



# Beyond 2020

The Star's Sustainability Vision







At The Star we believe in a bright and sustainable future creating places to enjoy and supporting a bright future for our people, guests and cities. Our Bright Future is a framework for sustainability at The Star.



## A letter from Matt Bekier, MD and CEO

The Star Entertainment Group owns, operates and develops world class tourism and entertainment destinations in pursuit of its vision to become Australia's leading integrated resort company. Underpinning the vision is more than \$11 billion worth of current and planned investment across South-East Queensland and NSW.

Our properties are based in cities with strong tourism appeal – Sydney, Brisbane and the Gold Coast. They play an integral role in those communities too, showcasing authentic experiences and serving as a draw-card to locals as well as interstate and international visitors. As we continue to invest and develop world-class amenities, we are also committed to building sustainable destinations.

We aim to continually develop and improve sustainability outcomes in design and operations.

Our sustainability journey commenced in 2011 when the company, initially known as Echo Entertainment, was created in a demerger from Tabcorp. We devised a sustainability strategy immediately, with priorities and objectives. I'm proud to say over the past eight years we have made ongoing improvements and delivered outcomes that benefit our business, investors, stakeholders, guests and the community.

We introduced an annual Materiality Assessment in 2015 to identify and focus on our most material opportunities. The following year we released The Star's primary sustainability strategy 'Our Bright Future'. We have also aligned our reporting to the Global Reporting Index and reduced our carbon emissions intensity.

The Star has committed to a low carbon future by targeting net-zero carbon emissions for our wholly owned and operated assets by 2030 as a long term measure. We remain committed to immediate action through our interim carbon and water targets to achieve a 30% reduction from 2013 – 2023 on an intensity basis to support our pathway to reduce our carbon footprint.

We are also working to increase our recycling rates and waste diversion.

Our strategy is supported by a rigorous materiality assessment of our key Environmental, Social and Governance (ESG) issues. We continue to uphold our strategic pillars to:

- Be a Leading Company;
- Create World-Class properties;
- Support Guest Wellbeing; and
- Develop Talented Teams.

Further, as we expand and create transformational properties in partnership with our Hong Kong based partners, Chow Tai Fook and Far East Consortium, The Star has embraced Green Star and NABERS ratings to benchmark the performance of our assets and to future proof our buildings against the impacts of climate change.

This has assisted The Star to take global leadership for the 'Casinos and Gaming' Industry in the Dow Jones Sustainability Index every year since 2016.

The Star's Beyond 2020 Sustainability Action Plan highlights our achievements to date, material issues, priorities, commitments and future goals.

Despite some significant achievements already, we recognise there are still areas of opportunity and improvement, and we're focused on continuing to lift standards in our business. We will provide ongoing reporting against our strategy and strive to make our destinations more liveable and sustainable as we grow.

Sincerely,

Matt Bekier  
Managing Director and CEO  
The Star Entertainment Group

## Our Purpose

The Star Entertainment Group is a destination business operating world-class integrated resorts in Australia's leading cities.

As part of the communities in which we reside, and throughout our operations we are committed to reducing our environmental impact and improving the sustainability performance of our business. In 2016 The Star Entertainment Group set out a new five-year sustainability strategy called 'Our Bright Future'.

### OUR BRIGHT FUTURE

Groups our goals and targets into four key pillars:

- we strive to be Australia's leading integrated resort company
- we actively support guest wellbeing
- we attract, develop and retain talented teams and
- we develop and operate world-class properties.

The Sustainability Strategy is underpinned by a structured materiality assessment process that is conducted annually and can be found on our website. This sustainability plan summarises our key goals and initiatives within our work plan to demonstrate how we will achieve our strategy pillars. Key performance indicators sit under our initiatives and will be measured and reported against annually.

### CARBON POLICY AND CLIMATE CHANGE

The Star Entertainment Group recognises climate change and acknowledges that its properties may be susceptible to climate related impacts in the future. Focusing on carbon footprint reduction and climate resilience enhances the value of our portfolio, our customer proposition and our team member engagement and retention.

We are committed to continually assessing the risks and opportunities that climate change presents for our business and the impact on our customers and within the communities in which we operate. To manage these risks, The Star has actively conducted climate change risk assessments in 2017 and again in 2019. Climate change mitigation and adaptation actions are specified within our Sustainable Design and Operational Standards available on our website.

The Star recognises the recommendations of the Financial Stability Board Task Force on Climate-related Financial Disclosures and the associated framework. The Star is currently working to align current and new projects to the four framework areas including Governance, Strategy, Risk Management and Metrics and Targets over time, and report progress.

The Star is committed to long term carbon emissions reduction. To support our transition to a low carbon economy the Group is targeting net-zero carbon emissions for its wholly owned and operated assets by 2030 in line with reductions within the Paris Agreement. Our plans to reach this target include the purchasing of renewable energy and continuing to assess the feasibility of onsite solar, continuing with our energy efficiency program and a carbon offsetting strategy.

To continue to focus on immediate reductions, The Star has interim carbon and water targets to achieve a 30% reduction in intensity by financial year 2023 against a baseline of financial year 2013 on a square metre basis.

### INDICES AND MEMBERSHIPS



green building council australia  
MEMBER 2018-2019

MEMBER OF

**Dow Jones  
Sustainability Indices**

In Collaboration with RobecoSAM

REFINITIV™



TOP 100 COMPANY 2019  
Diversity and Inclusion Index

CITY SWITCH  
GREEN OFFICE

NABERS



Sustainability Award  
Gold Class 2019

SUSTAINABLE  
DESTINATION  
PARTNERSHIP



FTSE4Good



## Our Achievements and Targets

The Star Entertainment Group is working to ensure continuous improvement in the management of sustainability risks and opportunities. We celebrate our achievements and strive towards our targets.

### Our Achievements:

- Donated over 21 tonnes of furniture and equipment through our charity donations program since FY18
- Achieved our first Green Star Performance rating for The Star Sydney
- Achieved a 15.5% reduction in carbon intensity FY19 half way through to the target year of 2023
- Installed 'waterless' woks at The Star Sydney estimated to save 12,658 kilolitres water per annum
- Reported in accordance with the GRI Standards
- Obtained independent Assurance on Group energy and carbon emissions data
- Launched our Supplier Code of Conduct and Risk Assessment
- Member of the FTSE4GOOD
- Silver Employer in the 2019 Australian Workplace Equality Index
- #25 ranking globally and #2 ranking in Australia, in the 2019 Refinitiv Diversity & Inclusion Index

### Targets include:

- Targeting net-zero carbon emissions for wholly owned and operated assets by 2030
- 30% reduction in carbon emissions intensity by FY23 against a FY13 baseline
- 30% reduction in water intensity by FY23 against a FY13 baseline
- Gender targets: 45% women and 45% men in levels of work 1–4 by 2023. The remaining 10% reflects scope for any gender identity, including non-binary gender identities.
- 20% Asian representation in levels of work 1 – 3 by 2023.
- 5% year-on-year increase in Australian Workplace Equality Index score

### HIGHLIGHTS

Donated to date

**41,000 meals**



Communities Rating for **Queen's Wharf Brisbane** Development



Interior Rating for the **Sydney corporate office**

Donated to date

**2,600+ kg**

**used soap to**



Recycling program

**The Energy and Water Project Pipeline**

has delivered to date, 50 projects savings over

**\$4.3 million**

in the last five financial years against a business as usual model



Launch of The Star's **Single-Use Plastic Reduction Strategy**



**'Global Leader'** Dow Jones Sustainability Index for the Casinos and Gaming Industry



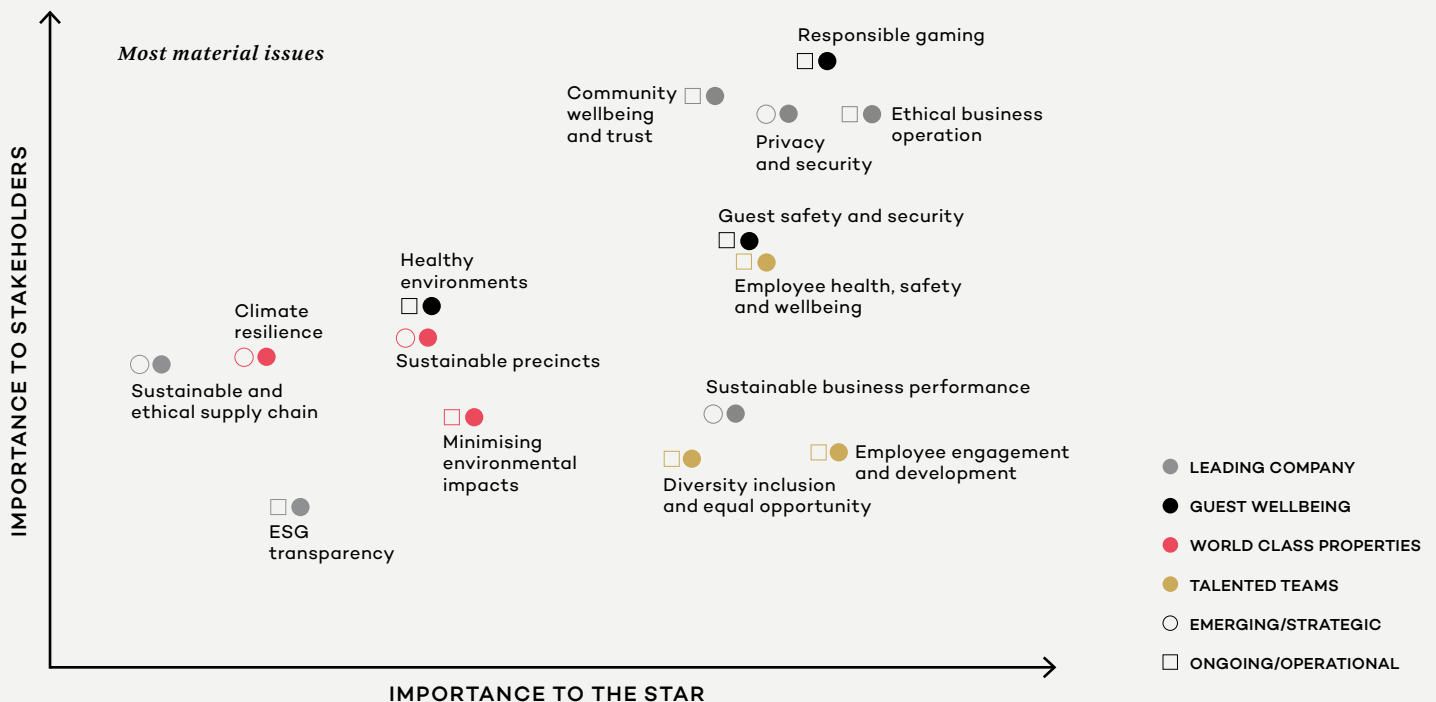
**ACHIEVED A 5 STAR TENANCY** rating for the refurbished Sydney corporate office

## Materiality

Our Sustainability Strategy is underpinned by a structured materiality assessment process and responds to our material environmental, social and governance (ESG) issues identified. In addition to identifying the material ESG issues relevant to our business and industry and ensuring we respond accordingly through policy, process, targets and reporting, material issues have been mapped to the United Nations Sustainable Development Goals. Upholding human rights is fundamental to our business and underpins all that we do for our people, our guests, our partners and our communities. It is reflected through each of our values and is at the heart of our business. Each year our materiality process is conducted to ensure our material issues remain relevant and current. The material issues matrix demonstrates the relevance of these material issues to our business and stakeholders.

## Issues Matrix

The following Materiality Matrix outlines how significant issues were assessed by their 'Importance to The Star' and 'Importance to external stakeholders'. All issues have been classified as 'Emerging/Strategic' or 'Ongoing/Operational'.









# Leading Company

The Star is an ethical corporate citizen leading the way on responsible gambling and maintaining strong relationships with our stakeholders.

The Star's team members with Pete Ceglinski, CEO and Co-founder Seabin Project (middle).







# 1.0 Trusted Community Partners

Support and contribute to communities in which we operate.

## 1.1 COMMUNITY ENGAGEMENT

Expand engagement with the local communities in which we operate and increase the positive social impact of our financial and in-kind investment in community initiatives.

KEY INITIATIVES	STATUS
<b>Good Neighbour Program, Sydney</b> Helping to strengthen the local community. This includes receiving and responding to feedback from community stakeholders.	<i>established - continue and improve</i>
<b>Queen's Wharf Community Relations Program</b> Informs the community on activity around the Queen's Wharf development and receives feedback from stakeholders. Community sentiment surveyed annually and reported.	<i>established - continue and improve</i>
<b>Community Consultation Programs</b> Continuing to consult in partnership with local community and neighbourhood groups across our properties to ensure they are informed and updated on operations.	<i>established - continue and improve</i>
<b>Neighbourhood Advisory Panel, Sydney</b> Providing community consultation opportunities and information flows.	<i>established - continue and improve</i>
<b>The Star's Donations Program</b> Supports local charities with donations including food, equipment and furniture. Builds on more than \$9 million donated in FY19 enhancing social impact measurement.	<i>established - continue and improve</i>
<b>Charity Engagement</b> In order to better understand the needs of charity groups, we are measuring the beneficial impact of our support at both the Group and individual property level	<i>established - continue and improve</i>
<b>Memberships of heritage bodies</b> The Star Entertainment Group maintains memberships across key heritage groups including the National Trust, Royal Historical Society of Queensland and the Heritage Council of Queensland.	<i>established - continue and improve</i>

KEY INITIATIVES	STATUS
<b>Connected cities and communities</b> Provide a positive influence in positioning our cities for tourism and infrastructure growth by delivering projects within our cities that attract visitors and increase connectivity, mobility and open public spaces.	<i>initiated, continue and improve</i>
<b>Custodianship and contribution</b> Provide support, thought leadership and contribution to city strategies, destination stewardship activities and key local community and not for profit organisations and their work.	<i>initiated, continue and improve</i>

## 1.2 INDIGENOUS ADVANCEMENT

Support the advancement of Indigenous Australians, with regards to education, employment opportunities and the self-sufficiency of communities.

KEY INITIATIVES	STATUS
<b>Reconciliation Action Plan</b> Develop and expand our support	<i>initiate and implement</i>
<b>Indigenous training</b> In our restaurant and culinary business through relationships and partnerships with indigenous groups.	<i>established - continue and improve</i>
<b>Indigenous community opportunities</b> Identify and foster opportunities through our food supply chains by establishing product or business offerings to directly support employment and community goals.	<i>established - continue and improve</i>
<b>Cultural Heritage Management Plans</b> Cultural Heritage Management Plans in place at Queen's Wharf Brisbane to correctly identify, inform and handle items of cultural significance.	<i>established - continue</i>



## 2.0 Ethical Business

Be a leader in responsible gambling and responsible service of alcohol and in being a transparent and trusted company.

### 2.1 RESPONSIBLE GAMBLING

Maintain industry leadership in responsible gambling.

KEY INITIATIVES	STATUS
<b>Responsible Gambling Program</b> Fulfilling our commitment to minimising the potential harm associated with gambling.	<i>established - continue and improve</i>
<b>Responsible Gambling Code of Practice</b> Defines our common standards and requirements for the responsible delivery of gambling products and services.	<i>established - continue and improve</i>
<b>Star Assist</b> A pre-commitment program for customers to set limits on gaming time and spend.	<i>established - continue and improve</i>
<b>Responsible Gambling Liaison Officers</b> Provide information or referrals to guests who may be experiencing gambling-related problems.	<i>established - continue</i>
<b>Responsible Gambling Funds</b> Continue to be a key contributor into the NSW Responsible Gambling Fund and the QLD Gambling Community Benefit Fund.	<i>established - continue</i>
<b>Guest Support Centres</b> Private, appropriately designed spaces at each property which allow The Star employees to provide support and assistance to guests wanting to exclude or who need assistance with gambling related problems.	<i>established - continue and improve</i>

### 2.2 RESPONSIBLE SERVICE OF ALCOHOL (RSA)

Maintain industry leadership in RSA.

KEY INITIATIVES	STATUS
<b>RSA Program</b> Includes guest entry policies, reporting of all serious incidents, and monitoring, measuring and performance reporting.	<i>established - continue and improve</i>
<b>RSA Training</b> Includes RSA training for all staff involved in the supply or service of alcohol, as well as in-house RSA training for all new employees.	<i>established - continue and improve</i>

### 2.3 ETHICAL BEHAVIOUR

Continue to uphold and enhance standards in ethical behaviour across all areas of our business.

KEY INITIATIVES	STATUS
<b>Ethics Panel</b> Reports to the Board's 'People and Culture' Committee, established in 2018.	<i>established - continue and improve</i>
<b>Supplier Code of Conduct</b> Covers human rights in our supply chain in alignment with the UN Declaration of Human Rights.	<i>established - continue and improve</i>
<b>Corporate Governance Statement</b> Outlines The Star's corporate governance practices and policies considering applicable legislation and recognised standards.	<i>established - continue and improve</i>

### 2.4 SUSTAINABILITY DISCLOSURE

Achieve best practice in sustainability reporting and index participation.

KEY INITIATIVES	STATUS
<b>Leadership in Sustainability Indices</b> The Star participates in indices and global reporting frameworks and has been awarded the "Global Leader" in the Casino and Gaming Industry category for four years in a row (2016, 2017, 2018 and 2019).	<i>established - continue and improve</i>
<b>FTSE4Good Index</b> Continued inclusion in this index for ethical investment stock.	<i>established - continue and improve</i>
<b>Sustainability Reporting</b> The Star has committed to report annually and increase disclosures in line with the Global Reporting Initiative (GRI) Standards	<i>initiated - develop</i>
<b>Material Impacts Annual Assessment</b> The Star conducts an internal annual assessment aligned to United Nation's Sustainable Development Goals with the aim to improve our sustainability strategy and management across the business.	<i>established - continue and improve</i>
<b>Taskforce for Climate-related Financial Disclosure (TCFD) Response</b> The Star has committed to fully integrating current and new projects to the TCFD framework and to report progress annually in line with best practice.	<i>initiated - develop</i>



## 2.5 RESPONSIBLE SUPPLY CHAIN

Minimise the impact on the communities and environments associated with our supply chain through improved visibility, controls and supplier dialogue.

KEY INITIATIVES	STATUS
<b>Responsible Supply Chain Strategy</b> Includes defined principles for sourcing and product stewardship, based on a sustainable supply chain assessment conducted in 2018.	<i>established - develop</i>
<b>Sustainable and Fair Food Sourcing</b> We work together, and with the engagement of our business stakeholders and suppliers to expand the opportunities to access sustainable and fair food supplies.	<i>initiated - develop</i>
<b>Supplier Code of Conduct</b> Issued to all existing suppliers including preferencing of those who provide training and employment to disadvantaged groups.	<i>established - continue and improve</i>
<b>Supplier Risk Assessment</b> Launched in early 2018, the Supplier Risk Assessment assesses social risks, such as with communities, ethical business practices and supply chain management and will continue into 2019.	<i>established - continue and improve</i>
<b>Modern Slavery Act Response</b> The Star will implement policies and risk mitigations to address the potential existence of modern day slavery in our supply chain.	<i>establish - develop</i>

## 2.6 RESPONSIBLE DATA CUSTODY AND USE

Achieve best practice in responsible data management and privacy.

KEY INITIATIVES	STATUS
<b>Privacy Council</b> Established in 2018 including all areas of the business with substantial control of consumer data. Objectives of the Council are to monitor projects and initiatives to ensure privacy requirements are factored into design, to resolve complex privacy matters and to supervise major privacy issues as they emerge.	<i>established - develop</i>
<b>Cyber Resilience Strategy</b> A detailed cyber security resilience program continues to evolve year after year to combat emerging cyber threats. Team member education compliments a broad range of embedded and cutting edge technologies to mitigate cyber threats to The Star's information capital base and customer data.	<i>established - develop</i>



South Australian Rock Lobster Bolognese, Nineteen at The Star, The Star Gold Coast





## Our Charity Work

The Star Entertainment Group is in a unique position to support charities through the redistribution of obsolete furniture, equipment, hotel linen and food donations. Working closely with local women's refuges and clothing charities, and with their guidance, The Star understands the needs of our community partners and provide support accordingly.

Through The Star Sydney's donation program, over 20,000 kilograms of linen, towels and bathrobes has been redistributed to local women's refuges and clothing charities since the program began in 2018.

In the same period, The Smith Family received over 10,800 items of clothing, hotel linen, bathrobes and furniture through The Star Sydney's donation program, to provide greater opportunities and support for disadvantaged families.

When The Star Sydney refurbished its hotel rooms and offices, 37 flat-screen TVs, fridges and furniture found new homes through one of The Star Sydney's charity partners, Pyrmont Cares. Pyrmont Cares supports the rehousing of less fortunate community members through the provision of TVs, whitegoods and furniture.

Local social enterprise, Beehive Industries, offers a range of programs and services supporting seniors, long-term unemployed and those living with disability, nurturing their sense of identity and self-worth.

The programs are designed to foster social inclusion whilst providing opportunities for participants to showcase their talents to provide purpose and aid employment access. In line with Beehive's program requirements, The Star Sydney has provided commercial kitchen equipment, audio visual equipment, installation resources, and furniture to support their office refit.

The Star continues to take a holistic approach to repurposing goods which not only removes these items from the waste stream, items can support charity partners and deliver outcomes for them with the communities.

“

Beehive Industries has benefited greatly from The Star's multifaceted support; the Beehivers' outings are far more comfortable in our new bus, the refresh of the dining hall has provided a warmer environment and the lighting and AV equipment has permitted us to share our Low Cost Meals cooking classes beyond Beehive's walls. We very much appreciate The Star's ongoing support.”

Brendan Lonergan  
Chief Executive Officer  
Beehive Industries  
Co-Operative Ltd



The Star is a proud supporter of community groups such as Beehive Industries (pictured) that combats isolation faced by Sydney seniors, the long-term unemployed and people living with disability.





# World-Class Properties

The Star develops and operates world-class livable, environmentally sustainable and resilient integrated resorts and precincts.

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Subject to approvals.







## 3.0 Sustainable and Resilient Resorts

Be world-class in environmentally sustainable and resilient integrated resort properties.

### 3.1 SUSTAINABLE DEVELOPMENT

Develop and operate world-class sustainable properties.

KEY INITIATIVES	STATUS
<b>Green Building Ratings</b> All new buildings and significant redevelopment works, will target a minimum of a 5 star 'Green Star' rating. A 6 Star Green Star Communities (v1) rating was achieved for the Queen's Wharf Brisbane redevelopment and a 5 Star Green Star Interiors rating achieved for the Group's Sydney corporate office.	<i>established - continue and improve</i>
<b>Sustainable Design and Operational Standards</b> Applied to all retrofit and development projects to futureproof buildings and deliver operational efficiencies.	<i>established - continue</i>
<b>Biodiversity Improvement</b> Recognise opportunities to increase biodiversity and continue assessing potential biodiversity impacts through our core development activities.	<i>continue and improve</i>
<b>Future Carbon Management Strategy</b> The Star is targeting net-zero carbon emissions by 2030 for wholly owned and operated assets. To support the target, a comprehensive energy and emissions management strategy will be introduced focussed on the purchase of renewable energy, energy optimisation and efficiency measures and establishing a balanced carbon offsetting approach. The Strategy will support The Star's integration of the Task Force on Climate Related Financial Disclosures framework and recommendations.	<i>initiated - develop</i>

### 3.2 ENVIRONMENTAL FOOTPRINT REDUCTION

Minimise the environmental footprints of our properties and company operations.

KEY INITIATIVES	STATUS
<b>Resource Reduction Plans</b> Each property will develop operational resource reduction plans to deliver annualised targeted environmental savings and to maximise energy efficiency opportunities.	<i>established - continue and improve</i>
<b>Energy and Water Project Pipeline</b> A group-wide pipeline to activate and deliver new efficiency opportunities identified through bi-annual auditing and building optimisation systems. The Star's resource reduction targets include a: <ul style="list-style-type: none"> <li>• Target to achieve net-zero carbon emissions by 2030 for wholly owned and operated assets</li> <li>• Carbon target of 30% reduction in carbon emission intensity (per m<sup>2</sup>) by financial year 2023 from on a financial year 2013 baseline.</li> <li>• Water target of 30% reduction in potable water consumption intensity (per m<sup>2</sup>) by financial year 2023 from a financial year 2013 baseline.</li> </ul>	<i>established - continue</i>

KEY INITIATIVES	STATUS
<b>Water Strategy</b> As a destination business, support long term sustainable water management activities and contribute to maintaining healthy and safe waterways in our communities. Maximise our opportunities for utilisation of the reverse osmosis plant and recycled water at The Star Gold Coast.	<i>continue and improve</i>
<b>Waste and Recycling Strategy</b> Reduce overall waste generation, increase recycling streams and tonnage diversion in line with The Star Entertainment Group's Waste Strategy and targets.	<i>initiated - continue and improve</i>
<b>Single-Use Plastics Reduction Commitment</b> The Star Entertainment Group's commitment to reducing single-use plastics and the implementation of environmentally preferred alternatives including FSC wood and compostable.	<i>initiated - continue and improve</i>
The Star removed 7.5 million plastic straws in FY19 and has since removed most takeaway product lines and replaced these with compostable.	

### 3.3 CLIMATE RESILIENT

Prepare our properties to operate well if impacted by climate change and extreme weather events.

KEY INITIATIVES	STATUS
<b>Climate Resiliency Plan</b> Each property to undergo physical climate risk assessments. Climate adaptation requirements must be included in all major new build and retrofit projects as stated within our publicly available Sustainable Design and Operational Standards. Physical climate risk assessments were completed in 2017 and properties were reassessed in 2019 as part of the program.	<i>initiated - develop and implement</i>



(L-R) Michael Hodgson, General Manager Tourism, Food Strategy & Partnerships at The Star Entertainment Group; Cheyenne Doyle; Dr Tim Heard, Sugarbag Bees.



## 4.0 Inviting and Liveable Precincts

Provide welcoming and livable precincts, in and around our properties.

### 4.1 LIVEABLE PLACES

Create positive places in and around our properties that offer healthy, comfortable, accessible and engaging experiences.

KEY INITIATIVES	STATUS
<b>City of Sydney's Sustainable Destination Partnership</b> Supporting Sydney's position on the Global Destination Sustainability Index, we participate in the Leadership Panel and Technical Working Groups.	<i>established - continue</i>
<b>Team Member Areas Refurbishments</b> Increasing the livability of team members' spaces, and make them more inviting.	<i>established - continue and improve</i>
<b>Green Space Development</b> Increasing 'green spaces' around our properties for the benefit of our guests, communities and team members.	<i>unstarted - develop</i>



Internal staircase installed at the Group's Sydney corporate office

## SOAP AID

### IMPACT STATEMENT

The Star Entertainment Group's partnership with Soap Aid provides an important platform for driving change in the entertainment and tourism industry in NSW and Australia and sets an example for how hotels manage the daily disposal of discarded or partially used guest soap.

The Star Entertainment Group's important sustainability program diverts soap from landfill to Soap Aid's Hotel to Hands recycling program, providing disadvantaged communities in Australia and overseas with lifesaving soap and hygiene education.

"As a Soap Aid Hotel Champion, The Star is part of the solution to creating long lasting health and environmental benefits. The Star's involvement with Soap Aid supports our efforts in providing critically needed soap to children and their families, preventing the spread of infectious and life-threatening diseases."

**Mike Matulick**  
CEO and Founder of Soap Aid.

## Green Office, Green Star

The Star Entertainment Group's Sydney corporate office at 60 Union Street, Pyrmont, NSW, underwent an extensive refurbishment and relocation of floors during the 2018 financial year.

To ensure the new office design achieved our sustainability goals in line with our Sustainable Design and Operational Standards, and delivered targeted health and wellbeing benefits, the Group committed to achieving a 5 Star Green Star Interiors rating.

The 5 Star Green Star rating represents Australian excellence and will assist us in our journey to futureproof, tenant, own and operate efficient buildings, and ensure that the business is well placed to attract and grow our talented teams.

By surveying our teams before and after occupation The Star aims to deliver tangible wellbeing benefits and to create a more sustainability focused culture at our workplace, and as an employer of choice.



Over 1,200 indoor plants installed throughout the Sydney corporate office

The new office fit out on levels 1 to 3 at 60 Union Street, Pyrmont has delivered the following features and benefits:



Highly efficient energy systems and an air conditioning system delivering a high level of thermal comfort



Sustainably sourced timber and PVC products



Low pollution equipment (minimising the pollution within the fit out)



High quality acoustic design, with high performance acoustic separations



Full LED lighting system, flicker free and consistent illumination



Blinds for external glare control and to control visual comfort



Low Volatile Organic Compound (VOC) paint, carpet, sealants and adhesives, and low formaldehyde engineered wood to limit material off gassing



Over 1,200 indoor plants.

A major focus of the fit out was to improve team member health, collaboration and productivity by:



Introducing an internal staircase to encourage team members to walk between floors



Providing all team members with electronic 'sit-to-stand' desks



Creating collaboration and breakout spaces to encourage cohesive working



Installing large kitchen areas to facilitate team members' relationship building.





# Guest Wellbeing

The Star is committed to giving our guests a safe, secure and comfortable experience.

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## 5.0 Engaged Guests

Engage our guests with our sustainability programs, products and services.

### 5.1 GUEST SUSTAINABILITY ENGAGEMENT

Empower our guests to positively impact the community and environment through their engagement with The Star.

KEY INITIATIVES	STATUS
<b>Guest Sustainability Engagement Plan</b> Develop an outreach program to enhance guest experiences and sustainability education, and garner feedback from guests to create opportunities for improvement.  Expand our in-room information on sustainability at The Star.	<i>initiate - develop</i>
<b>Green Event Guide</b> Offering event partners and corporate clients opportunities to provide sustainable alternatives when hosting events at The Star's properties. Maximise our opportunities to engage our guests in single-use plastics reduction and reduction of event waste including food waste.	<i>initiate - develop</i>

## 6.0 Safe and secure Guests

Provide our guests with safe and secure environments to enjoy.

### 6.1. GUEST SAFETY

Maintain the highest standards of guest safety and security and continue to prioritise guest health and welfare.

KEY INITIATIVES	STATUS
<b>WH&amp;S Strategy</b> Developed to maintain our goal of zero fatalities and serious injuries at our properties and to deliver a safe, secure and comfortable experience to every guest and team member.	<i>established - continue and improve</i>
<b>Safety Management System</b> Continue to target industry best practice and ensure a continuous improvement model is adopted by our teams.	<i>established - continue and improve</i>

Our goals include eliminating work related injuries, illnesses and unsafe work practices and promoting the health and welfare of our team members. In FY19 we continued to drive improvements in six key areas.



Our safety management system



Reporting and quality of data



The management of our critical risks



Learning from every incident



Assurance activities



Injury management



## Reducing single-use plastics at The Star

The Star Entertainment Group is committed to building and operating world-class properties which work to continuously improve Sustainability in design, operations and through our guest experiences.

As a leading Australian company and destination business we are committed to reducing waste in our organisation and in the communities in which we operate.

Part of this commitment is our pledge to reduce single-use plastics within our operations. We understand that alternatives are not available for all products currently. However, we will continue to test and improve our use of sustainable products over time.

### Our 2019 activities:

- ✿ Remove plastic straws in favour of paper alternatives
- ✿ Remove plastic cutlery and replace with FSC wood or compostable alternatives
- ✿ Remove single-use plastic bags from our outlets
- ✿ Replace plastic cups and events servery with bio alternatives
- ✿ Provide discounts for the use of keep cups to team members and guests
- ✿ Seek alternatives for plastic laundry and other guest services packaging
- ✿ Reduce plastic water bottles in favour of plumbed alternatives and glass where appropriate
- ✿ Install water fountains both still and sparkling wherever we can
- ✿ Seek alternatives for kitchen storage and wrapping rather than disposable plastics

### Our goals:

- ✿ Increase recycling rates each year across all of our properties
- ✿ Reduce waste to landfill measured per guest and by square metre
- ✿ Increase product stewardship in our supply chains
- ✿ Reduce packaging coming into the business and offered as takeaway to guests

*Date: Updated 23 October, 2019*

**Jessica Mellor**  
Chief Operating Officer  
The Star Gold Coast

**Kelvin Dodd**  
Chief Operating Officer  
Treasury Casino and Hotel

**Damian Quayle**  
Chief Operating Officer  
The Star Sydney







# Talented Teams

The Star attracts, develops and retains a talented, diverse and engaged team.

The Star Culinary Institute apprentices plating at Nineteen at The Star.







## 7.0 Fair and Attractive Employer

Be an employer of choice, with a diverse, safe and productive team.

### 7.1 TALENT ACQUISITION

Attract the best candidates at a local, state, national and international level by being an employer of choice.

KEY INITIATIVES	STATUS
<b>Talent Acquisition Strategy</b> To attract, develop and retain the very best talented teams and people.	<i>established - continue and improve</i>
<b>Employee Value Proposition (EVP)</b> Outlines all of the unique benefits of working at The Star that make us an employer of choice.	<i>established - continue and improve</i>
<b>Employee and Guest Engagement Campaigns</b> Our internal message to our current employees that supports our vision, to rally around a central purpose of creating thrilling experiences for our guests and each other.	<i>established - continue and improve</i>

### 7.2 DIVERSITY AND INCLUSION

Foster a welcoming, inclusive and diverse workplace that encourages team members to be the best they can be. No team member excluded based on their gender, ethnicity, sexuality or other such characteristics.

KEY INITIATIVES	STATUS
<b>Diversity and Inclusion Strategy</b> The D&I strategy focuses on four key areas of gender, multicultural, LGBTI and age targeting: <ul style="list-style-type: none"> <li>Gender: 45% women and 45% men in levels of work 1–4 by 2023. The remaining 10% reflects scope for any gender identity, including non-binary gender identities.</li> <li>Multicultural: 20% Asian representation in leadership levels 1–3 by 2023.</li> <li>LGBTQI: 5% year-on-year increase in AWEI (Australian Workplace Equality Index) score.</li> <li>Mature age: engagement of our mature age workforce as measured by the 2019 employee engagement survey (≥65%).</li> </ul>	<i>initiated and develop</i>
<b>Diversity and Inclusion Steering Committee</b> Oversees diversity and inclusion initiatives across The Star.	<i>established - continue and improve</i>
<b>Women in Gaming and Hospitality Australasia</b> An initiative co-founded by The Star to support the development and success of women in the industry.	<i>established - continue and improve</i>

### 7.3 HEALTH AND SAFETY

Maintain and improve our safety culture and eliminate work-related injuries, illnesses, unsafe work practices and promote the health, safety and welfare of our team members.

KEY INITIATIVES	STATUS
<b>Safety Management System 2.0</b> Launched in 2019, the reviewed and updated SMS makes safety part of everyday business as usual operations. A focus on worker involvement in the development of compliance activities moves us closer to eliminating unsafe work practices and improving the health, safety and welfare of our team members.	<i>established - continue and improve</i>
<b>Mental Wellbeing Program</b> All people managers will receive Mental Health Awareness training focussed on identifying, referring and supporting team members with mental health issues as well as how to maintain and improve mental wellbeing. All team members will have free access to wellness coaching sessions through our EAP provider.	<i>initiated and develop</i>



Matt Bekier, The Star Entertainment Group CEO with chefs and apprentices at Nineteen at The Star.





## 8.0 Developed Team

Develop our team members to enable them to be their best at work.

### 8.1 TEAM MEMBER DEVELOPMENT

Enhance team member development, including careers and leadership.

KEY INITIATIVES	STATUS
<b>The Star Academy</b> Launched in March 2018 as a one-stop shop for career development opportunities across The Star's properties, The Star Academy is comprised of three sections: <ul style="list-style-type: none"> <li>• The Foundations Centre to assist employees including Welcome Day, Star Quality, Compliance Training and career development;</li> <li>• The Skills Centre, including Culinary Institute and Dealer School, provides technical skills to our employees including table games, chefs, food and beverage etc;</li> <li>• The Leadership Centre builds the capabilities of our leaders and is focused on our Leadership Competencies.</li> </ul>	<i>established - continue</i>
<b>Partnerships with education institutions and industry</b> The Star is growing its associations with education and training providers in key areas including hospitality and tourism to deliver business management and leadership training, internships and graduate programs.	<i>established - continue and improve</i>
<b>The Star Culinary Institute</b> Focused on attracting and upskilling/training skilled chefs to resource our properties. The Institute targets the creation of career pathways and annual growth in the number of chefs trained, employed and retained.	<i>established - continue and improve</i>
<b>Leadership Competencies</b> Launched in 2017, it sets out expectations for our leaders to think and act like business owners.	<i>established - continue and improve</i>
<b>Team Member Sustainability Education</b> We inform and support our team members to help them understand their sustainability impacts at work and better engage our guests on sustainability issues and initiatives.	<i>established - continue and improve</i>

### 8.2 TEAM MEMBER ENGAGEMENT

Achieve high levels of team member engagement.

KEY INITIATIVES	STATUS
<b>Reward and Recognition Programs</b> Designed to recognise outstanding achievement in line with The Star's pillars and to retain and incentivise team members.	<i>established - continue and improve</i>
<b>Targeted Engagement Programs</b> Continue to engage our employees through engagement surveys, measure and respond to feedback.	<i>established - continue and improve</i>
<b>Star Quality and Guest Service Excellence Training Programs</b> Continue Star Quality training to encourage our team members to bring their best selves to work and to live The Star values: Live It, Bring It, Own It, Deliver It. Promote our values to deliver continuous best practice service and guest experience.	<i>established - continue and improve</i>
<b>Team Member Sustainability Programs</b> Empower our team members, connect to their values and support them to continue to deliver sustainability benefits through education.	<i>initiated - continue and improve</i>

#### Our Values

The Star encourages team members to bring their best selves and deliver our Star Qualities.



LIVE IT  
BE HUMAN



BRING IT  
BE YOUR BEST SELF



DELIVER IT  
BE THE PERFECT HOST



OWN IT  
BE A STAR PLAYER



## Star Academy

Creating Australia's leading integrated resort company requires highly skilled and talented teams.

The Star Entertainment Group is focussed upon attracting and retaining skilled, empowered team members and leaders. To grow and nurture our talent and to facilitate further growth in the business, the Group launched The Star Academy in March 2018. With the tagline "Your partner in potential" The Star Academy supports leaders and individuals in developing the right skills to be successful in their current role and future career.

**The Star Academy supports the Group in ensuring we attract, develop and retain highly capable and diverse talent, with a focus on developing a generation of leaders whose unique strengths, skills and capability lead to outstanding guest service and deliver shareholder value.**


### 1<sup>ST</sup> YEAR KEY ACHIEVEMENTS

**1,980** people trained through  
The Star Quality training program

Launch of our LinkedIn Learning platform, designed to provide learning at the fingertips of our leaders.

**In the first year,**

**2,296**  
courses were  
completed ✓

**58,896**  
videos were  
watched 



The average time spent learning was  
6 hours 46 minutes

**The Star's workforce is expected to expand by thousands of additional team members when development projects are fully operational by 2022.**

## The Star Culinary Institute

As one of the largest single-site employers in New South Wales and Queensland, The Star has a commitment to mentoring and training the next generation of Australia's hospitality and tourism professionals. Established in 2015, The Star Culinary Institute is our dedicated training arm and has grown to become one of Australia's biggest privately-run programs employing around 110 full-time and school-based apprentices.

It has been created by some of the best chefs in the industry alongside vocational institutions such as TAFE

NSW and TAFE QLD, sets new standards for culinary apprenticeship programs and provides on-the-job training and prospects for future pathways at some of Australia's leading culinary and entertainment destinations.

The Star Culinary Institute provides apprentices both an opportunity to further their tourism and hospitality career at The Star and contributes to the upskilling of tomorrow's workforce across the industry.

## DIRECTORY AND REFERENCES FOR FEEDBACK...

### REGISTERED OFFICE

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Email: [investor@star.com.au](mailto:investor@star.com.au)

### WEBSITE

[www.starentertainmentgroup.com.au](http://www.starentertainmentgroup.com.au)

### NEW SOUTH WALES OFFICE

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Telephone: + 61 2 9657 7600

### QUEENSLAND OFFICE

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Telephone: + 61 7 3228 0000

### STOCK EXCHANGE LISTING

The Star Entertainment Group's securities are quoted on the Australian Securities Exchange (ASX) under the share code "SGR".

### THE STAR SYDNEY

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### THE STAR GOLD COAST

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### TREASURY CASINO AND HOTEL BRISBANE

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### QUEEN'S WHARF BRISBANE

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[www.queenswharfbrisbane.com.au](http://www.queenswharfbrisbane.com.au)

### REPORTING AND ASSURANCE

In FY19 The Star Entertainment Group sought to apply a 'core' level of compliance against the Global Reporting Initiative – a globally recognised sustainability reporting framework, which demonstrates our efforts to continually improve our sustainability practices and reporting.

The Star Entertainment Group has obtained 'Limited Assurance' by EY for FY19 across its energy and carbon data.

Further information can be found at  
[www.starentertainmentgroup.com.au/sustainability](http://www.starentertainmentgroup.com.au/sustainability)



## NOTES



THE STAR ENTERTAINMENT GROUP | BEYOND 2020

[STARENTERTAINMENTGROUP.COM.AU](http://STARENTERTAINMENTGROUP.COM.AU)

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