，並透過互動豐富團隊成員的負責任博彩知識。

Sands China deeply understands the importance of strengthening our team members' responsible gaming knowledge, so as to help them effectively convey important information to guests and people around them. To this end, the company continuously explores various interactive ways to enrich team members' responsible gaming knowledge that are not limited to learning in classrooms.

RG 山藝 GOGOGO
RG Hiking GOGOGO

金沙中國與澳門基督教青年會合辦了「RG 山藝 GOGOGO」。各組參加者需利用指南針及地圖等工具規劃路線進行定向運動，並於檢查點完成負責任博彩相關的挑戰及小遊戲。我們期望參加者可親近大自然並從遊戲中學習，同時向團隊成員及社區宣揚負責任博彩知識。

Sands China and YMCA co-organised the RG Hiking GOGOGO event where each group of participants used tools such as compasses and maps to plan their route in the orienteering activity, completing responsible gaming related challenges and mini-games at various checkpoints. We hope that the participants got to stay close to nature and learn from play, and that our team members and the community were able to benefit from this promotion of responsible gaming knowledge.



負責任博彩知識競賽
Responsible Gaming Knowledge Competition

金沙中國負責任博彩大使參加了澳門博彩業職工之家綜合服務中心舉辦的知識競賽。為爭取出色表現，負責任博彩大使充分展現團隊精神，同時亦加深了自身的負責任博彩知識，進一步增強了他們向社區和遊客推廣負責任博彩的能力。

Our Responsible Gaming Ambassadors participated in a competition organised by GEH. The ambassadors demonstrated team spirit and strengthened their responsible gaming knowledge with their commendable performance, further enhancing their ability to promote responsible gaming to the local community and tourists.

內部通訊
Internal Communication

自 2019 年起，持續定期發佈《金沙中國負責任博彩通訊》，重點回顧過往活動和成就，讓團隊成員認識公司負責任博彩的工作。

Since 2019, the "Sands China Responsible Gaming Newsletter" has been published regularly to highlight activities and achievements, spreading awareness about the company's responsible gaming efforts to its team members.







認識負責任博彩 建設和諧社區

Enhancing Harmonious Family Bonding Through Learning about Responsible Gaming

金沙中國致力向年輕一代推廣負責任博彩的重要性以及健康正向的生活方式。為此，公司舉辦各類活動，旨在加強親子之間的溝通和理解，並灌輸正確的理財觀念及培養良好的理財習慣，為家庭生活注入積極正能量，攜手建設和諧社區。2023 年金沙中國共舉辦 35 個線上及線下負責任博彩社區推廣活動，參與人次超過 65,000。

Sands China remains committed to advocating the importance of responsible gaming and promoting a healthy lifestyle among the younger Macao generation. To this end, Sands China organised various events with hopes of improving family communication, developing the concept of smart financial management, increasing responsible gaming awareness among families, and contributing to building a harmonious community together. In 2023, Sands China held a total of 35 online and offline responsible gaming promotional activities for the public, drawing over 65,000 participants.

家庭友善活動
Family-friendly events

金沙中國負責任博彩親子眾樂樂嘉年華
Sands China Responsible Gaming Parent-Child Happy Carnival

為持續響應澳門特區政府推廣負責任博彩，金沙中國聯同五間本澳社服機構於 2023 年 7 月舉辦了全澳首個以負責任博彩為主題的嘉年華。活動以「主動求助，贏得未來 —— 醒目理財，共創將來」為主題，共設 11 個趣味互動遊戲，從中向家庭成員推廣醒目理財觀念，吸引逾 200 名團隊成員、本澳社服機構會員及其子女參加，共同度過了一個開心愉快的下午。

Sands China joined forces with five local NGOs to hold the first ever responsible gaming themed carnival in July 2023, in support of the Macao SAR government's responsible gaming promotions. The theme of the event was Seeking Help for Winning the Future – Smart Financial Management for a Better Future, which featured 11 fun and interactive activities that promoted smart financial management among families. Over 200 Sands China team members, members of local NGOs and their children participated in the valuable and fun experience.





親子零距離歷奇體驗日
Parent-Child Adventure Experience Day

團隊成員及其子女透過家長講座與一系列的歷奇遊戲，提升兒童正確理財的知識與觀念，並加強他們對偏差行為的防範意識。金沙中國期望透過此類活動向參加者推廣負責任博彩訊息和親子理財教育的重要性，促進家庭和諧團結共融，並建立良好的親子關係。

Parents and their children participated a seminar and series of adventurous games aimed at instilling beneficial financial knowledge and concepts in children and increasing their awareness of deterring deviant behaviour. Activities like this help promote responsible gambling and the importance of parental-child financial management to our team members and their families, which simultaneously bolsters family harmony and builds good parent-child relationships.



《有「理」添「家」愛》親子競技日
Parent–Child Family Financial Management Competition

金沙中國與澳門義務青年會合辦了《有「理」添「家」愛》親子競技日，透過設置不同攤位及競技遊戲，融入家庭教育及理財教育元素，從而加強親子之間的溝通和理解，同時讓參加者認識正確的理財觀念及培養良好的理財習慣。

Sands China and AJVM co-organised the Parent-Child Family Financial Management Competition that featured booths and games integrated with elements of family education and financial education, aiming to strengthen communication among the participating families. The participants were able to learn proper financial management concepts and develop smart financial management habits.



社區負責任博彩推廣日
Responsible Gaming Promotion Day in the Community

金沙中國於 2023 年 11 月參加了由澳門博彩業職工之家舉辦的「博彩業界負責任博彩推廣日」活動。金沙中國負責任博彩大使透過互動遊戲及派發小冊子向市民及旅客推廣負責任博彩的有關資訊，同時加深大眾對賭博成癮所造成危害的認知度，提醒有需要人士主動尋求協助及輔導 。

Our Sands China Responsible Gaming Ambassadors supported the Responsible Gaming Promotion Day organised by GEH in November 2023, with a bid to promote responsible gaming to residents and tourists through interactive games and leaflets. The event also aimed to help them understand the negative effects of gambling addiction, and encourage those in need to seek help and counselling services.



於 2023 年 12 月，金沙中國負責任博彩大使與澳門義務青年會舉辦了「主動求助宣傳教育推廣日」。活動旨在透過不同遊戲攤位、兒童理財工作坊及負責任博彩劇本殺，提高參加者對負責任博彩的認知，並加深瞭解預防賭博失調及相關輔導或求助資訊，從而鼓勵他們培養良好的理財習慣，為家庭生活帶來正能量，共同為建設和諧社區出一分力。

In December 2023, AJVM hosted the Seek Help Proactively Promotion Day with the support of our Responsible Gaming Ambassadors. With various game booths, children's financial management workshops, and Live Action Role Playing games focusing on responsible gaming, the event aimed to enhance public awareness of responsible gaming, how to prevent gambling disorder and resources for seeking help – encouraging the public to cultivate good financial habits, bring positive energy to their families, and contribute to building a harmonious community.







線上活動
Online Campaigns

為積極於本澳社區推動負責任博彩，金沙中國支持本地社服機構舉辦多項線上活動，吸引居民參與。有關活動旨在透過問答遊戲和視頻，介紹賭博迷思、正確的理財價值觀等負責任博彩知識，加深人們對負責任博彩八大認知及行為的理解。

In order to increase responsible gaming awareness in the city, Sands China supported local NGOs to organise several campaigns to attract the participation of residents. These campaigns aimed to introduce responsible gaming knowledge such as gambling myths and the value of financial management, and enhanced understanding of the eight responsible gaming behaviours and attitudes through quiz games and videos.

Sands 金沙關懷

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