

IAG ACADEMY IR AWARDS – Best Workplace
Entry by Marina Bay Sands | August 2025

At Marina Bay Sands (MBS), we have cultivated a vibrant, inclusive, and empowering corporate culture that sets us apart as an employer of choice. Our dedication to excellence is anchored in our core values—Respect, Integrity, Passion, Teamwork, and Creativity. This commitment is reflected in our receipt of prestigious accolades such as the Singapore Tourism Awards for Most Exemplary Employer (2022), Randstad Employer Brand Research's Most Attractive Employer 2025 (#2), and the Straits Times Singapore's Best Employers 2025 (#17).

Our Brand Service Culture serves as the unifying cornerstone that enables us to fulfill our Brand Promise of going Above Beyond. This programme is not simply a set of principles – it is a vital organisational initiative that forges a powerful, shared identity across our 12,000 Team Members, as we deliver our brand through every service interaction. Our Team Members are being trained to embody the brand consistently across all touchpoints. Communications, recognition, and reinforcement are strategic levers in deepening this culture.

Our culture thrives on open communication, mutual respect, and a strong sense of belonging. Multiple communication channels—from regular team meetings and digital platforms like Workday and MyMBS, to internal social networks and employee feedback platforms – ensure every voice is heard.

Team Members' wellness is our top priority, hence our holistic well-being programmes—covering medical, mental health, flexible work arrangements, and wellness initiatives – strive to support everyone's needs. In addition, the 24/7 Team Member Dining Room, festive menus, and chef's specials exemplify our investment in employee well-being and daily appreciation.

Recognition and rewards are embedded in our culture through initiatives such as the Service Anniversary Award (celebrating milestones at 5 to 25 years of service), the OneMBS Star and Bravo programs, and the annual Best of Best Award. As of end 2024, 33% of our employees have dedicated 10 years or more to MBS, underscoring the loyalty and satisfaction we inspire.

Marina Bay Sands is deeply committed to Corporate Social Responsibility through programmes like Sands Cares, which has contributed over 13,000 volunteer hours in 2024 alone and nearly 120,000 hours since opening. Our inclusive culture is evident in our workforce, with 46% women (37% at executive levels), extensive diversity and inclusion policies, support for persons with disabilities (nearly 50 hires since 2010, earning the SG Enable Platinum Award), and employment of 65 ex-offenders, recognized at the Yellow Ribbon Appreciation Awards.

Apart from inclusive hiring, we celebrate diversity and support our Team Members through Employee Resource Groups such as EmpowHer providing safe spaces and mentorship opportunities for women.

Training and Development

Continuous learning and skill development are at the heart of our talent strategy. Our training roadmap is tailored to evolving organizational needs, supported by in-house and external trainers, ensuring continuous upskilling and readiness for future challenges. Departmental trainers and

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external experts deliver dynamic, relevant content across all levels. Our Annual Online Training requires all Team Member’s compliance and completion.

Our senior leaders also undergo continuous leadership development through INSEAD Executive Online Programme. 116 of our leaders have completed these Executive programmes from 2021 to 2025.

In 2024, we invested S\$3.8 million in training, with a projected increase to S\$4.5 million in 2025, and cumulatively since 2012, over S\$36 million has been invested in training. Our learning ecosystem encompasses structured onboarding, mandatory compliance modules, functional skills and critical core skills programmes, and our Above Beyond Culture Programme.

Opportunities for Career Advancement

Marina Bay Sands guarantees clear, accelerated pathways for career progression. Our commitment is demonstrated through initiatives like the MBS Aspire programme – an 18 to 24-month accelerated journey for fresh graduates, combining rotations, development plans, mentorship, and stretch assignments to cultivate future leaders.

For mid-career and local employees, the Career Conversion Programme (CCP) has enabled significant transitions and operational innovations. In our Supply Chain, automation initiatives reduced reliance on four roles by 30%, enabling team members to take on higher-value responsibilities. Our Place-and-Train CCP for IT professionals onboards new hires via structured pathways, supporting digital transformation and individual progression.

We invest in local talent through scholarships, internships, and strong partnerships with educational institutions. The Sands Hospitality Scholarship, for example, supports over 100 Singaporean students with a US\$1 million bond-free initiative. Separately, we have awarded S\$700,000 in bursaries since 2018.

Career development is further supported by structured performance reviews, transparent internal mobility, and comprehensive recognition frameworks. Employees receive performance-based bonuses, retention rewards, and participate in the Sands Lifestyle Team Member loyalty programme, emphasizing our belief in recognizing and nurturing talent from the outset.



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Workplace Health and Safety

Our unwavering commitment to workplace safety and employee development is at the heart of our organizational culture. We foster an empowered and growth-oriented environment for all Team Members, contractors, and partners, driven by a comprehensive suite of initiatives that reflect our pursuit of excellence.

Our safety policies are reviewed annually and communicated across multiple platforms, including the intranet, safety committees, and formal announcements. Standard Operating Procedures are updated each year and made accessible, ensuring that every Team Member remains informed and compliant. We undertake regular internal audits and strictly adhere to internationally recognized certifications such as ISO45001 and BizSafe Star. Risk assessments are conducted every three years or as needed.

Training and emergency preparedness are key pillars of our approach. We maintain a detailed training roadmap for all Team Members, thoroughly documenting safety training to monitor progress and compliance. Monthly and ad hoc Fire Safety and Warden training sessions are conducted alongside annual security in-service trainings. These sessions combine classroom instruction with practical experience. We also organize learning visits to peer organizations.

Incident management is proactive and transparent, with thorough investigations and robust feedback loops that support continuous, preventive improvement. We have adopted digital solutions for safety management, streamlining processes and making safety administration more efficient and accessible.

Employee engagement and leadership involvement are deeply embedded in our culture. Senior Management plays a direct role in the WSH Steering Committee, ensuring strong leadership and decision-making. Our biannual Safety Awareness Weeks feature engaging activities like quizzes, interactive booths and expert-led talks. Outstanding contributions are celebrated through our Safety Recognition Programme, which includes Appreciation Lunches and the Best Division Award. Safety has also been incorporated into performance appraisals.

Our contractor engagement practices set us apart. We collaborate with our partners through a dedicated Contractor Safety Committee, which meets thrice a year to address safety topics and concerns. Safety is a core consideration in the tendering process for major projects and contracts.

Conclusion

Marina Bay Sands has an unwavering dedication to cultivating an inclusive, empowering, and growth-focused environment for all employees. Through robust training and leadership development programs, substantial investments in continuous learning, recognized diversity and inclusion initiatives, and extensive career advancement opportunities, we foster a workplace where individuals may reach their full potential. The company's award-winning corporate culture, commitment to employee well-being, and innovative safety practices ensure a supportive and dynamic environment that attracts and retains top talent. Together, these efforts position us as a leading employer of choice, celebrated for setting new standards of excellence in the Asia-Pacific region.