



# Group Diversity and Inclusion Policy

## Policy Details

### Policy Owner

Group Chief People Officer

### Effective Date

1 August 2024

### Last Review Date

1 August 2024

### Next Review Date

1 August 2025

### Approved by

The Star Entertainment Group Board

## Document Control

### Version

9.3

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## **Message from the Chief Executive Officer**

Diversity and Inclusion is a key aspect of The Star Entertainment Group's strategy and the way in which we choose to conduct our business. Our values – Lead with Integrity, Own it, Take Good Care, and Build Memorable Connections – highlight what we believe in and our authentic approach to Diversity and Inclusion is built on these beliefs.

I know that building talented teams will enable The Star Entertainment Group to have the broadest and most talented pool of people available for current and future roles. With engaged, enabled, and empowered people, we are better able to achieve our vision to be Australia's leading integrated resort company.

The Star Entertainment Group's properties have always been a part of and contributed significantly to our communities. As a result, we must reflect the diversity of our local community. I am proud of the role we have as a leading business and The Star Entertainment Group will always aim to connect to our communities through our diversity.

**Steve McCann**

**Group Chief Executive Officer and Managing Director**

## 01 Purpose and Scope

At The Star Entertainment Group (TSEG), we believe that building richly diverse teams and an inclusive culture is integral to delivering welcoming experiences for our customers, developing the careers of our people and delivering shareholder value.

Our approach to Diversity and Inclusion is built on our values Lead with Integrity, Own it, Take Good Care and Build Memorable Connections. TSEG's Board of Directors (the **Board**) aims to attract and maintain a Board of Directors that has an appropriate mix of skills, experience and diversity. TSEG recognises that the promotion of diversity and inclusion on the Board, in senior management and across the organisation will:

- Enhance our ability to attract, recruit, engage and retain high-quality directors, senior management and team members, from the widest possible pool of talent,
- Encourage greater innovation, through the inclusion of different perspectives,
- Foster a culture that is values-based and encourages everyone to treat each other with respect, courtesy, and dignity,
- Ensure that all team members are aware of their rights and responsibilities in relation to equal opportunity, fairness and respect for all aspects of diversity,
- Create a dynamic work environment that improves well-being, employee engagement, experience, psychosocial safety and productivity; and
- Provide a work environment that values and utilises the contributions of team members with diverse backgrounds, experiences and perspectives through improved awareness of the benefits of workforce diversity and successful management of inclusion; and enhance our connection with the communities in which we operate.

The Group Diversity and Inclusion Policy (this **Policy**) applies to the Board and all employees of TSEG. It applies to all permanent and temporary team members, whether full-time, part-time, or casual who apply for and/or are permitted by TSEG to perform work or provide services. It also applies to all secondees, contractors, people on work experience and employees or agents of suppliers of services to TSEG or any TSEG company. In this policy, all the above-mentioned persons are referred to in this policy as 'employee', 'you' or 'team member'.

TSEG is committed to ensuring inclusion at all levels of the organisation, regardless of gender, marital or family status, sexual orientation, gender identity, age, physical and mental ability, ethnicity, religious beliefs, cultural background, carer's responsibilities, education, socio-economic status, perspectives and experience (or diversity of thought).

### TSEG's Purpose, Values and Principles

TSEG's co-developed Purpose, Values and Principles (**PVP**) is defined by a set of target mindsets and behaviours that shape its ethical decision-making framework. TSEG is committed to driving its purpose of [creating fun at trusted destinations](#). TSEG's policies and adherence to them are key to being a trusted destination for its Team Members, stakeholders, and the wider community.

The PVP is fundamental to TSEG's core culture and guides diversity and inclusion activities. The following table outlines the values that guide Team Member's behaviours in relation to this policy:

*Table 1. How this Policy aligns with TSEG's Values*

TSEG'S VALUES	WHAT WE BELIEVE AND WHAT WE DO
<b>LEAD WITH INTEGRITY</b>	<ul style="list-style-type: none"> <li>• Commit to ethical decision-making that supports diversity, equity, and inclusion while aligning with TSEG's culture and values.</li> <li>• Support continuous awareness and understanding of key policies and frameworks such as the Code of Conduct and the PVP to uphold diversity, equity, and inclusion practices through TSEG's protocols.</li> </ul>
<b>OWN IT</b>	<ul style="list-style-type: none"> <li>• Develop strategies and tools to cultivate a culture that motivates team members to foster diversity and inclusion.</li> <li>• Provide clear roles and responsibilities of key leadership roles such as sponsors in driving DEI initiatives and executing DEI strategies.</li> </ul>
<b>BUILD MEMORABLE CONNECTIONS</b>	<ul style="list-style-type: none"> <li>• Ensure opportunities are subject to two-way feedback and challenge is actively encouraged for meaningful prioritisation and fit for purpose roll-out and embedment of DEI procedures.</li> <li>• Respect and appreciate diversity and inclusion and leverage the strengths and perspectives of different people.</li> </ul>
<b>TAKE GOOD CARE</b>	<ul style="list-style-type: none"> <li>• Ensure team member wellbeing is at the forefront of driving initiatives across the organisation; particularly in volunteer-based roles.</li> </ul>

## 02 Policy Requirements

### 2.1 Guiding Principles

2.1.1. This Policy is based on the following principles:

#### Talented Teams

2.1.2. Decisions concerning all aspects of employment, including recruitment, selection, development, promotion, and remuneration are based on skills, qualifications, capabilities, aptitudes, and performance.

#### It's the Right thing to Do

2.1.3. TSEG embraces diversity, inclusion and equal opportunity, and does not tolerate any form of discrimination or violence in the workplace.

#### Shareholder Value

2.1.4. Diversity, inclusion, and equal employment opportunity initiatives are based on sound business principles and objectives. They focus on improving results and value for TSEG's shareholders, our team members, and the communities in which we operate.



## 2.2. Diversity and Inclusion Strategy

2.2.1. TSEG will develop strategies, initiatives, interventions, and programs, overseen by the Board to promote diversity, equity, and inclusion in line with the above principles and including initiatives that:

- Develop the collective skills, capability, experience and attributes of senior management and team members across TSEG; and
- Ensure TSEG's culture and management systems are aligned with and support this Policy.

## 2.3. Areas of Focus

2.3.1. TSEG aims to build greater inclusion by focusing on four key diversity areas:

1. Gender: to promote gender equality in all aspects of our business and increase the representation of women in leadership.
2. Multicultural: to build inclusion by valuing, respecting, and celebrating all cultures and increase the representation of culturally diverse leaders.
3. Reconciliation: commitment to practical actions towards reconciliation with First Nations People of Australia, the Aboriginal and Torres Strait Islander people.
4. LGBTQI+: lesbian, gay, bisexual, transgender, questioning, and intersex to foster a safe, welcoming, and inclusive environment for LGBTQI team members.

2.3.2. In addition, we view Workplace Flexibility as a key enabler in helping us to achieve our diversity, equity and inclusion objectives. We recognise that team members (regardless of gender identity) at all levels may have responsibilities outside of work and that flexible work practices can assist them in meeting those responsibilities.

2.3.3. TSEG also provides opportunities for team members on extended parental leave to maintain their connection with the company through the Keeping in Touch program.

## 2.4. Measurable Objectives

2.4.1. TSEG will establish measurable objectives, including key performance indicators (**KPIs**) for the diversity and inclusion strategies, initiatives and programs as they are developed. With respect to gender diversity and in line with the ASX Corporate Governance Principles and Recommendations, measurable objectives and KPIs will be developed by the Executive Committee for approval by the Board.

## 2.5. Monitoring and Reporting

2.5.1. The Culture, People and Remuneration is a Committee of TSEG's Board with the delegated responsibility to annually review and assess the diversity and inclusion objectives and KPIs to track and verify progress towards the attainment of the objectives and the success of the overall strategy.

2.5.2. The Chief Executive and Executive Committee will regularly report progress against the objectives and KPIs to the Board. The Board will ensure that appropriate disclosures are made in the Annual Report regarding Diversity and Inclusion.

## **03 Roles and Responsibilities**

Role	Responsibilities
<b>The Board</b>	<ul style="list-style-type: none"> <li>• The Board, supported by management, is responsible for establishing measurable diversity and inclusion objectives and assessing progress in achieving these objectives.</li> </ul>
<b>People &amp; Performance (P&amp;P)</b>	<ul style="list-style-type: none"> <li>• P&amp;P play a key role in addressing diversity-related issues. This includes investigating and resolving conflicts, providing support to employees facing discrimination, and ensuring a fair and inclusive resolution process.</li> <li>• Monitor diversity metrics, tracks progress, and prepares reports on the organisation's diversity and inclusion efforts.</li> <li>• Implement inclusive recruitment strategies.</li> <li>• Support leadership development programs that emphasise the importance of inclusive leadership.</li> </ul>
<b>All Leaders</b>	<ul style="list-style-type: none"> <li>• Actively champion Diversity and Inclusion initiatives, supporting and advocating for policies that promote diversity and inclusion.</li> <li>• Engage in continuous learning and education about diversity and inclusion.</li> <li>• Hold themselves and their teams accountable for creating an inclusive environment.</li> <li>• Focus on creating a culture where all employees feel a sense of belonging.</li> <li>• Model inclusive behaviour by demonstrating respect for diverse perspectives and fostering an inclusive team culture.</li> </ul>
<b>All Team Members</b>	<ul style="list-style-type: none"> <li>• All Team Members have an obligation to support and respect workplace diversity, inclusion, ethical practices, workplace safety and help to prevent unlawful discrimination, harassment and bullying in their workplaces.</li> </ul>

## **04 Breaches of this Policy**

TSEG is committed to conducting its operations in a way that meets its commitments to regulators, guests, and the wider community. Non-conformance with a policy, including this Policy, can pose a significant risk to TSEG, guests, and the wider community, potentially resulting in punitive measures against TSEG.

Team Members who become aware of an actual or possible breach of this policy must follow the established protocols set out in the Incident and Breach Management Policy. The Incident and Breach Management Policy has strict timelines in place to satisfy regulatory requirements; if a team member has reason to believe that a breach may have occurred it is imperative that those protocols are followed expeditiously to avoid adverse consequences.

Non-conformance with this Policy may also amount to a breach of TSEG's Code of Conduct and values. Breaches of the Code of Conduct may result in disciplinary action, including termination of employment, fines, penalties, and potential prosecution.

## 05 Definitions

Term	Definition
<b>Contractor</b>	Means one of the following: <ul style="list-style-type: none"> <li>Independent contractors: self-employed individuals or are part of a proprietary company (ABN) usually engaged for project work and paid for results achieved.</li> <li>Contingent workers: individuals engaged to ensure coverage or support for TSEG roles. For example, a contingent worker is in a role that is vacant, whilst the position is being recruited.</li> <li>Consultants: individuals engaged to deliver set outcomes, provide advice or recommendations, and are usually paid on completion of milestones or deliverables. Procurement is to be engaged when considering using consultants to agree the terms and conditions with TSEG.</li> </ul>
<b>Diversity</b>	Demographic diversity includes differences that relate to gender, ethnicity, religion, culture, language, sexual orientation, gender identity, disability, physical and mental ability, and age. Other dimensions of diversity can include family and caring responsibilities, marital and family status, educational level, life experience and socio-economic background. Valuing diversity means accepting and respecting these differences, and harnessing the richness of our varied backgrounds, ideas and perspectives.
<b>Inclusion</b>	Inclusion focuses on ensuring all individuals feel welcome and a sense of belonging within an organisation or group. At The Star Entertainment Group, we aim to nurture a culture where all team members feel included in the workplace so that they are fully able to contribute to our vision and have a positive work experience.
<b>Intersectionality</b>	Refers to how the characteristics of a person's identity (e.g., race, gender identity, ethnicity, religious beliefs, physical and mental ability, neurodiversity, age, sexual orientation, socio-economic status, education, cultural background, perspectives, and experiences) can expose them to multiple forms of discrimination and or disadvantage when two or more aspects of their identity (such as gender and age) interact.
<b>Team Member</b>	Means full-time, part-time and casual employee of TSEG
<b>TSEG</b>	The Star Entertainment Group

## 06 Relevant Legislation and Regulations

- The ASX Corporate Governance Principles and Recommendations

## 07 Related Policies and Documentation

The following policies and documentation related to this policy can be found on TSEG's intranet site:

- Code of Conduct



- Leave and Benefits Policy
- Probation and Performance Policy
- Talent Acquisition Policy
- Team Member Lifecycle Policy
- TSEG's Purpose, Values and Principles
- Workplace Behaviour Policy

## **08 Feedback and Questions**

Please contact the Diversity & Inclusion Team for any questions relating to this Policy.

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Version	Amended by	Reason for change	Details of changes	Date
9.0	Jules Pooley (Diversity & Inclusion Manager)	Document reviewed and updated.	Formatting and wording changes.	28 Aug 2023
9.1	Policy Governance Team	Uplift onto new template.	Uplift onto new template.	10 Jan 2024
9.2	Policy Governance Team	Related Policies updated	Related Policies updated in line with name changes	8 April 2024
9.3	Jules Pooley (Group Manager Diversity and Inclusion)	Annual review	Formatting and wording changes	1 August 2024