

17. BEST WORKPLACE NOMINATION



“We believe that If we care for our colleagues, they will take care of our guests”

**Lawrence Ho**  
Melco Chairman & CEO

Culture of being the best place to work must start at the top. Our Chairman and CEO’s philosophy is that the best in class proposition must start with our colleagues.

**Our key focus on creating the best workplace:**

- Pride in the organization’s reputation and success
- Career opportunities
- Work environment where people feel valued, cared and recognized
- Quality of Life & Family

## PRIDE IN THE ORGANIZATION



**MICHELIN STARRED RESTAURANTS**

LEADING MACAU WITH THE MOST MICHELIN-STARRED RESTAURANTS ATTAINED IN 2025 MICHELIN GUIDE



**Forbes**  
TRAVEL GUIDE

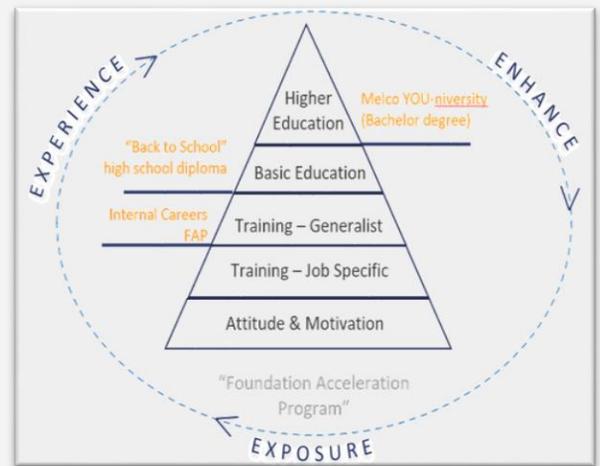
107 FORBES STAR AWARDS  
LEADING WITH THE MOST FIVE-STAR AWARDS IN MACAU & ASIA

Winner of over 1,000 awards – local, regional and international, for company, properties, CSR, and human resources, it provides a sense of pride for our colleagues. Pride in the company was the highest scores in our global colleague surveys.

### CAREER OPPORTUNITIES

Development of personal and professional skills are essential ingredients. Our programs, policies and practices all support this important criteria for being the best place to work. Our model for professional development starts with a strategy: “Whole Person Development”.

Founded on the principles that **knowledge occurs BEYOND the classroom**, that knowledge is **enhanced through actual experiences** (which we call FAP – foundation acceleration program); knowledge is gained through doing AND thinking (which is supported by our internal career opportunity policy and our in-house high school education and university degree initiatives); progression in career is best when through cross functional exposure instead of a singular department or function.



**WHOLE PERSON DEVELOPMENT**

**Comprehensive training program: By having the best training program, we become the best, creating pride**

- Premium luxury service delivery via regimented training system
- Mandatory orientation before start
- “My First 90 Days” Integration Program
- Received top award from international prestigious training organization, Association for Talent Development
- Named HR Asia’s Best Companies to Work for in Asia
- Melco Core Service Standards
- “Forbes” Standards Training
- Mystery Shoppers
- Technical Skills Training

# CAREER OPPORTUNITIES

- Sustainable and effective development must include generalist experience;
- Method focuses on both technical skills and the enabling of a generalist path;
- Learning is in classroom AND on-the-job;
- Foundation Acceleration Program (FAP), embraces stretch projects and long-term assignments in cross-functional areas; and experience through exposure into various areas which is not part of day-to-day job; enhancing, experiencing and exposure;
- Enables higher education through high school diploma and university education;
- Explores functional areas and alternative career opportunities within business;
- Offers day-long “shadowing” opportunities to longer-term projects and transfers;
- Enables colleagues a more holistic view of the business;
- Retains talent through internal promotions/transfer opportunities; and
- Contributes to organizational resourcing needs.

## INTERNAL CAREER OPPORTUNITIES

A systematic policy and practice whereby almost all positions must be posted internally to enable career opportunities for our colleagues.

To enable cross functional career growth:

- Where qualifications are equal, preference is given to internal colleagues
- We facilitate cross-functional career paths



**31,000** promotions and internal transfers to-date

## FOUNDATION ACCELERATION PROGRAM

Example FAP program: CULINARY FAP

- Launched 2021
- Pioneering 12-month program developed with the Labor Affairs Bureau (DSAL) and Macao University of Tourism
- Addresses industry-wide demand for skilled culinary talent
- Nurtures local culinary talent through structured on-the-job training and cross-functional exposure,
- With formal and informal training in partnership with the local government and universities



**IN 2024**

**+4,100**  
total FAP experiences

**12%**  
were provided with non-gaming activities

In 2024, **86% of F&B colleagues** who participated in the FAP were **retained** within the Company, with **17% promotion rate** upon program completion.

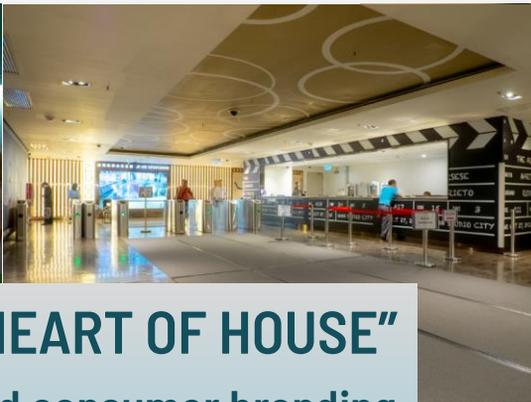
### PARTICIPANT FEEDBACK

- Perspective shift on the profession
- Appreciation for opportunity to accelerate learning and development in culinary field

# WORK ENVIRONMENT

As an organization committed to continually improving the work environment, we actively seek feedback from our colleagues, with many formal and informal channels for them to share comments and suggestions with us.

- Best Heart of House for colleagues. They spend much of their time in this area, showing our care and concern is researched in hospitality organizations as being important. For Melco, our brand standards for the Heart of House ensures that our internal and customer branding are aligned.
- Focus groups across various business functions and integrated resorts
- Global employee survey to listen to our colleagues
- A mobile app that allows colleagues to “Talk to Management”
- Newsletters and social media
- Annual performance appraisals
- Lactation rooms for mothers
- In-house mental wellness seminars
- Leadership forums



## BEST IN CLASS “HEART OF HOUSE” Aligned internal and consumer branding



# QUALITY OF LIFE

Offering work life balance through initiatives to provide flexibility to meet our colleagues’ needs, these initiatives include:

- **Strawberry Life part-time scheme** that allows colleagues to remain eligible for full-time benefits on a pro-rated basis
- **Strawberry Life Flex Compress** - a flexible working scheme that allows our colleagues to work the same number of hours in a compressed work week so they can enjoy more days off
- **Lifestyle Programs** - Melco Learning Academy provides workshops on personal development and lifestyle knowledge
- **Remote Work opportunities** as roles and responsibilities allow

