Sands China Limited

City of Gourmet - Youth Development and Integration Program

Youth Empowerment Initiative

June 2022
In 2017, Macau has been designated as UNESCO Creative City of Gastronomy.

Macau has developed rapidly over the past decade, primarily due to the liberalization of casino gambling since 2002. With the development of the international integrated resorts in Macau, the number of tourists has increased from 1.9 million in 2008 to 3.4 million in 2019, according to the Statistics and Census Service from the government of Macau. This huge growth of tourists numbers has increased the demands to meet tourism needs. In the past few years, there has been significant marketing of food and beverage offerings as part of Macau’s non-gaming operations along with its rising segmental revenues. Macau visitor spending on food & beverage per capita has increased from Mop 291 in 2011 to Mop 454 in 2018.

Compared to 2017, the number of restaurants in Macau has increased by 4.65% in 2019, however, the employment population has only increased by 3.96%. This shows a challenge for newcomers to the Catering industry in terms of staffing.

Macau is positioned as a world center of tourism and leisure, and also has the reputation of "the city of food". If there are no newcomers to join the industry, it will be a challenge for the city to maintain this reputation, and to avoid its competitiveness declining.

To reinforce the importance of a sustainable food culture and to promote the local gastronomic heritage, Macau is dedicated to collaborating with diverse associations and institutions to support the emergence of creative talents in the gastronomy sector.
Program Background

About Sands China Ltd.

In Sands China Ltd, we have more than 150 different types of restaurants covering Chinese Cuisine including Sichuan, Huaiyang, Northern Chinese, Hot Pot and Canton Cuisine as well as international cuisine such as Japanese, Portuguese, French, American, British, Thai and India cuisine. We also have signature restaurants cooperating with international celebrity Chefs and Chinese master chefs. Moreover, we have Michelin starred and Black Pearl awarded restaurants. All these build an inclusive and supportive environment for nurturing catering industry talents.

The average age of local team members in our company is 46, while the average age of F&B local team members is 49, which indicates the major labor force in our F&B team is older than average. This may result in labor force shortages in future, potentially hindering the career succession of the team. This is the challenge our company faces and it presents a great opportunity for us to develop young talents, especially in management.

Photo Caption: The North Restaurant in The Venetian Macao
Program Objectives

In order to support the sustainable development of Macau's Catering industry, drive the economic benefits and prosperity of the region, and further enhance the comprehensive quality of the industry, Sands China has launched its “City of Gourmet - Youth Development and Integration Program”.

Objectives of the Integrated Youth Talents Development Program:

- Attracting potential young talents to the F&B industry
- Develop young F&B talents with a well designed series of programs
- Support the growth of the F&B young talents

Photo Caption: The launching ceremony of Sands China Academy, with more than 240 graduates from various of talent development programs. The Sands China Academy is committed to providing a diverse range of training courses to further develop its Team Members, paving the way for the long-term career development of local talent within the Company, and helps foster professional talent in the wider Macao community.
Integrated Youth Talents Development Program

This initiative is covering a series of diversified development programs in nurturing youth from multiple aspects. Over 20 development programs have been well designed to develop F&B young talents in 3 different employment stages:

- **Before Employed**
  We target local school students as they are the future talents pool for the industry. The programs are offering opportunities for students to have master class conducted by top experts in the industry. This allows young people, who aspire to become F&B professionals, the opportunity to learn and hone their culinary skills and techniques by watching top professionals in action. This also deepen their understanding of China's rich food culture, thereby attracting more young talent to the food and beverage industry, in turn supporting Macao’s position as a UNESCO Creative City of Gastronomy.

Moreover, the development programs provide local university students with an opportunity to work full time at its properties on a short term basis while fulfilling a portion of their degree requirements. The Career Experience Opportunity Programme (CEOP) allows students to gain a diversified mix of valuable food & beverage work experience through the Integrated Resort model. The students are able to focus on their university studies while they practice applying what they learn in the classroom to real world Integrated Resort operations. Students will be offered supervisory trainee positions after graduation based on the number of training hours accumulated and their work performance.

*Photo Caption:* Cooking Demonstration Session co-organized with Macau University of Science and Technology. Celebrity Chef Lan Minglu is tasting the dishes made by the culinary students from the Faculty of Tourism and Hospitality Management and giving comments for improvements.
Integrated Youth Talents Development Program

- **Just Employed**

We have designed various F&B professional development programs to attract young and potential talents to the industry. With 12-24 months intensive on the job practicum at Michelin starred, Black Pearl or other restaurants, candidates will be obtaining certification by world famous food and beverage associations, and eventually becoming restaurant assistant managers at Sands China.

In terms of the field of culinary, we also work closely with government to attract and groom future talents. This is a tailored made program for candidates without any culinary experience. They will learn essential cooking techniques with the mentorship of different senior cooks in various kitchens. And they will develop specialized culinary skills in their chosen area of interest.

In order to develop all round food & beverage professionals, we co-organized with the Macao Labor Affairs Bureau and the Macao Federation of Trade Unions to launch professionalism training and occupational health and safety program for the young potential talents. Through various learning activities and classes, young talents are able to gain professionalism and catering occupational safety knowledge to enhance their professional knowledge in food & beverage area.

**Photo Caption:** Hotel and Catering Cook Training Program briefing session is held to attract young talents to join the culinary industry. Our company Executive Chef is sharing his catering career experience in the briefing session (left). A site visit with the introduction of the kitchen operation in our property of Venetian is arranged for the Macau young citizens.
Integrated Youth Talents Development Program

- After Employed
Considering potential talents within the company, we offer an abundance of horizontal and vertical career mobility options to team members through a variety of trailblazing talent development initiatives. Of these, more than 10 youth talent development programs are specifically designed to cultivate senior management team members for food & beverage. Team members have been offered 12-24 months of academic coursework at local institutions to obtain professional qualifications for food & beverage from world-class certification organizations, as well as business administration qualifications for equipping them with management skills.

In addition to the academic support, team members also receive full-time training in different aspects of the department in order to develop skills to overcome challenges and gain management experience under the mentorship of experienced food & beverage leaders. Upon completion, qualified participants can move to middle management in integrated resort operations, in positions such as assistant manager or manager.

Photo Caption:
Left - Team members from Hospitality Management Trainee Program are having the AHLEI Food & Beverage management class at Macao Institute for Tourism Studies.
Right - Hospitality Management Trainees are having the on the job training in our company signature restaurant.
**Escalate the level of talents to international standards**
- International qualifications are mandatory for each development program.
- Equip with specific skills and knowledge in nationally recognized organizations.
- Increase the competitive advantage of young talents within the region, enabling them to connect with international professional standards.

**Bring in top industry experts**
- Opportunity to closely observe and learn the professional knowledge and skills of masters.
- Understand the national food culture and different cuisines.
- Broadened the vision of culinary culture, and inspired their culinary inspiration.
- Provide a wealth of knowledge on the way of food creation in the future.

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**Photo Caption:**
Celebrity Chef Zhou Xiaoyan and his team of master chefs share their culinary expertise with local culinary students at masterclasses at the Macau University of Science and Technology. The event was part of Sands China’s Creative City of Gastronomy – Master Chef Culinary Exchange Series, aimed at nurturing quality local talent in support of Macao’s position as a UNESCO Creative City of Gastronomy.
Create a nurturing platform for diversified young talents

- **Diversity:** Offering an abundance of horizontal and vertical management talent development programmes in order to meet the ever-changing business and market needs. It is also reflected in the diversity of cultivation forms: Master class, demonstrations, top professional seminars, industry competitions, rotations in different type of restaurants.

- **High quality:** Strict training standards and selection of high-quality vocational skills trainers and mentors from company experienced professionals. Rotational training to learn the full spectrum of the food & beverage department.

- **Dynamic:** Keeping abreast of the times and adjusting programmes based on the latest market trends.

**Photo Caption:**
One of the trainee from the Food & Beverage Management Trainee Program is participating in the 4th Macao Integrated Tourism and Leisure Enterprised Vocational Skills Competition on behalf of the company for the western restaurant service category. He is the only trainee in this category.
Stakeholder Engagement

To increase trust and confidence across the project community, as well as the certainty and the pace of the progress, we have proactively engaged key stakeholders externally and internally:

**Government - Macau Labor Affairs Bureau**
- In line with the policy of the Macao Special Administrative Region Government, “Education to develop Macao and talents to build Macao”
- Promoting the development of the catering industry in Macau
- To enhance the employment competitiveness of local residents and meet the needs of the industry for human resources

**Local Institutions**
- We provide comprehensive and professional on-the-job training for students
- We hold master chef sharing sessions for local culinary students
- We conducted celebrity chef seminars for students of hospitality majors

**Local Association – Macau Federation of Trade Unions**
- Support the local Chinese culinary development
- Professionalism training for F&B practitioners
- Co-organize vocational skill competitions

**Sands China F&B team**
- Provide experienced integrated resort catering professionals
- Starred chefs and restaurant
- Training professionals
To Macau and the industry:

- We utilize our resources as an integrated resort including celebrity chefs, master chefs to raise local youth’s interest in the industry, as well as to elevate the skill level of the local youth.
- We use our strengths in the industry to nurture potential talents in the industry to prepare for the workforce gap.

Culinary Demonstration Workshop

We launched the Master Chef Culinary Exchange Series in 2019, with masterclasses provided for students at major local institutions: Institute for Tourism Studies and the Macau University of Science and Technology to share the senior professionals’ successful experiences and demonstrate their cooking skills. Since then, the Macau University of Science and Technology started to hold the Culinary Sharing Sessions with celebrity chefs from China and overseas, which became a regular and popular Chef series for the faculty.

Photo Caption:
Celebrity Chefs Demonstration Session Calendar from Macau University of Science and Technology.
To Sands China:

Sustainable Cultivation
A large number of our food & beverage practitioners come from other places and not local people. So it is difficult to develop succession plans for food & beverage operations with Macao local talents. We need to spot high-potential up-and-coming young talents from an early stage. With the wide-ranging resources of our integrated resort offering the most suitable training journey we can cultivate localized succession in our food & beverage departments.

Vocational Skill Competitions
With the support and encouragement from the company, more than 500 of our food & beverage young talents have participated in various of vocational skill competitions. Over 100 awards have been received. Since 2021, in the Macau Integrated Tourism and Leisure Enterprise Vocational Skills Competitions, our young chef team have been awarded a Gold Award (Group) in Western Cuisine and Best Appetizer in consecutive two years. The team’s average age is only 25.

In addition, our restaurant service team have also won the Silver and Gold award in those two years. The contestants are the trainees from the F&B management trainee program.

Photo Caption:
Five young chefs are participating in the 3rd Macao Integrated Tourism and Leisure Enterprise Vocational Skills Competition on behalf of the company for the Western Cuisine category. Two of them are graduates from the Career Experience Opportunity Program (CEOP).
Roles and Responsibilities of persons involved

Project Owner and Director – Providing direction and make high level decisions. Strategic planning the whole development project in line with the company goals.

Project Manager - Each individual development project is assigned with a project manager, responsible for all logistical and administrative support in the program as follows:
- Design training journey in cooperation with F&B professionals
- Liaising with training service provider, e.g. local institutions, training organizations
- Identifying talent pool and recruiting the right talent
- Monitoring the trainee’s performance in order to achieve the position

Department Mentors – Each trainee is assigned with a mentor at senior positions to helping the trainee to achieve the career goals.
• Encouraging and empowering personal development
• Developing and maintaining a broader perspective on career options and opportunities
• Providing additional access to a senior role model

Department Trainer - Each trainee is assigned with a trainer who is experienced and professional in specific area with the responsibility to help the trainee to equip with the knowledge and skills.
• Identify the training gap and design the relevant on the job training plan
• Provide guidance on the job skill
• Manage the performance of the trainee to reach vocational standards
Evaluation and overall effectiveness

Recognized by local industry:

- Dean of the Faculty of Hotel and Tourism Management of Macau University of Science and Technology said that Master-level lectures and culinary workshops allow culinary students to learn closely and have a glimpse of the superb culinary skills of the masters. This is to further enhance and broaden students' catering knowledge and horizons. The lectures and demonstrations by the teachers made the students respond enthusiastically.

- Culinary students from Macao tertiary institutions expressed the hope that enterprises can hold more innovative activities of this type so that they can learn things that they cannot usually learn in school classrooms. Master classes are very important for students, giving them a good opportunity to interact with famous chefs from various regions, enhance their interest in the industry, increase their industry knowledge and vision, and learn cooking techniques from different regions and cultures.

- Director of the Macao Labour Affairs Bureau said that the government is glad to see Sands China supporting the government's internship programme these years. These programs are valuable opportunities for young people to take part in. By doing so, they can enhance their competitiveness and lay a solid foundation for their future careers. Our company has received a certificate of appreciation to show the Bureau's gratitude for Sands China's full support to the fresh university graduate internship programme.

Photo Caption:
Wong Chi Hong (left), Director of the Macao Labour Affairs Bureau, presents a certificate of appreciation to Dr. Wilfred Wong (right), President of Sands China Ltd., to show the Bureau's gratitude for Sands China's full support to the fresh university graduate internship programme.
Recognize by local young talents:

• “The government and Sands China provide a lot of opportunities for young chefs and we’re really thankful for that. These opportunities include exchange activities, certification and trainings, which are helpful for us to broaden our views in our professions and enhance our skill levels,” said Kenneth Choi, sous chef at Sands China.

• One of the F&B management trainee expressed that he was deeply impressed by Sands China's perfect training system, and he learnt and improved from the operation of the integrated resort. From receiving goods, to handling special requests of guests, he personally experienced the work of each position in detail, and gradually mastered catering management skills.

• Another young Hospitality Management Trainee said that the careful guidance, intensive training classes and evaluation during the program helped to establish a proactive self-learning attitude and quickly develop management skills, it was an enjoyable and inspiring career development experience though it is hard and challenging.

Photo Caption: Team Members who won the Gold award and The Best Appetizer Award of Western Cuisine of the 3rd Macao Integrated Tourism and Leisure Enterprises Vocational Skills Competition share their career experience and show culinary demonstration with 40 Culinary Arts Management Students at the Macao Institute of Tourism Studies.
Photo Caption (left): Chef Jacky Lung, is one of our young pastry Chef of Sands China Ltd. He represented Macau to participate in the 8th Cacao Barry World Chocolate Masters Competition in China and won the first place. He will represent China to participate in the world final held in France in October this year.

Photo Caption (right): Sisera Ren, is the young tea master of Sands China Ltd. She has won the champion of the year on “The 8th Ming Xing Tea Specialist National Final Competition” in the Mainland China.

Photo Caption (left): Serenah Lam, is our young chef who participated in our Career Experience Opportunities Program in 2015 and become a full time team member afterwards. She has won the Best Appetizer Award of Western Cuisine of the 3rd edition of the Macao Integrated Tourism and Leisure Enterprises Vocational Skills Competition.
Cooperating with the Labour Affairs Bureau of Macau, the Food & Beverage Management Trainee Program

- Aimed at young local talents who pursuing an F&B career path
- Fast track development program of 12-24 months
- On-the-job practicum at Michelin-starred, Black Pearl or other restaurants
- Obtaining certification by world-famous food and beverage associations
- Restaurant assistant managers upon competition of the program

_Photo Caption:_
One of the trainee from the Food & Beverage Management Trainee Program is participating in the 3rd Macao Integrated Tourism and Leisure Enterprise Vocational Skills Competition on behalf of the company for the western restaurant service category. He is the only trainee in this category.
Collaboration with local institution – Macao Institute for Tourism Studies

Sands China Manager Development Programme for Integrated Resorts

• Aimed at internal local young talents
• Fast track development program of 24 months
• On-the-job rotation in F&B operations and Hotel operations
• Obtaining certification by world-famous hospitality associations
• Assistant managers upon completion of the program
• 14 Trainees have selected F&B and 2 have completed successfully

Photo Caption: Program participants group photo, with Dr. Fanny Wong (left), the President of the Macao Institute for Tourism Studies and Dr. Wilfred Wong (right), the President of Sands China Ltd. in the program kick-off ceremony.

Sands China Integrated Resort Management Trainee Program

• Aimed at internal local young talents
• Fast track development program of 24 months
• On-the-job rotation in Signature dinning outlets and Casual dinning outlets
• Obtaining certification by world-famous hospitality associations
• Assistant managers upon completion of the program

Photo Caption: Program participants group photo at the Macao Institute for Tourism Studies before the first class.
Appendix 3
Hotel and Catering Cook Training Program

Cooperating with the Labour Affairs Bureau of Macau, Hotel and Catering Cook Training Program

- Aimed at young local talents pursuing Chef as career path
- Fast track development program of 12-18 months
- On-the-job practicum with experienced master chefs
- Obtaining national skill qualification in culinary areas
- Cook upon competition of the program

Photo Caption: Promotion materials for the program to attract young citizens to join the catering industry.

Collaboration with the master chefs in Mainland China, Master Chef Culinary Exchange Series

- Celebrity chef’s seminar on culinary development, over a third of the series’s approximately 300 participants are industry representatives from outside of Sands China, including those from the Macao Federation of TRADE Unions, industry representatives, young local chefs, local students and representatives from academia.
- Master chefs work one-on-one with Sands China chefs to exchange ideas and to design creative dishes on the theme of "Celebrating the 20th Anniversary of Macao's Return to the Motherland."
- Young chefs from SCL follow different pairs of master chefs and assist in the creative dishes, so that they are able to learn from those top industry experts.

Photo Caption: Sands China held the Sands China Academy – Fostering Collaboration to Incubate F&B Talent Series. Celebrity Chef Zhou Xiaoyan and his team of 20 master chefs were invited to share their culinary expertise with local chefs, including those at Sands China, and with local university students and industry representatives.
Extend to local community - Master Class to industry future talents in local institutions

- The guest chefs, paired with Sands China’s Chefs from signature restaurants are invited to local institutes, Macau University of Science and Technology and Macao Institute for Tourism Studies, to deliver master class and demonstrate their culinary skills.
- The master class have offered opportunities for young local students to learn and hone their culinary skills and techniques by watching top professional chefs in action.

Friendly Cooking Competition

- Three chef teams: the Five-Star Chef Alliance, the award-winning Macao team from the Guangdong-Hong Kong-Macao Greater Bay Area Vocational Skills Competition, and a team of Sands China chefs participate in a friendly cooking competition at Sands Cotai Central. (Currently Londoner Macao)
- Young chefs have been invited to work with those teams to have a close observation and gained valuable experience in working with master chefs.
- Students from local institutes are also invited as audience to learn from the competition.

Photo Caption: A master chef from mainland China and a Sands China French chef share their culinary expertise with local culinary students at masterclasses at the Macao Institute for Tourism Studies.

Photo Caption: Group photo of Sands China Chef Team