

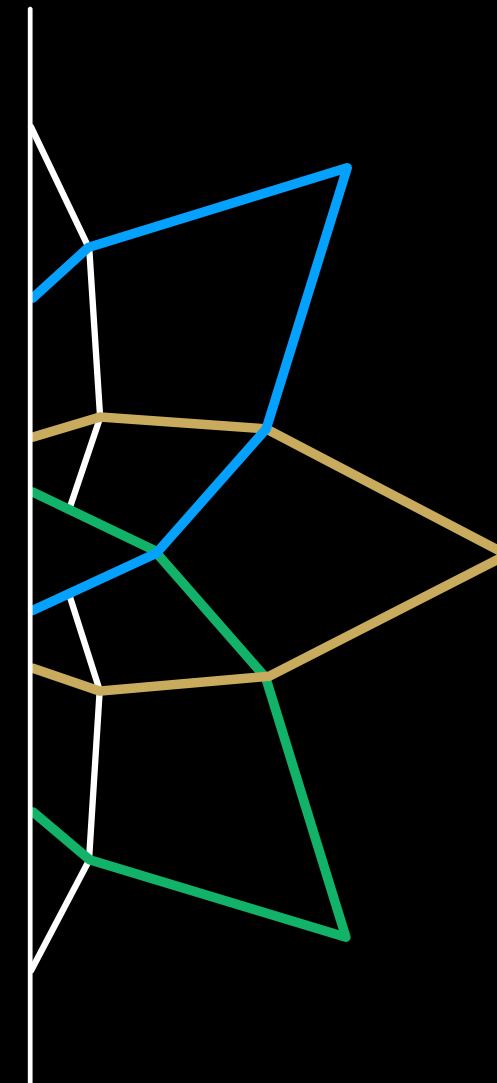


THE  STAR ENTERTAINMENT GROUP

**RESPONSIBLE
BUSINESS**

**SUSTAINABLE
DESTINATIONS**

SUSTAINABILITY REPORT FY2022





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Acknowledgment Of Country

The Star Entertainment Group respectfully acknowledges the Traditional Owners of the land where our properties are situated.

This includes the Turrbal and Jagera Traditional Owners of the Brisbane region, the Danggan Balun (Five Rivers) people of the Gold Coast, and the Traditional Owners of the land in Pymont, the Gadigal people of the Eora Nation.

We also wish to pay our respects to Elders past and present.





ABOUT THIS REPORT

The Star Entertainment Group's (The Star) Sustainability Report covers the 2022 financial year, with the exception of our gender pay gap and gender diversity data that has been reported for the 12-month period from 1 April 2020 to 31 March 2021 in line with our published Workplace Gender Equality Agency reporting.

The Report's scope and boundary covers all properties that we have operational control over in Australia as defined by the National Greenhouse and Energy Reporting Act.

The 2022 Sustainability Report is structured under the sections of our new ESG Strategy, Responsible Business, Sustainable Destinations which addresses our most material ESG issues aligned to the United Nation's Sustainable Development Goals.

Key metrics and information have been provided to demonstrate progress in how The Star identifies and manages its most material issues. Additional information can also be found in other performance reports on the company website.

We welcome any feedback on this Report to help us shape our ESG strategy and transparency into the future.

MAINTAINING INDUSTRY BEST PRACTICE - NOW AND INTO THE FUTURE.

The development of Responsible Business, Sustainable Destinations commenced in October 2021. It seeks to increase efforts in the management of ESG risk areas, prioritise our material issues in decision making, and ensure we maintain industry best practice, now and into the future.

We understand that best practice ESG performance is essential to delivering growth and long-term shared value for our customers, communities, and people, who are at the heart of our strategy.

ASSURANCE STATEMENT

In the 2022 financial year, our scope of assurance increased to include additional metrics in relation to our most material ESG issue, responsible/safer gambling, We assure a number of environmental and social metrics to ensure integrity and confidence in our reporting.

This Report includes a statement from our assurance providers, EY, on page 97, who have provided limited assurance in accordance with Australian Standards on Assurance Engagements ASAE 3000. EY's assurance is provided over key sustainability performance indicators including carbon emissions, energy, water, waste and recycling, as well as employee safety (Total Recordable Injury Frequency Rate (TRIFR)), workforce diversity (female representation across employee and management cohorts), gender pay gap, and responsible gambling metrics relating to welfare checks and self-exclusion data. EY's Limited Assurance Statement provides detail of their scope and approach. Note also the data presented in this report is supported by a Basis of Preparation which can be found on the corporate website.



CHAIRMAN'S MESSAGE

On behalf of the Board of Directors and the Executive Team, I am pleased to share The Star Entertainment Group's second Sustainability Report.

This past year was incredibly challenging for our business.

Before I address the underlying issues, I want to extend again my unreserved apology to our workforce of around 8,000 team members, the communities we serve and operate in, our regulators, our shareholders, and our partners. Reviews in NSW and Queensland found The Star unsuitable to hold casino licences and we will do everything in our power to ensure the same mistakes that led to those findings are never made again.

Despite the headwinds we faced, our ambition to create world-class hospitality and entertainment destinations remains firmly in place, as does our commitment to playing a key role in the reinvigoration of Australia's tourism sector.

This will be guided by a combination of our Remediation Plan, multi-billion-dollar transformation projects across South-East Queensland, the potential to progress development plans in Sydney, and our new sustainability strategy '**Responsible Business, Sustainable Destinations**'.

We continue to embrace transformation at every level of our business as we progress into FY2023. We are working with urgency to address the issues identified by our regulators, and laying the foundations for a safer, stronger, and more sustainable future.

REMEDIATION PLAN

Following the delivery of Mr Adam Bell SC's report into The Star Sydney's operations, subsequent findings by the NSW Independent Casino Commission (NICC) – including that of unsuitability, The Star was notified on 17 October 2022 of disciplinary action including a \$100 million fine, suspension of our Sydney casino licence and appointment of a Manager for a period of 90 days (subject to extension by regulation).

The casino remains open and operational, and our staff remain employed, we intend to do whatever is necessary to restore The Star Sydney to suitability.

As part of that commitment The Star has developed a comprehensive Remediation Plan for a multi-year transformation of the governance, accountability and capabilities, culture, and risk and compliance management practices of the organisation

We have also received the findings from the independent external review of the operations of The Star's casinos in Queensland led by eminent former judge, The Honourable Robert Gotterson AO, under section 91 of the Casino Control Act 1982 (Qld). Mr Gotterson delivered his report to the Queensland Attorney-General on 30 September 2022 and it was publicly released on 6 October 2022.

The Attorney-General responded to the report saying she had considered the findings from Mr Gotterson, and the findings from the Bell Review in NSW, and had formed the view that The Star was unsuitable to hold a casino licence in Queensland.

The Attorney-General asked the Office of Liquor and Gaming Regulation to begin preparing materials to issue The Star with a show cause notice. The Star is awaiting the show cause notice at the time of writing.

CHAIRMAN'S MESSAGE

ENVIRONMENT

In FY2022, a year that continued to be impacted by the effects of COVID-19, our team members continued to demonstrate their commitment and dedication to executing on our environmental priorities.

In this period, we made significant strides towards key environmental targets set in 2016 – including 30% reduction of our carbon emissions and water consumption (by intensity, and against an FY2013 baseline) which reached 26% and 27% respectively.

We achieved our target to ensure over 90% of our property portfolio being certified by third party green ratings – first set in 2019, and we released our third Task Force on

Climate Related Financial Disclosures aligned Climate Report detailing our management of financial, transition and physical climate risk.

I am also thrilled to share that in FY2022, we progressed on our first carbon offsetting project, Corymbia Farm and Sanctuary, which is detailed within this Report - as part of our strategy towards zero Scope 1 and Scope 2 emissions.

As we move beyond the impacts brought about by COVID-19 related disruptions including property shutdowns, operating restrictions and border closures, we remain vigilant in monitoring our resource use and by implementing further optimisation and resource efficiency projects.

Further, we continue to address our Modern Slavery risks by taking deep dives into potential at risk categories and we released our second Modern Slavery Statement. As an organisation, we have also enhanced our ESG disclosures by releasing a detailed ESG disclosures summary of metrics and this report includes our fifth Global Reporting Initiatives aligned report.

We will continue to work with partners and industry on these commitments, to ensure our new developments continue to all carry green rating commitments and to reduce our emissions towards a low carbon economy.

For further information on our Remediation Plan, key projects, changes to our Board of Directors and Executive teams and financial performance, I refer you to The Star's 2022 Annual Report.

I welcome your feedback on our 2022 Sustainability Report, and can be reached at bheap@star.com.au.

Ben Heap
Chairman
The Star Entertainment Group

CHAIR OF SUSTAINABILITY ADVISORY BOARD'S MESSAGE



We are committed to reaching a leadership position across environmental, social and governance (ESG) practices and as well as sustainability performance and disclosure.

During FY2022, momentum continued across The Star to develop and expand our management of our material ESG issues and to continuously improve our sustainability performance across our tourism and entertainment destinations.

We recognise the long-term value that our ESG performance creates for our guests, team members, investors and our broader community.

To support this growth, we began the development of our new ESG and Sustainability Strategy in October 2021 to lift our ambition and to prepare us for the future.

In September 2022, we released our new strategy Responsible Business, Sustainability Destinations.

The Responsible Business strategy component focuses on practices across ESG risk areas, including harm minimisation, safer gambling and transparency where improvements and remediation is underway; and Sustainable Destinations focuses on creating and maintaining sustainable destinations ensuring that our world class properties are best practice in design, operations, and resilience, and are welcoming to all.

The three pillars of the new framework Responsibility, Environment and People encapsulate the most important elements of our strategy and business priorities aligned to the United Nation's Sustainable Development Goals. An action plan and target document is in development and will be released later in financial year 2023.

We remain committed to imparting a sustainability-focussed culture across our business and embedding that within our developments, our operations and across our 8,000 team members.

To deliver on these goals, we work across all properties and recognise we need all of our team members, our leadership teams, our Sustainability Advisory Board and our stakeholders to support us and we thank everyone for their continued support of the business ambitions to achieve and implement our sustainability goals, objectives and strategies in the face of a difficult year.

Oversight of ESG and Sustainability related matters is provided by the Remuneration, People, and Social Responsibility Committee and we thank the Committee for their support and guidance.

This is our second Sustainability Report and builds on our management and disclosures of our key material issues and how we respond to these, provides an overview of our progress, projects and achievements across FY2022, as well as the ways in which we hold ourselves accountable.

We place great importance on the rigour of our processes, the management of our sustainability risks and opportunities and in our sustainability performance reporting and recognise the value this brings to our stakeholders. In the 2022 financial year, we have developed our first carbon offsetting project and expanded our commitments to biodiversity, we assessed our Scope 3 emissions and are developing new pathways to manage our value chain emissions, we have expanded the scope of our limited assurance to include responsible gambling metrics in addition to other environment and social metrics which are presented to our Board of Directors and management team and we continue to drive our resource consumption down towards our targets.

This report forms part of The Star's wider ESG response and FY2022 reporting suite which also includes our 2022 Annual Report, our ESG Metrics summary, TCFD aligned climate report, our Communication of Progress as part of the UN Global Compact and our Modern Slavery Statement.

In FY2022, we made progress against our sustainability goals which have been highlighted throughout this Report.

As we embed our Responsible Business, Sustainable Destinations Strategy and our action plan on our journey to creating some of Australia's best tourism and entertainment destinations, we will continue to grow our ESG response to create long term value for our team members, our stakeholders and our communities.

We will continue to engage openly, and we welcome feedback on this report from all of our stakeholders to help us shape our best future.

Thank you again to our Sustainability Advisory Board for their time, advocacy and direction.

Amanda Visser,
Group Head of Sustainability
Chair of Sustainability Advisory Board
The Star Entertainment Group



2022 HIGHLIGHTS

*Creating
world-class
destinations*

7

HOTELS

60+

BARS, CAFES
& RESTAURANTS

\$6B+

INVESTMENT
PIPELINE

People

8,000

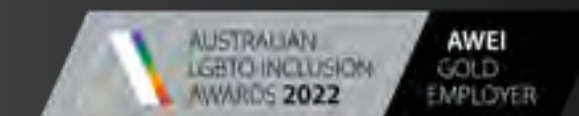
TEAM MEMBERS

18M

VISITORS
(PRE-COVID-19)

99%

OF SUPPLIERS
ASSESSED FOR MODERN
SLAVERY RISKS



Environment

26%*

CARBON SAVINGS

27%*

WATER SAVING

>15T

OF TEXTILE DIVERTED
FROM LANDFILL

22%*

ENERGY SAVING

2.4T

OF FOOD DONATED
TO OZHARVEST

*by intensity from a FY2013 baseline



PERFORMANCE TIMELINE

2011

- › The Star Entertainment Group (known as Echo Entertainment Group Limited) listed on the Australian Securities Exchange

2012

- › The Star Culinary Institute launched

2013

- › Commenced Sustainability Team Member Engagement Program
- › Released first sustainability strategy
- › Sustainability committees commenced across The Star
- › First listed on the FTSE4 Good Index

2015

- › Sustainable Procurement Policy released
- › Completed first portfolio-wide energy and water audits
- › Launched the baseline 'Energy and Water Project Pipeline' to target resource reduction
- › Commenced Soap Aid donation program
- › The Star Culinary Institute established

2014

- › Sustainable Design Guidelines first released
- › Waste Management Strategy developed and expansion of recycling streams to include organics in Sydney
- › Resource consumption metrics and targets developed, and a reporting framework introduced
- › Team member network groups (LGBTQI+, Multicultural, Gender) established

2016

- › Introduced target of 30% reduction in carbon and water intensity by 2023
- › A 'Global Leader' - Casino and Gaming Industry Sector (Dow Jones Sustainability Index 2016-2021)
- › Qualified for inclusion in RobecoSAM's 'The Sustainability Yearbook'

2017

- › Achieved 5 Stars in our first certified NABERS Energy Tenancy rating for the Sydney corporate office
- › Queen's Wharf Brisbane becomes city's first development to be awarded a '6 Star Green Star Communities' rating
- › Conducted physical climate impact risk assessments with mitigation and adaptation actions
- › Launched new Sustainable Design and Operational Standards for more energy and water efficient buildings
- › Commenced food donations program with OzHarvest
- › Formally tracked donations of furniture, fixtures and equipment
- › Founding partner of Women in Gaming and Hospitality Australasia
- › 'Graduate Program' launched

2019

- › Launched our Single-Use Plastic Reduction Commitment
- › Completed 50 projects within the 'Energy and Water Project Pipeline' – saving \$4.3m+ over previous five-year period
- › Water's Edge Parkland and Walkway at Queen's Wharf Brisbane opened to the public
- › Achieved a 'Green Star' Performance rating for The Star Sydney
- › Recognised on the 2019 Refinitiv Diversity and Inclusion Index (second in Australia and 25th globally)
- › The Star Gold Coast and Surf Life Saving Queensland celebrate 25-year partnership

2018

- › First Global Reporting Initiative Report released
- › Responsible Supply Chain Management Plan developed for implementation
- › Supplier Code of Conduct released
- › Achieved a '5 Star Green Star Interiors' rating for the Sydney corporate office
- › Founding partner to City of Sydney's Sustainable Destination Partnership
- › Gold Coast Convention and Exhibition Centre received 'EarthCheck Platinum' certification



2019

- › Launched our Single-Use Plastic Reduction Commitment
- › Completed 50 projects within the 'Energy and Water Project Pipeline' – saving \$4.3m+ over previous five-year period
- › Water's Edge Parkland and Walkway at Queen's Wharf Brisbane opened to the public
- › Achieved a 'Green Star' Performance rating for The Star Sydney
- › Recognised on the 2019 Refinitiv Diversity and Inclusion Index (second in Australia and 25th globally)
- › The Star Gold Coast and Surf Life Saving Queensland celebrate 25-year partnership

2020

- › Launched 'Beyond 2020 – The Star's Sustainability Action Plan'
- › Committed to net-zero carbon emissions for our wholly owned and operated assets by 2030
- › Achieved third-party certified environmental ratings for over 50% of our portfolio
- › Donated or scheduled to recycle 100% of uniforms from the opening of the new Sovereign
- › Released first TCFD aligned 'Climate-related Disclosures' Report'
- › Released first 'Modern Slavery and Human Trafficking Statement'

2021

- › First 'Green Star' Performance rating for The Star Gold Coast
- › Reporting in alignment with the United Nations Sustainable Development Goals and targets
- › Completion of our carbon emissions reduction pathway towards net-zero by 2030
- › Recognised as a 'Global Leader In Sustainability' – Industry Community Awards
- › Team member network group for Aboriginal & Torres Strait Islander Peoples established

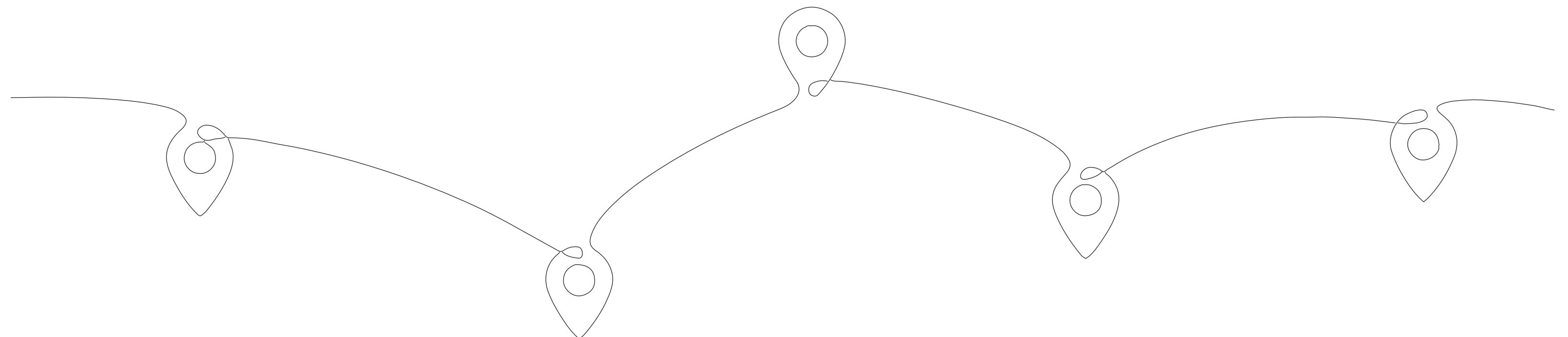
2022

- › Launched our Remediation Plan to address findings of unsuitability by the Bell Review Recognised as an 'Employer of Choice for Gender Equality' by Australian Gender Equality Agency
- › Awarded 'Gold Status' Employer for LGBTQ+ inclusion by Australian Workplace Equality Index
- › Achieved our target of 90% coverage of third-party certified environmental ratings across our portfolio
- › Launched our new overarching ESG strategy 'Responsible Business, Sustainable Destinations'
- › Launched new partnerships with textile recyclers to support our target of 100% textiles diverted from landfill
- › Commenced our first carbon offsetting project delivered environmental and social benefits on the way to net-zero 2030

BEYOND 2023

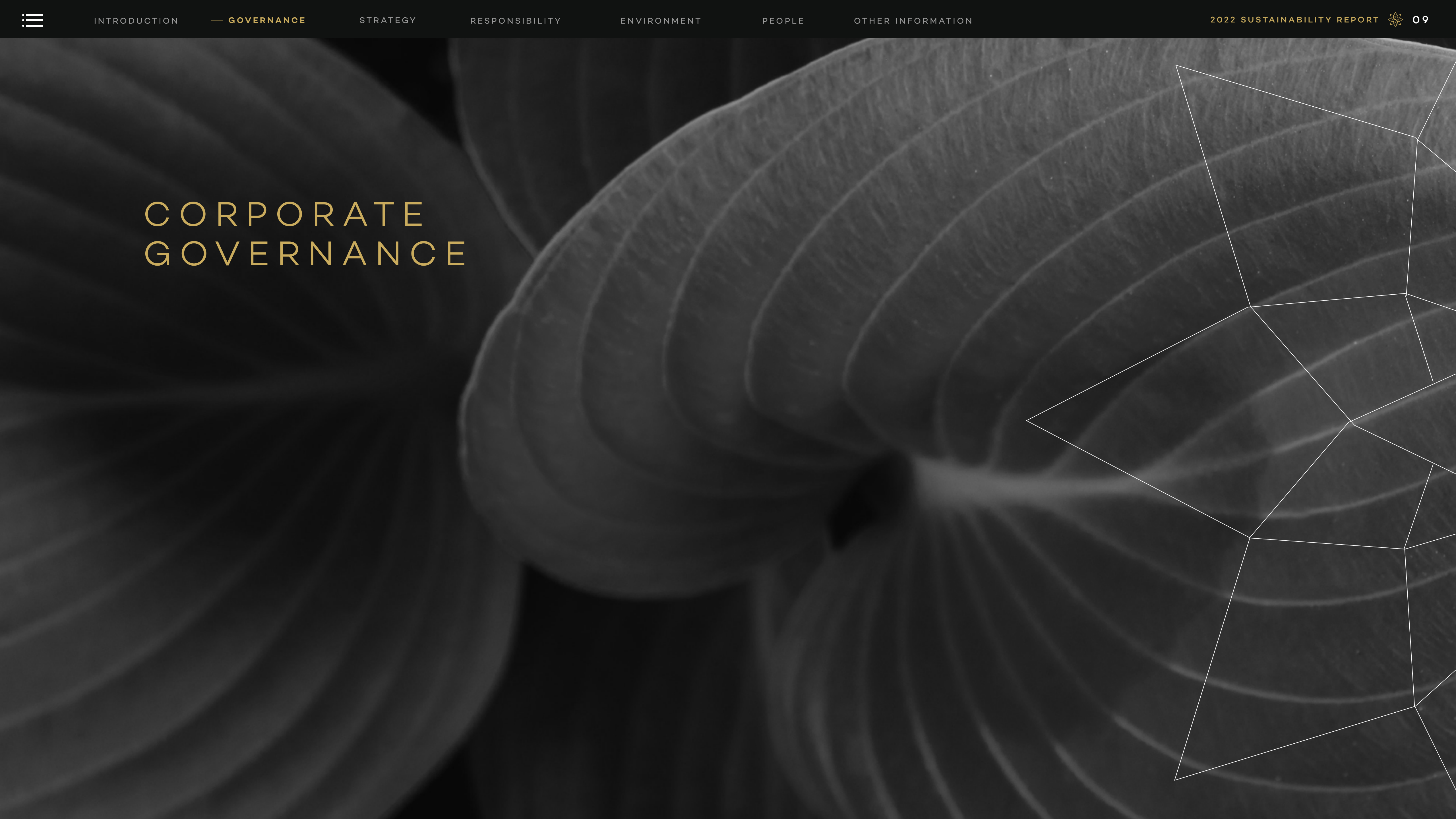
- Deliver on our Remediation Plan, and earn back trust of the government, regulators, team members and guests
- Launching our new ESG strategy, Responsible Business, Sustainable Destinations Action Plan
- Commencing our first native tree planting at our farm and sanctuary 'Corymbia' in line with our reforestation plan
- Developing further our Green Star Performance Improvement Plan to help lift our ratings
- Commencing our second MoU in support of the City of Sydney's Sustainable Destination Partnership
- Targeting 30% reduction in carbon emissions and water intensity by close of the FY2023*
- Expanding our organics recycling programs to reduce waste creation at source and increase onsite recycling
- Develop our relationship as an active member of Supply Nation to increase our spend with Indigenous suppliers

*against a baseline measured in FY2013





CORPORATE GOVERNANCE





In the 2022 financial year The Star Entertainment Group Limited (The Star) was presented with the finding of unsuitability to hold a casino license in NSW and in QLD as a result of the review of The Star Sydney under the Casino Control Act 1992 (NSW) (Act) conducted by Mr Adam Bell SC and the findings from the independent external review of the operations of The Star's casinos in Queensland led by eminent former judge, The Honourable Robert Gotterson AO, under section 91 of the Casino Control Act 1982 (QLD).

On 17 October 2022, The Star received written notice from the NSW Independent Casino Commission **(NICC)** under section 23(4)(a) of the Act of the following disciplinary action:

- (a) The Star will, with regards to the matters identified in the Bell Report, pay a total pecuniary penalty of \$100 million, on a timetable yet to be agreed by NICC; and
- (b) The Star's NSW casino licence will be suspended indefinitely with effect from 9am, Friday 21 October 2022.

The Star has also received written notice from NICC under section 28 that, with effect from 9am, Friday 21 October 2022, NICC will appoint Mr Nicholas Weeks as manager of the Sydney casino under section 28 of the Act **(Manager)** for a period of 90 days (subject to extension by regulation). On that basis, The Star Sydney casino will remain open and operating, and it is anticipated that staff at The Star will be unaffected by the appointment of the Manager.

We have also received the findings from the independent external review of the operations of The Star's casinos in Queensland. Mr Gotterson delivered his report to the Queensland Attorney-General on 30 September 2022 and it was publicly released on 6 October 2022. The Attorney-General responded to the report saying she had considered the findings from Mr Gotterson, and the findings from the Bell Review in NSW, and had formed the view that The Star was unsuitable to hold a casino licence in Queensland.

The Attorney-General asked the Office of Liquor and Gaming Regulation to begin preparing materials to issue The Star with a show cause notice. The Star is awaiting the show cause notice at the time of writing.

The Board strongly supports the principles of corporate governance and is committed to achieving and maintaining the highest standards.

POLICIES

The Company's corporate governance practices are reviewed regularly and will continue to be developed and refined to meet the needs of The Star, taking into account applicable legislation and recognised standards, including, but not limited to:

- › Corporations Act 2001 (Cth) (Corporations Act)
- › Australian Securities Exchange (ASX) Listing Rules

- › State legislation governing the licences issued to The Star to conduct its casino operations and related activities
- › The Star also complies with a range of voluntary codes of practice, risk, and transparency frameworks which include:
 - › Global Reporting Initiative
 - › Taskforce on Climate-related Financial Disclosure Framework
 - › Queensland Responsible Gambling Code of Practice
 - › ASX Corporate Governance Council's 'Corporate Governance Principles and Recommendations' 4th edition
 - › United Nations Global Compact.

The Star manages its internal governance, including ESG governance, through a number of policy and operational structures that enhance ethical conduct and transparency, including the following which are publicly available on the company's website:

- › Code of Conduct
- › Market Disclosure Policy
- › Securities Trading Policy
- › Anti-bribery and Corruption Policy
- › Compliance Policy and Framework
- › Diversity and Inclusion Policy
- › Whistleblower Policy
- › Health and Safety Policy
- › Environmental Management Policy

Many of these policies are overseen by our Ethics Panel, which is comprised of an independent member and key executives responsible for conduct risk management. The Star's Corporate Governance Statement can be viewed on the Company's website. Policies and reports can be found on the company's website.

RISK MANAGEMENT

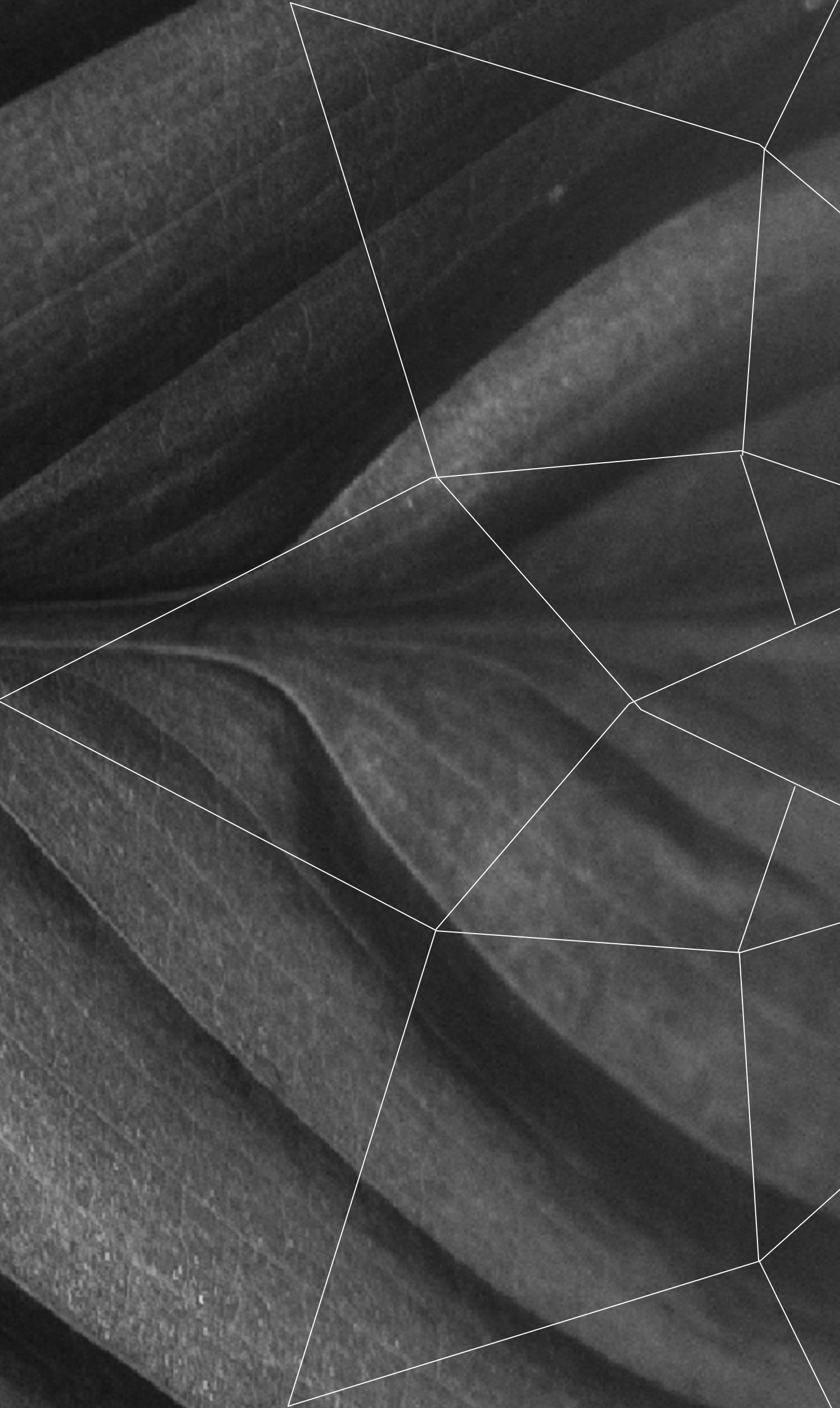
The Star takes a structured approach to identifying, evaluating and managing those current and emerging risks which have the potential to affect achievement of strategic objectives. We have commenced a Remediation Plan to address issues and weaknesses identified in recent public review.

The Star's risk management framework is based on ISO31000, the international standard on risk management. Details of The Star's major risks and associated mitigation strategies can be found in the Director's Report in the company's 2022 Annual Report.

In the 2022 financial year, climate change, sustainability and environmental impact were added to The Star's major risks and addressed through a number of mitigation strategies. The mitigation strategies are designed to reduce the likelihood of the risk occurring and/or to minimise the adverse consequences of the risk should it happen. However, some risks are affected by factors external to, and beyond the control of, The Star.



OUR STRATEGY

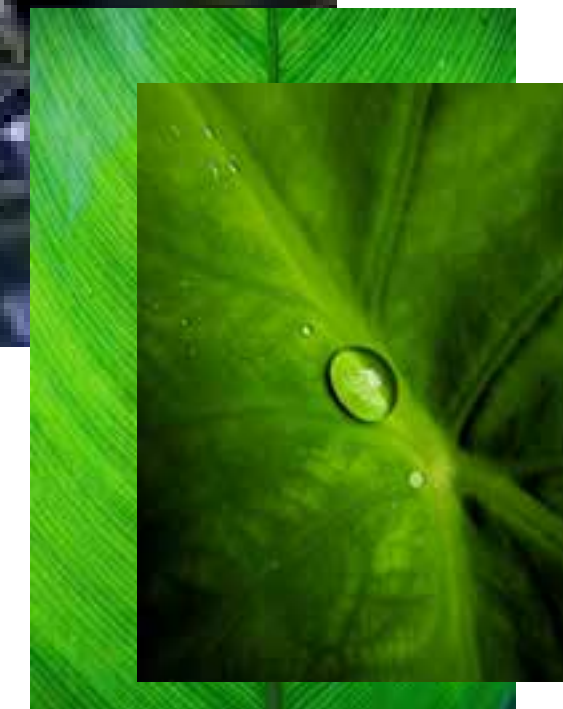


TO DELIVER WORLD-CLASS TOURISM AND HOSPITALITY DESTINATIONS WE MUST BE A LEADER IN SUSTAINABILITY

We are creating a more responsible business and sustainable destinations for our guests, team members and communities to enjoy.

In the 2022 calendar year, we launched our new Sustainability Strategy – Responsible Business, Sustainable Destinations.

This replaces the Sustainability Strategy of 2016 – 2021 – Our Bright Future. The Star’s Beyond 2020 Sustainability Action Plan will also be replaced with a new action plan, due for release later in 2022.



RESPONSIBLE BUSINESS, SUSTAINABLE DESTINATIONS

An ambitious sustainability strategy underpinned by rigorous research.

Setting our strategy included a review of global peers, best practice, and a review of stakeholder, investor, community and team member feedback.

A series of workshops involving all building areas helped to set our ambition level, establish targets and outline pathways to achieve our goals.

The 3 pillar strategic framework addresses our most material issues, articulated under two keys areas:

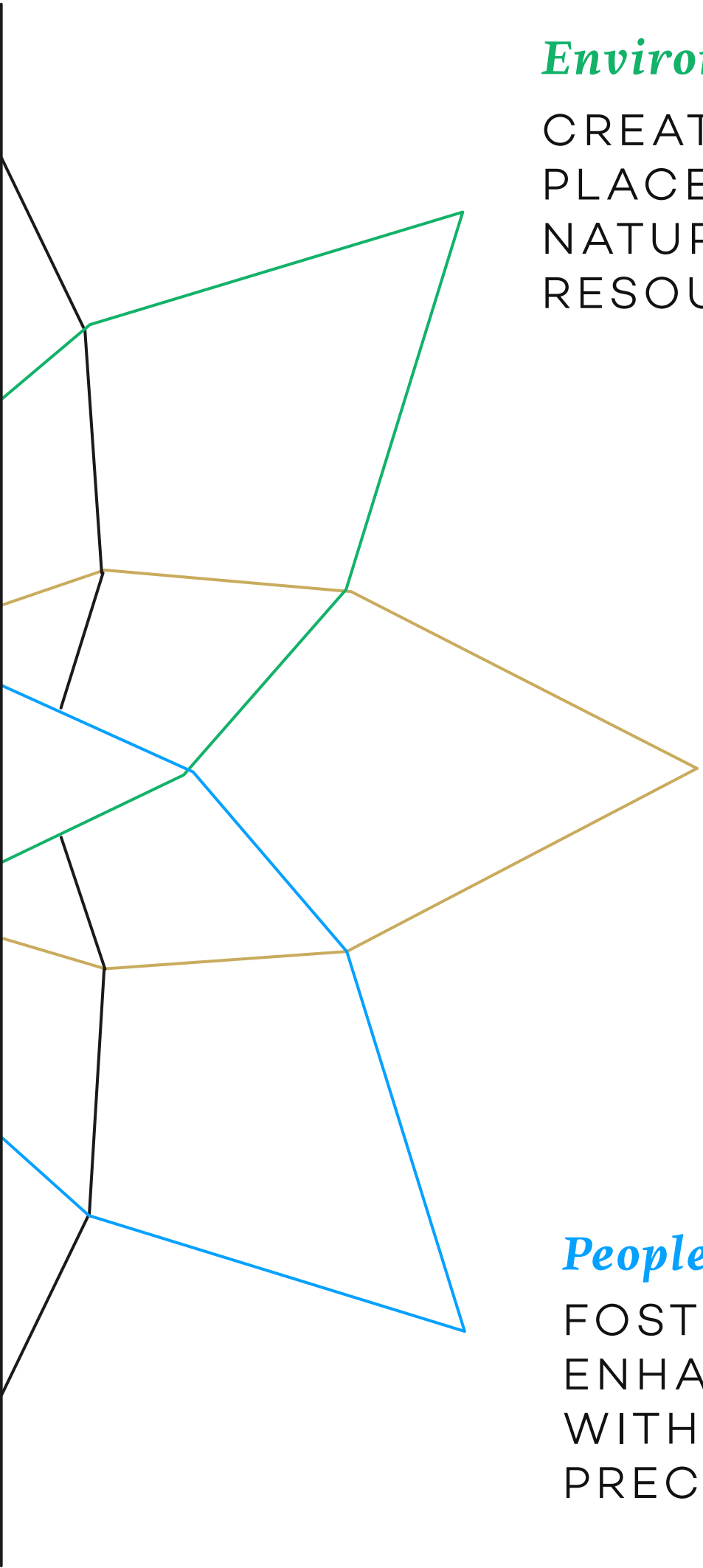
RESPONSIBLE BUSINESS

Responsible business focuses on practices across social, environmental and governance (ESG) areas, including harm minimisation, responsible gambling and transparency.

SUSTAINABLE DESTINATIONS

A focus on creating and maintaining sustainable destinations ensures that our world class properties are best practice in design, operations, and resilience, and are welcoming to all.





Environment

CREATE LOW CARBON PLACES THAT SUPPORT NATURE AND CONSERVE RESOURCES

Responsibility

LEAD WITH INTEGRITY TO ENSURE SAFER GAMBLING, SUSTAINABLE GROWTH, AND ZERO TOLERANCE FOR FINANCIAL CRIME

People

FOSTER WELLBEING AND ENHANCE COMMUNITIES, WITHIN AND BEYOND OUR PRECINCTS



CLIMATE & ENERGY
Contribute to a zero carbon future



WASTE
Reduce waste & improve circularity



NATURE & BIODIVERSITY
Support biodiverse ecosystems and curb nature loss



HARM MINIMISATION & FINANCIAL CRIME
Go beyond compliance to ensure safer gambling, harm minimisation and zero tolerance for financial crime



ESG TRANSPARENCY
Be transparent and accountable about ESG performance, tax and donations



COMMUNITY COMMITMENT & DEVELOPMENT
Enhance community wellbeing, prosperity and resilience



DIVERSITY, INCLUSION & BELONGING
Empower a diverse and inclusive culture where everyone has the opportunity to thrive



SAFETY & WELLBEING
Support the physical and mental wellbeing of our people and guests



WATER
Conserve water and protect waterways



SUSTAINABLE SOURCING
Ensure sustainable sourcing practices



DESTINATION STEWARDSHIP
Develop environmentally and socially sustainable precincts and tourism



SECURITY & PRIVACY
Ensure the security and privacy of guests, staff and partners



SUSTAINABLE BUSINESS PERFORMANCE
Deliver value to all stakeholders through sustainable long-term growth



ETHICAL SUPPLY CHAIN
Ensure ethical sourcing and protect human rights



EMPLOYEE ATTRACTION & DEVELOPMENT
Develop leaders and grow meaningful careers

DEVELOPING THE STAR'S SUSTAINABILITY STRATEGY

Assessing Material Issues

An independent, external consultant followed best practice process:

- › Taking into account our sustainability issues from prior years, a long list of issues was collated
- › The current landscape was scanned to challenge the completeness and adequacy of our material issues against rigorous ESG criteria
- › We engaged internal stakeholders through peer assessments and interviews to determine those sustainability issues most relevant to the Group
- › We prioritised material issues, and analysed risks and opportunities over the short and long term
- › We reported issues for validation by The Star's Executive team.

Issues remain relatively consistent year on year.

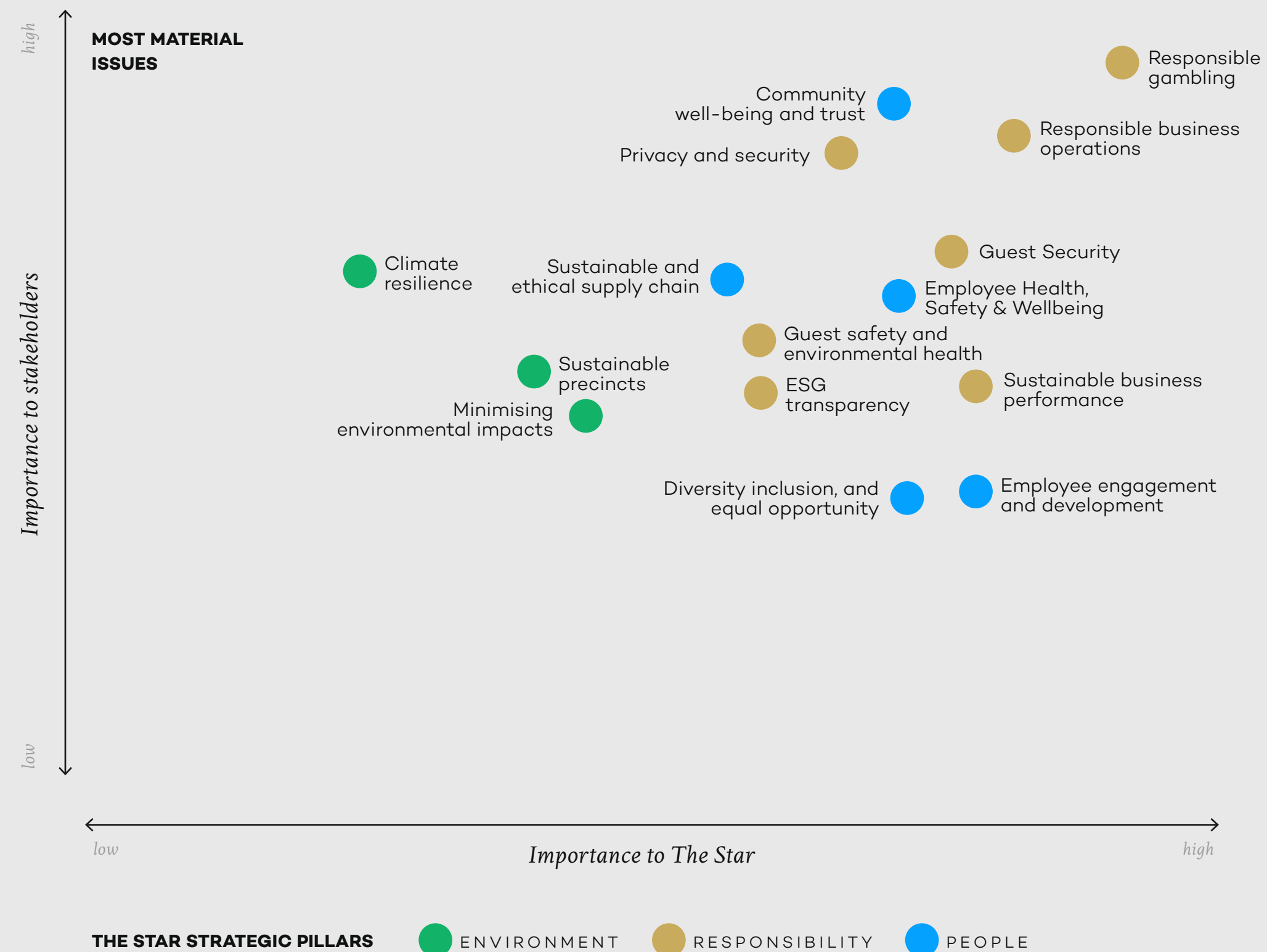
OUR MATERIALITY PROCESS CONSIDERS BOTH CURRENT AND EMERGING RISKS AND OPPORTUNITIES, FOR EXAMPLE, WE CONTINUE TO EVALUATE THE ONGOING IMPACTS OF COVID-19 ON OUR BUSINESS AND HAVE ALSO CONSIDERED WHAT THE CURRENT REVIEWS INTO THE STAR MEANT FOR OUR MOST SIGNIFICANT SUSTAINABILITY IMPACTS.

The Materiality approach adheres to the requirements of the Global Reporting Initiative, AccountAbility AA1000 Principles Standard, and the International Integrated Reporting Council Framework.

STAKEHOLDERS ACROSS THE BUSINESS ANALYSED AND PRIORITISED THESE MATERIAL ISSUES

MATERIAL ISSUE	SUB ISSUES	MATERIAL ISSUE	SUB ISSUES
Responsible business operations	<ul style="list-style-type: none">Responsible gamblingResponsible service of alcoholAnti-corruption and briberyAnti-money laundering (AML)Ensuring legal and regulatory complianceDoing the right thing by all of our stakeholdersMaintaining the community's trustSustainability mindset and capability	Climate resilience	<ul style="list-style-type: none">Climate risk managementMinimising carbon emissionsSupporting the transition to a net-zero economy
		Minimising environmental impacts	<ul style="list-style-type: none">Energy consumptionWaste managementRecyclingWater efficiencyPromoting biodiversity
		Sustainable precincts	<ul style="list-style-type: none">Sustainable building designGreen Star propertiesCommunity creation
		Diversity, inclusion and equal opportunity	<ul style="list-style-type: none">Diversity and inclusionEqual opportunity
		Employee engagement and development	<ul style="list-style-type: none">Employee engagementEmployee attraction and retentionLeadership developmentEmployee trainingFair, equitable and market-leading payPromoting a culture based on doing the right thing
		Employee & guest health safety and well-being	<ul style="list-style-type: none">Workplace health & safetyMental health and wellbeing
		Community wellbeing and trust	<ul style="list-style-type: none">Building community support and trust (across our global community)Community engagement and development initiativesCommunity partnershipsSupporting Indigenous Australians
		Sustainable and ethical supply chain	<ul style="list-style-type: none">Sustainable procurementModern slavery and human rightsWorkplace relationsWorker health and safetyEnvironmental complianceFood security
Sustainable business performance	<ul style="list-style-type: none">Investing for long-term financial performanceInnovation and R&D capabilitiesSustainable business growth and prosperityAligned Executive and Board remunerationSustainability mindset and capability		
Privacy and security	<ul style="list-style-type: none">Maintaining privacyData integrity and securityGuest confidentialityCyber security		
ESG transparency	<ul style="list-style-type: none">Authentic and transparent corporate communicationsTax transparencyPolitical donations		
Responsible gambling	<ul style="list-style-type: none">Responsible gambling		
Guest security	<ul style="list-style-type: none">Guest securityUtilising new technology		
Guest safety and environmental health	<ul style="list-style-type: none">Providing healthy indoor environmentsGuest comfort and wellbeingGuest health and safetyGuest wellness		

ISSUES WERE MAPPED ACCORDING TO STAKEHOLDER AND BUSINESS PRIORITIES TO IDENTIFY THE ISSUES MOST MATERIAL TO THE GROUP



Mapping Material Issues

This materiality matrix defines our 15 most material ESG issues as an outcome of stakeholder research. In 2022, our material issues remained relatively consistent with prior years, with only minor shifts in importance.

Our top three material issues remain:

- › Responsible Gambling
- › Community Wellbeing and Trust
- › Responsible Business Operations.

Additional sub-issues have been recognised under financial crime definitions, while sustainability culture has been added as a sub-issue.

All material issues identified as important to The Star and our stakeholders have been included within the Responsible Business, Sustainable Destinations strategy, in addition to existing controls, policies and programs.

We hold ourselves accountable for managing these issues and regularly report progress to our stakeholders, as well as in our Annual Reports and Sustainability Reports.



MATERIAL ISSUES ARE ALIGNED TO THE SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB)

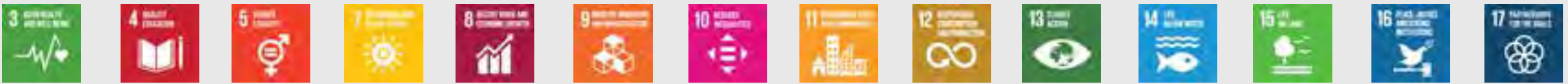
In addition to considering assurance, global standards, and frameworks, this year we have mapped our material issues to the relevant SASB topics for the ‘Casino & Gaming’ industry.

The Sustainability Accounting Standards Board help support the identification of material ESG issues in relation to financial performance for our investors therefore in FY2022, we have mapped our most material issues to the primary and secondary topics of the SASB for the casinos and gaming industry. This additional mapping will also support The Star in readying the business for the International Sustainability Standards Board disclosures standards.

Determining the relevant primary and secondary topics allowed us to view our material issues through an additional lens and ensure we disclose relevant data and management performance.

OUR MATERIAL ISSUES ALIGN WITH BOTH PRIMARY AND SECONDARY SASB TOPICS

MATERIAL ISSUE	PRIMARY TOPICS	SECONDARY TOPICS
Responsible business operations	Business Ethics (Internal Controls on Money Laundering)*	<ul style="list-style-type: none">Competitive Behaviour*Management of the Legal & Regulatory Environment*Systemic Risk Management*Human Rights (& Community Relations)#Customer Privacy#Data Security#Access & Affordability#Product Quality & Safety#Selling Practices & Product Labelling#Product Design & Lifecycle ManagementBusiness Model ResilienceSupply Chain Management
Community wellbeing and trust		
Privacy and security		
Sustainable and ethical supply chain		
ESG transparency		
Sustainable business performance	Customer Welfare (Responsible Gaming)#	
Responsible gambling		
Guest security		
Guest safety and environmental health		<ul style="list-style-type: none">Materials Sourcing & Efficiency°Physical Impacts of Climate Change°GHG Emission^Air Quality^Water & Waste Management^Waste & Hazardous Materials Management^Ecological Impacts^(Human Rights &) Community Relations#
Climate resilience		
Minimising environmental impacts		
Sustainable precincts		
Diversity, inclusion and equal opportunity		<ul style="list-style-type: none">Labour Practices*Employee Engagement, Diversity & Inclusion*Critical Incident Risk Management*
Employee engagement and development		
Employee & guest health safety and well-being		
Sustainable and ethical supply chain	Employee Health & Safety (Smoke free Casinos)*	



Responsible business operations														
Sustainable business performance														
Privacy and security														
ESG transparency														
Responsible gambling														
Guest security														
Guest safety and environmental health														
Climate resilience														
Minimising environmental impacts														
Sustainable precincts														
Diversity, inclusion and equal opportunity														
Employee engagement and development														
Employee & guest health safety and well-being														
Community wellbeing and trust														
Sustainable and ethical supply chain														

MATERIAL ISSUES WERE MAPPED AGAINST THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (SDG), TO UNDERSTAND HOW OUR ACTIONS IMPACT GLOBAL SUSTAINABILITY PRIORITIES

The SDGs capture global sustainable development priorities and demonstrate where corporations can have an impact on environmental and social issues.

The Star is a gambling, hospitality, tourism and entertainment business. We have a responsibility to our people, the community and environment.

In managing risks and opportunities presented by our most material issues, we contribute to UN SDGs 3, 8, 9, 11, 12, 13 and 16. We can make an impact by setting policies, strategies and targets that support good health and wellbeing, sustainable operations of our assets, strong governance and institutions, climate action and sustainable economic growth. We use the UN SDGs and targets as a framework for our strategy and governing ESG principles. As part of our business management practices, we contribute to goals 4, 5, 10, 15 and 17.

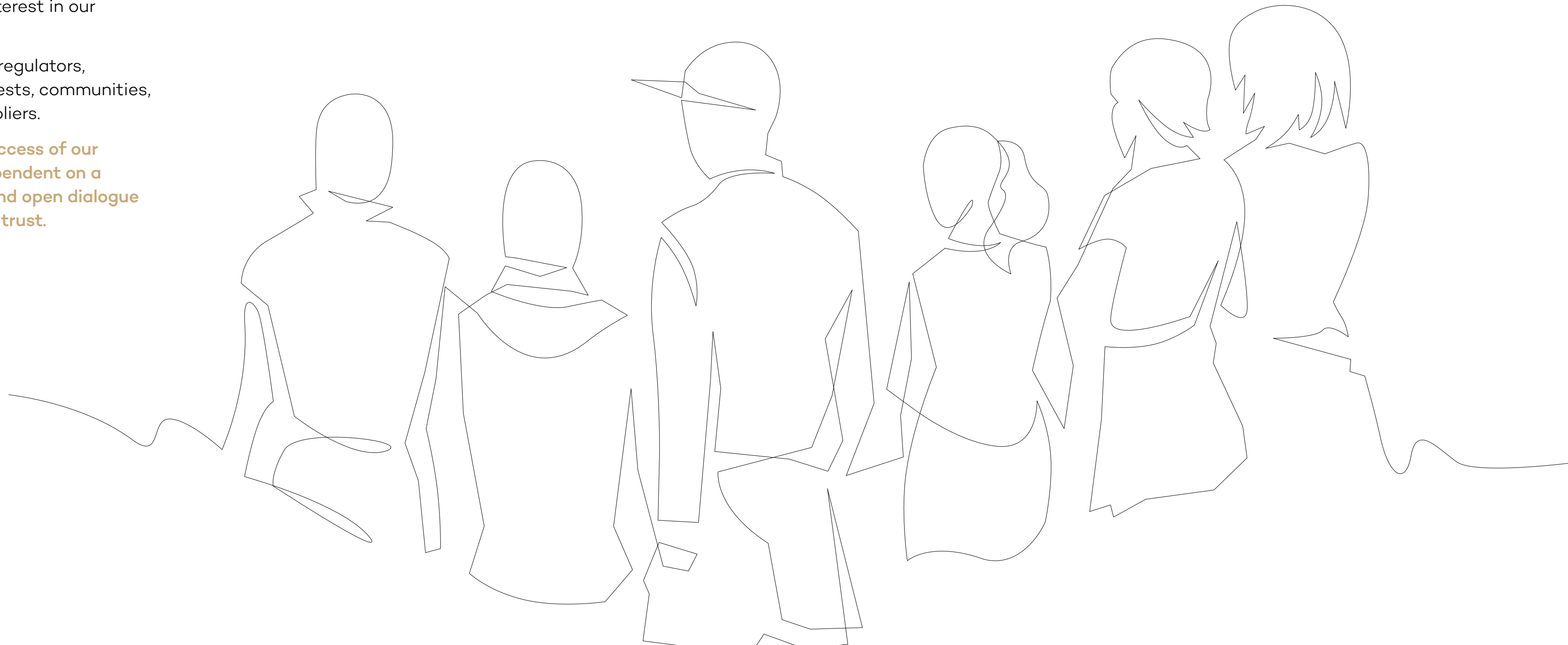
STAKEHOLDER ENGAGEMENT

As one of the largest single-site hospitality employers in both New South Wales and Queensland, and welcoming over 18 million local, domestic, and international visitors each year (pre-COVID-19), we appreciate that various stakeholders' groups have an interest in our organisation.

Our stakeholder groups include regulators, government, team members, guests, communities, partners, shareholders, and suppliers.

The ongoing and sustainable success of our operations is fundamentally dependent on a ensuring we have transparent and open dialogue with key stakeholders, and their trust.

We're committed to developing these valued relationships in the long term, ensuring our interactions are positive and build value for the people and communities we serve.



STAKEHOLDER ENGAGEMENT MATRIX

Our stakeholders and areas of interest are set out in the following table.

	INVESTORS AND ANALYSTS	BUSINESS PARTNERS / JOINT VENTURE PARTNERS	GUESTS	TEAM MEMBERS	GOVERNMENT AND REGULATORS	LOCAL COMMUNITY	SUPPLIERS	TOURISM BODIES AND INDUSTRY ASSOCIATIONS	MEDIA
How we engage	<ul style="list-style-type: none"> • ASX releases • Media releases • Half year & full year financial results releases • Trading updates • Investor presentations • Annual reports • Annual general meetings • Investor meetings and briefings • Investor days • Corporate website • Property tours and briefings 	<ul style="list-style-type: none"> • Formal board meetings • Formal project committee group meetings • Informal meetings and teleconferences • Formal and informal presentations • Corporate website • Formal and informal briefings 	<ul style="list-style-type: none"> • Paid media out of home • Electronic direct mail • Customer relationship management • Social and digital content • On property owned channels (scalas, menus, sales kits) • Earned media 	<ul style="list-style-type: none"> • Intranet • Internal social media • Townhalls • Local leaders meetings • Events • Email • TVs • Posters 	<ul style="list-style-type: none"> • Formal face to face meetings • Emails • Telephone • Submissions on policy positions • Forums and conferences • Committee and leadership roles • Sponsorships and partnerships • Regular reporting, documentation and compliance • Corporate wesbite • Community leadership opportunities 	<ul style="list-style-type: none"> • Formal face to face meetings • Emails • Telephone • Community events • Charitable partnerships • Media releases • Website updates • Newsletters and community updates • Guest interaction at The Star's properties • Corporate website • Social media 	<ul style="list-style-type: none"> • Formal face to face meetings • Emails • Telephone • Expression of interest form (The Star website) • Trade shows • Trade introduction • Request for proposal • Request for quote • Request for information • Request for price • Request for service 	<ul style="list-style-type: none"> • Formal face to face meetings • Emails • Telephone • Forums and conferences • Committee and leadership roles • Sponsorships and partnerships • Policy positions and documentation • Joint advocacy to government and/or community 	<ul style="list-style-type: none"> • Media releases • Background briefings • Events • One-on-one interviews • Social media channels • Media famils • Annual reports • Annual general meetings • ASX releases • Corporate website
Key areas of interest	<ul style="list-style-type: none"> • Remediation Plan • Financial performance • Key performance indicators and data • Environmental, Social, Governance performance • Climate change • Responsible gambling • Modern slavery • Remuneration practices 	<ul style="list-style-type: none"> • Remediation Plan • Financial performance • Key performance indicators and data • Environmental, Social, Governance performance • Future opportunities and workstreams 	<ul style="list-style-type: none"> • Remediation Plan • Sustainability practices • Operational updates • Responsible gambling updates • Responsible service of alcohol updates • Partnerships and promotions 	<ul style="list-style-type: none"> • Remediation Plan • Financial performance • Environmental, Social, Governance performance • Business strategy - vision • Operational updates • People and Performance changes and initiatives • Employee value proposition • Health and safety • Diversity and inclusion • Development project updates • Change projects • Remuneration practices • Marketing campaigns 	<ul style="list-style-type: none"> • Remediation Plan • Community licence to operate • Environmental, Social, Governance performance • Ethical operations • Responsible gambling • Responsible service of alcohol • Job creation • Economic growth • Continual capital investment • Remuneration practices 	<ul style="list-style-type: none"> • Remediation Plan • Job creation • Economic development • Health and safety • Community engagement • Ethical operations • Community and charitable contributions • Funding 	<ul style="list-style-type: none"> • Remediation Plan • Expansion plans (i.e. future opportunities) • Strategic direction • Existing / alternative suppliers • Commercial pricing • Diversity and inclusion • Health and safety • Environmental, Social, Governance performance 	<ul style="list-style-type: none"> • Remediation Plan • Economic growth • Job creation • Responsible gambling • Industry leadership/ advocacy • Diversity and inclusion • Connection to local communities • Environmental, Social, Governance performance 	<ul style="list-style-type: none"> • Remediation Plan • Business continuity • Workforce planning • Culture • Regulatory and government compliance • Community partnerships • Commercial offerings • Development and construction • Job opportunities • Diversity and inclusion • Business operations • Financial performance • Environmental, Social, Governance performance



HARM MINIMISATION & FINANCIAL CRIME

GO BEYOND COMPLIANCE
TO ENSURE SAFER GAMBLING,
HARM MINIMISATION AND
ZERO TOLERANCE FOR
FINANCIAL CRIME





HARM MINIMISATION & FINANCIAL CRIME

DELIVERING SAFE AND ENJOYABLE EXPERIENCES TO GUESTS WITH OUR RESPONSIBLE GAMBLING (RG) PROGRAM

At The Star, we recognise Responsible Gambling as material issue to our business operations and we are committed to providing a safer gambling environment.

We appreciate that although most of our guests enjoy gambling as part of their leisure activities, some visitors to our properties may find it difficult to control their gambling behaviours.

To help minimise the impacts of gambling harm such as financial hardship, emotional distress and relationship breakdowns, we have a variety of initiatives and policies in place with the key objective of harm minimisation.

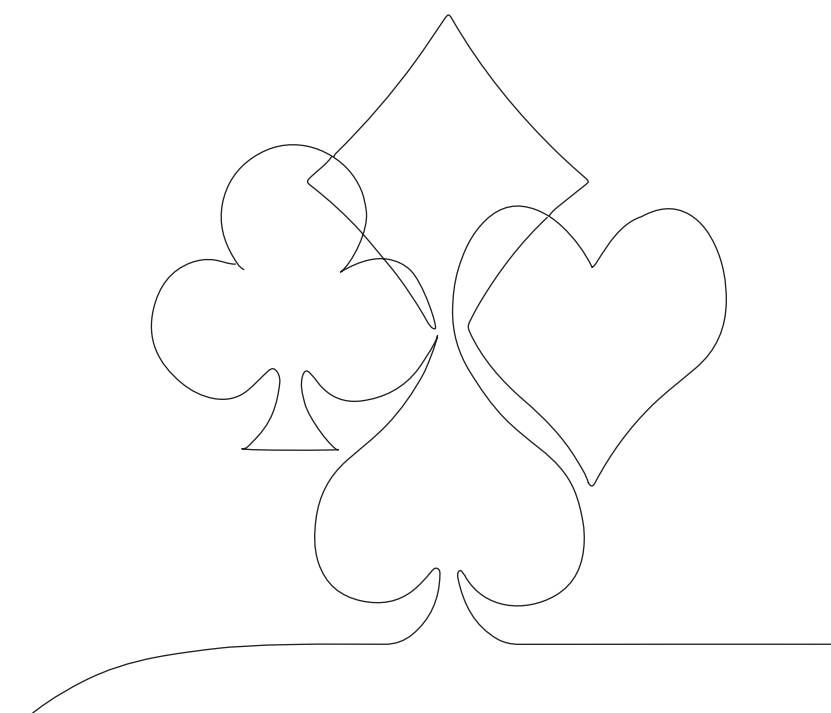
RG CHECK ACCREDITATION

During the year, our RG program received external certification from RG Check, a comprehensive and global responsible gambling accreditation program developed by independent non-profit organisation Responsible Gambling Council (RGC). RG Check accreditation comprises 8 standards and 47 criteria for land-based venues that are the benchmarks that guide the accreditation process.

The 8 standards are RG Policy; Strategy and Culture, Employee Training; Self-Exclusion; Assisting Players Who May Be Experiencing Harm From Gambling; Informed Decision Making; Marketing Communications; Access to Money; and Venue and Game Design.

PROMOTING RG AWARENESS

The Star will continue to evaluate, monitor and manage all aspects of our RG strategy in line with the RG Check program, focusing on the early identification of potential or actual gambling harm. This includes training our team members, monitoring guest behaviour, improving our facilities and raising awareness. We remain committed to consistent and continual program development targeting best practice at all our venues.



RG Check – 8 Standards

RG POLICY,
STRATEGY AND
CULTURE

EMPLOYEE
TRAINING

SELF-
EXCLUSION

ASSISTING
PLAYERS WHO MAY
BE EXPERIENCING
HARM FROM
GAMBLING

INFORMED
DECISION MAKING

MARKETING
COMMUNICATIONS

ACCESS
TO MONEY

VENUE AND
GAME DESIGN



HARM MINIMISATION & FINANCIAL CRIME

AWARENESS

Raising awareness and community support by participating in RG awareness activities including education campaigns and RG Awareness Week.

COMMUNITY SUPPORT

Working with our local communities through funding of Responsible Gambling Trusts, which fund state-wide free gambling treatment, gambling research programs and substantial community grants programs.

RISK ASSESSMENTS

Conducting risk assessments of all new gambling products and services to ensure they do not pose an unacceptable increase in gambling related risk and that they are compliant with our benchmarks, with assessments independent to product procurement or marketing teams.

PLAY BREAK

Providing a safer gambling environment is fundamental to our future. Recently we embarked on a new Play Break initiative which promotes regular breaks amongst our clientele. All patrons are encouraged to take a break after 3 hours of play.

If our patrons continue to play a team member will have an interaction with them at the 6, 10 and 11 hour mark and remind them that regular breaks are important. If a patron hasn't had a break at the 12 hour mark they will be asked to leave.

This initiative was introduced due to unfortunate instances in the past where patrons played for extended periods of time without taking a break.

POLICIES

We operate under several responsible gambling policies which are reviewed regularly in addition to RG program information, including:

- › The Star Responsible Gambling Policy
- › The Star Responsible Gambling Code (available in English, Arabic, Chinese, Korean, Thai, Turkish, Vietnamese)
- › Exclusions Policy
- › Responsible Gambling Program.

ENGAGING WITH HELP SERVICES

Engaging BetCare, a dedicated independent counselling service (including 24/7 crisis intervention), to aid with guests who are distressed, suffering from gambling harm or experiencing other mental health challenges.

TRAINING

Mandatory online RG training for team members, which includes a regular refresher course every two years, as well as collaboration with external counselling provider Drake Workwise to develop an advanced three-hour training workshop tailored towards our senior managers.

We have contributed

\$12.8M

TO THE RESPONSIBLE
GAMBLING FUND (NSW)
IN FY2022

>\$100M

TO QUEENSLAND'S
GAMBLING COMMUNITY
BENEFIT FUND SINCE
1987





HARM MINIMISATION & FINANCIAL CRIME

RESPONSIBLE SERVICE OF ALCOHOL (RSA)

The Star's RSA program is supported by policies, procedures, and mandatory training for all team members. Management and team members are committed to providing patrons with a safe and secure entertainment environment. Responsible service of alcohol to customers is an integral part of this commitment to minimise harm caused by the misuse of alcohol and to minimise potential impacts on the local community. The Star's RSA Manual contains requirements that are specific to each property as well as the following broad requirements across the organisation.

PROVIDING SAFE VENUES

- › Refusing entry or service to intoxicated patrons.
- › Managing illegal or undesirable activity.
- › Providing role-specific training for venue managers and team members.
- › Use of safe glassware including toughened and/or tempered glass in most venues or polycarbonate plastic in higher risk areas.

MINIMISING HARM

- › The sale, supply and consumption of alcohol is not permitted by person(s) under the age of 18 years, with proof of age required.
- › Signage is provided in each property related to the service of alcohol restrictions.
- › Promotions that encourage rapid or excessive drinking are prohibited, as are activities that could potentially lead to harassment of patrons or team members.
- › Free drinking water is available from all food and beverage outlets, and bottled water is always available for purchase.
- › Light or mid-strength alcohol options are sold at cheaper prices than full strength drinks and are available in all outlets.
- › Drink spiking awareness is promoted within the properties.
- › No shot style drinks are served in any outlet.
- › Outlet Managers are empowered to identify high risk periods and manage consumption in these times by limiting the number of drinks that can be purchased at any one time (e.g., one drink per person during high-risk periods).

COMMUNITY AMENITY

- › Reduction of noise.
- › Safe and responsible advertising of alcohol.
- › Supporting government and community initiatives relating to safer nights out.
- › RSA committees in each of our properties meet monthly to manage and monitor activities and incidents related to the RSA program. Each committee works towards continuous improvement to address local regulatory and community requirements and the circumstances that are specific to their respective property and venues.

BOARD OVERSIGHT OF THE RSA PROGRAM IS PROVIDED BY THE REMUNERATION, PEOPLE AND SOCIAL RESPONSIBILITY COMMITTEE.





HARM MINIMISATION & FINANCIAL CRIME

SUPPORTING OUR PEOPLE TO ENGAGE WITH OUR GUESTS

Through training and development of our team members and with designated roles designed to support our guests, we are heightening the early detection of problem gambling-related harm. These roles include:

› **Patron Liaison Managers (PLMs)**

Each of our three properties employs a designated PLM whose role is to provide direct support to guests and team members, as well as provide relevant and timely information on gambling help services, community groups or referrals to assist our guests who may be experiencing gambling related problems. PLMs also manage the delivery of the RG program at the property level.

› **Guest Support Managers (GSMs)**

This is a dedicated team of frontline team members working across each of our three properties, providing instant support including information about problem gambling; access to BetCare and other external support agencies and community groups; guiding guests through our self-exclusion program; and actively approaching and engaging guests in discussion regarding responsible gambling concerns.

› **Guest Support Advocates (GSAs)**

The Star provides additional training to a number of our senior front-line staff, with a detailed course on The Star's responsible gambling strategies, how to identify problematic behaviours and how to assist those patrons identified as suffering from problematic gambling behaviours. There are 411 GSAs at our Sydney property, 90 on the Gold Coast, 148 at our Brisbane property and 16 at the executive and senior leader level.





HARM MINIMISATION & FINANCIAL CRIME

MINIMISING HARM WITH OUR EXCLUSION PROGRAM

Most people who visit our properties enjoy our products and services in a safe and enjoyable fashion, however sometimes we must exclude guests for various reasons. We pride ourselves on having a robust self-exclusion program which enables patrons to take ownership of their gambling behaviour, as well as a rigorous process to assist that small number of patrons who are identified as experiencing harm from gambling. Measured at the close of FY2022, there were 15,107 people excluded across our properties.

This figure includes all exclusion types. FY2022 saw 395 self-exclusions processed across The Star's three properties.

These types of exclusions are:

› Self-Exclusion

Guests have the option to self-exclude (ban) themselves from our properties by simply approaching a safety and security officer or gaming manager and ask to be self-excluded, as well as the option of having the exclusion processed at a nominated Gambling Help Service. Our teams provide sensitive and confidential support to customers who wish to self-exclude.

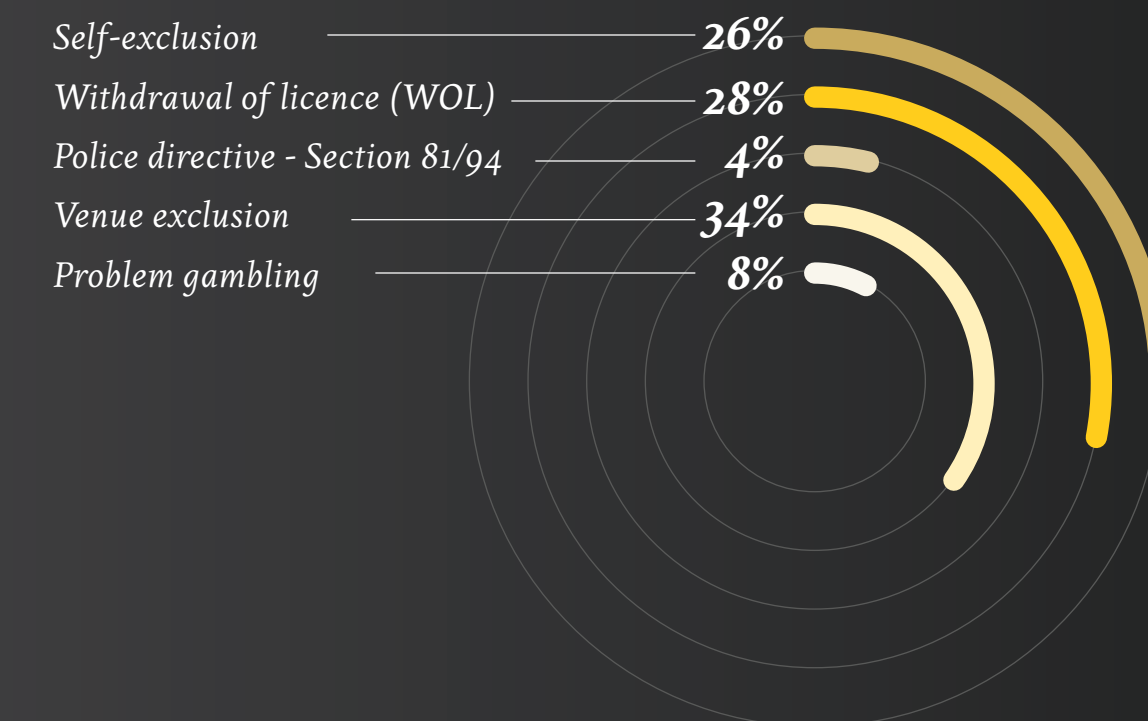
› Remote Exclusion Program

Our remote exclusion program allow guests to self-exclude without attending the property. Exclusions are completed with a trained psychologist and then forwarded to the PLM for recording in The Star's systems.

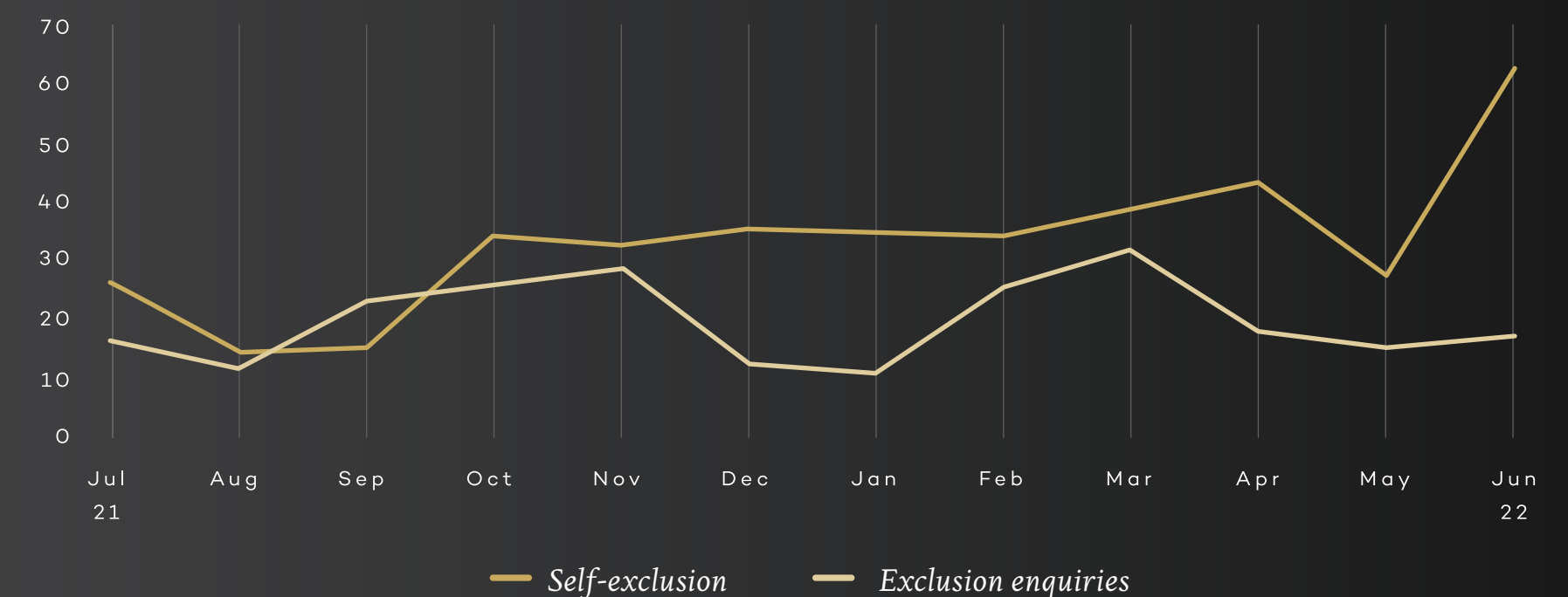
› Venue Exclusions

In these rare case that a guest is having trouble with their gambling and is not ready or able to self-exclude, we will take steps to exclude them if we form a reasonable view that, in all the circumstances, it is in that person's best interests. We will also consider this kind of exclusion if a family member or other third party brings concerns to our attention.

EXCLUSIONS ACROSS THE STAR'S PROPERTIES IN FY2022



SELF-EXCLUSIONS VS EXCLUSION ENQUIRIES ACROSS THE STAR FOR FY2022





HARM MINIMISATION & FINANCIAL CRIME

WHAT WE COMPLETED IN FY2022



Developed a COVID-19 Risk Mitigation Strategy

Our properties experienced temporary government-enforced closures due to the COVID-19 pandemic for several months during FY2022. Prior to reopening, we undertook proactive and precautionary measures to ensure guests were returning to safe environments, and team members were well positioned to identify, reduce and prevent gambling related harm. This included over 15 risk mitigation measures which were implemented and monitored over a six-month period, such as refresher responsible gambling training, and close monitoring of patrons who sought revocations of exclusions.



Formed Responsible Gambling Committees

Responsible Gambling Committees (RG Committees) were formed at each property to support the management, delivery, and awareness of harm minimisation objectives at a local level. Chaired by the respective property's Chief Operating Officer or their nominated representative and attended by senior leaders, these committees meet monthly to review operational statistics, emerging trends, best practice, and new initiatives, and to explore opportunities to improve our effectiveness in minimising harm.

The Committees were formed in response to RG Check and their recommendation that each property ensures relevant operational stakeholders are aware of all policies, programs and strategies related to responsible gambling and harm minimisation.



Implemented new Play Time parameters

FY2022 saw the implementation of new time play parameters and consequently an overall increase in the number of welfare checks. In FY2022 there were 1171 welfare checks conducted with patrons which ascertain their well-being and ensure they are comfortable with their gambling behaviour. Talking to guests and enquiring about their welfare in a respectful way is not only an effective way to engage with guests but an opportunity to raise awareness about keeping themselves safe. One of the most important tools to assist our guests who might be experiencing harm from gambling is to engage with them early and often.



Launched Time Play Management

In March 2021, The Star began trialing a system to monitor and manage the length of time guests spent gambling, known as Time Play Management (TPM), which was created out of concerns that some guests were gambling for lengthy periods of time without sufficient breaks. TPM uses time parameters to activate an electronic notification to staff advising when a guest has reached a time limit. Staff will then approach the guest to check on their wellbeing and provide support if required. TPM went 'live' between April and October 2021, with a new version launched in August 2022 that includes enhanced technical features and better reporting capability.



HARM MINIMISATION & FINANCIAL CRIME

OUR PLANS AND ONGOING COMMITMENTS



Safer Gambling Strategy

We're developing a comprehensive harm minimisation strategy that will enhance our current RG Program and introduce new initiatives aimed at the early identification and management of gambling-related harm, establishing a company culture of shared responsibility. The strategy focuses on providing a safe gambling environment that clearly demonstrates our intent and responsibilities to minimise gambling harm.

The strategy is in the final stages of review and will be presented to the Board for approval in November 2022.



Predictive Analytics Project

Currently under development, predictive analytics will process available data to provide trend analysis and the early detection of potential or actual problematic behaviour. This information will be used to determine what, if any, support action is appropriate for guests identified through this process.



Responsible Gambling Team Staff Resources

As a further support measure for guests and frontline operational teams, additional staff resources are planned for the Responsible Gambling Team to provide 24-7 availability of their specialised roles. The Responsible Gambling Team is a dedicated resource and have no other operational duties outside of responsible gambling tasks, which include managing, promoting, and supporting The Star's Responsible Gambling program and its strategic goals.



SECURITY & PRIVACY

ENSURING THE
SECURITY AND
PRIVACY OF OUR
GUESTS, STAFF
AND PARTNERS





SECURITY & PRIVACY

EMBEDDING PRIVACY ACROSS OUR BUSINESS

We collect personal information, including sensitive information, in the course of our business operations. In doing so, we strive to safeguard the rights of all individuals, whether guests, team members or business partners, by handling information in a safe, ethical, professional, and legally compliant manner.

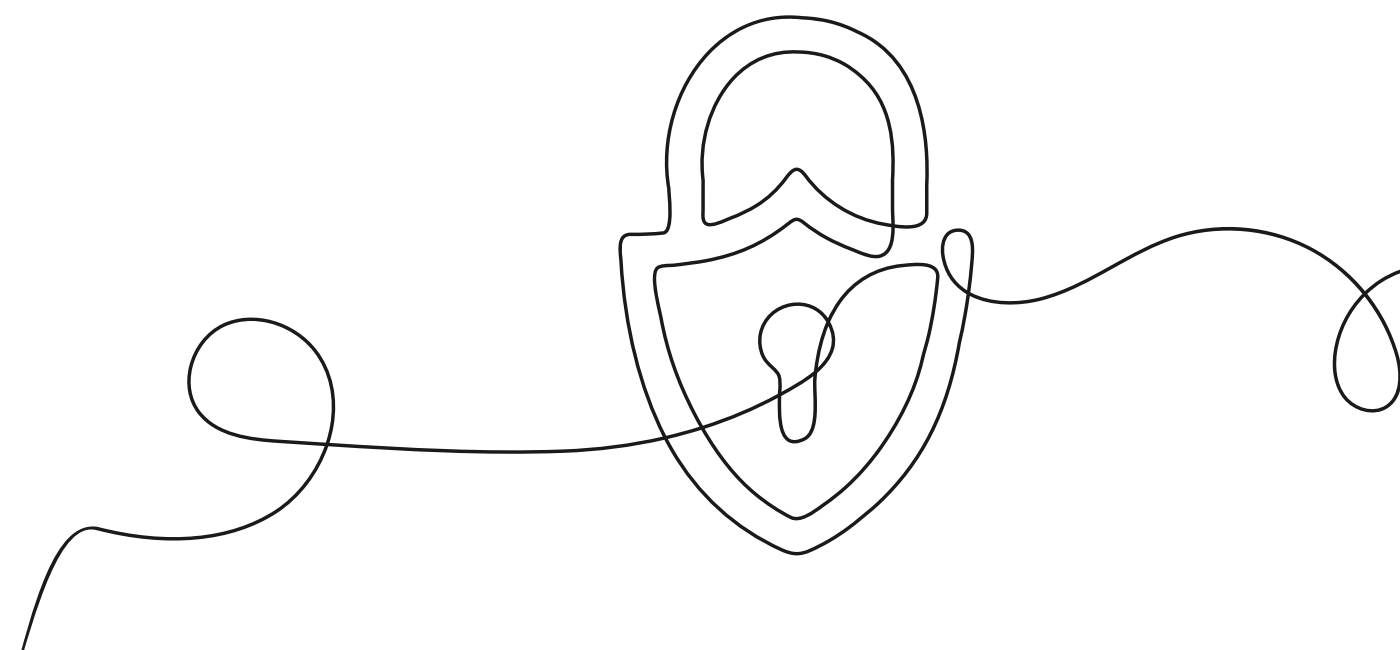
Compliant handling of information is a key component of keeping our customers, employees and the broader community safe and protected.

The Star's Privacy Compliance Policy and Privacy Council are the key mechanisms for governing our obligations. In FY2022, our commitment to continuously enhancing our approach saw the appointment of a dedicated Privacy Officer responsible for managing and improving The Star's overall privacy and data protection strategy and outcomes.

The Privacy Officer oversees projects and initiatives involving consumer data, handles customer privacy related inquiries, conducts Privacy Impact Assessments, delivers targeted privacy training and awareness, and monitors The Star's overall compliance with privacy laws.

We have standard operating procedures, policies, and guidelines to ensure that privacy is embedded across our business. As we improve guest experiences through the enhancement or introduction of new products and services, consumer privacy considerations are at the forefront of design and implementation.

Our Board reviews and approves any changes to the group-wide Privacy Policy. They conducted their latest review in June 2022. We review and enhance our approach to privacy and data protection on a continuous basis.



Key focus areas

ENHANCING PROCESSES AND PROCEDURES ASSOCIATED WITH THE CLASSIFICATION AND HANDLING OF DATA

REMAINING AT THE FOREFRONT OF EVOLVING GLOBAL PRIVACY LAWS AND REGULATIONS

IMPROVING CONSUMER CHOICE AND PREFERENCE MANAGEMENT



CLIMATE AND ENERGY

CONTRIBUTING TO A ZERO CARBON FUTURE





CLIMATE AND ENERGY

THE STAR IS COMMITTED TO A LOW CARBON FUTURE

The Star is committed to a low carbon future, and reducing the impacts of climate change on our assets, communities and environments.

We use green building ratings, and design and build for climate mitigation and adaptation, to ensure resilient assets that can withstand physical climate change impacts.

FY2022 emissions and energy outcomes

96,838

TONNES (tCO₂-e)
FROM PURCHASED
GAS & ELECTRICITY

-1.7%

GAS & ELECTRICITY
EMISSIONS REDUCTION
FROM FY2021

Due to COVID-19 closures and ongoing efficiency efforts. -10.9% from FY2013 base year.

8,761

TONNES SCOPE 1
EMISSIONS (tCO₂-e)

88,077

TONNES SCOPE 2
EMISSIONS (tCO₂-e)

-2.2%

CARBON INTENSITY
PER SQUARE METRE
FROM FY2021

From 0.32 to 0.31 tCO₂-e psm.
-26% from FY2013, contributing to our 30%
reduction target by FY2023.

567,719_{GJ}

TOTAL ENERGY
CONSUMPTION
FROM PURCHASED
GAS & ELECTRICITY

*571,370 GJ total energy consumption from
purchased gas and electricity for FY2021

-1.2%

ENERGY INTENSITY
PER SQUARE METRE
FROM FY2021

From 1.85 GJ to 1.83 GJ psm.
-21.7% from FY2013 base year.



CLIMATE AND ENERGY

REDUCED VISITATION DUE TO COVID-19 IMPACTED EMISSIONS AND ENERGY INTENSITY

Property closures, operational restrictions and state and international border constraints as a result of COVID-19 impacted visitation to our properties, with the exception of some hotel and food takeaway services.

During these times, visitation was reduced considerably. However, energy services including HVAC, surveillance, lighting and lift services among other building services remained in operation, and as a result, our buildings operated with a substantial baseload which could not be fully shut down.

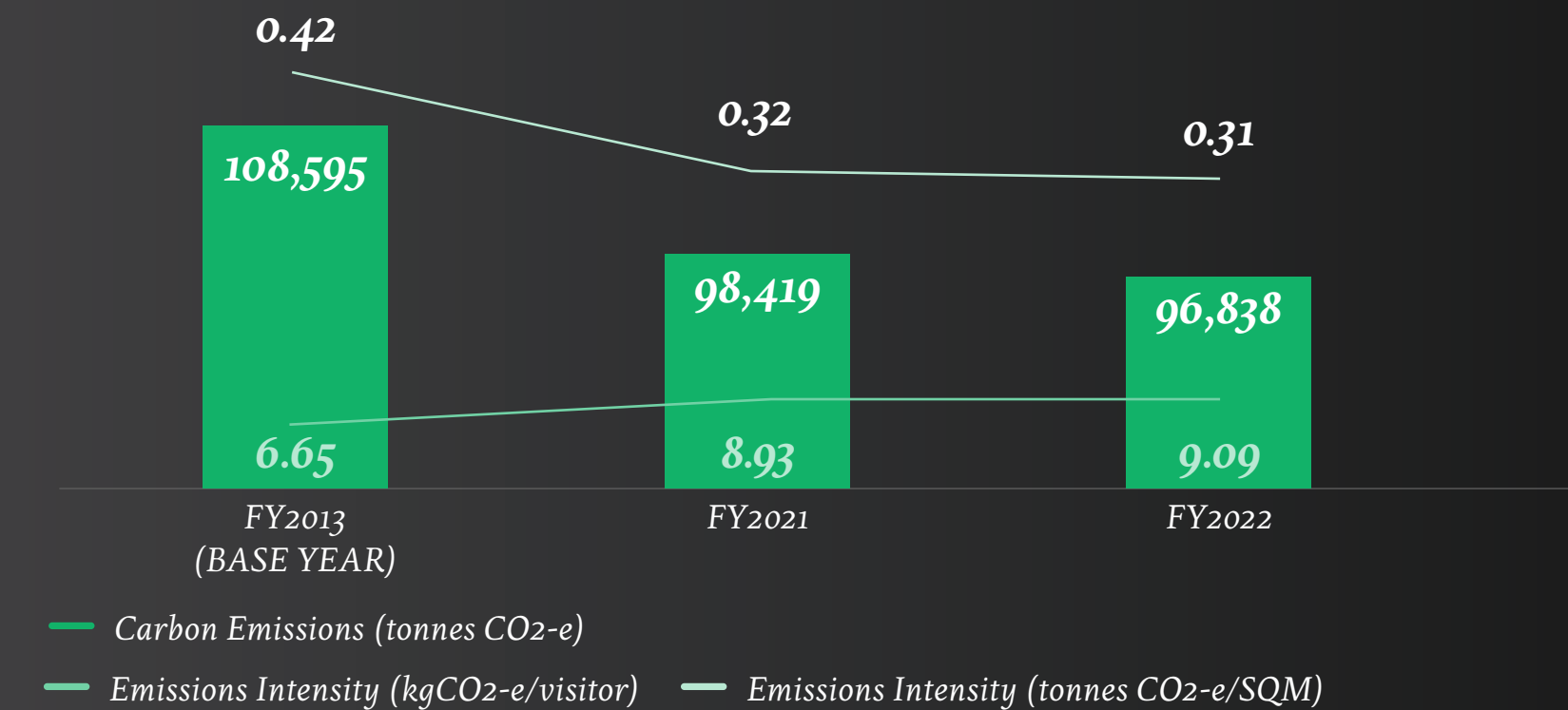
- › Emissions per visitor increased 1.78% in FY2022 compared to FY2021 from 8.93KG CO₂e to 9.09KG CO₂e.
- › Overall energy consumption per visitor increased in FY2022 by 43.2% compared to base year FY2013 from 37.22 MJ to 53.32 MJ.
- › Energy consumption per visitor increased 2.87% in FY2022 compared to FY2021 from 51.85 MJ to 53.32 MJ.

In FY2022, our visitor numbers were affected by property closures and operating restrictions as a result of COVID-19. Due to the lower visitation coupled with building services remaining in operation, our energy consumption by visitation on an intensity basis was negatively impacted for the period, however we view this impact as temporary.

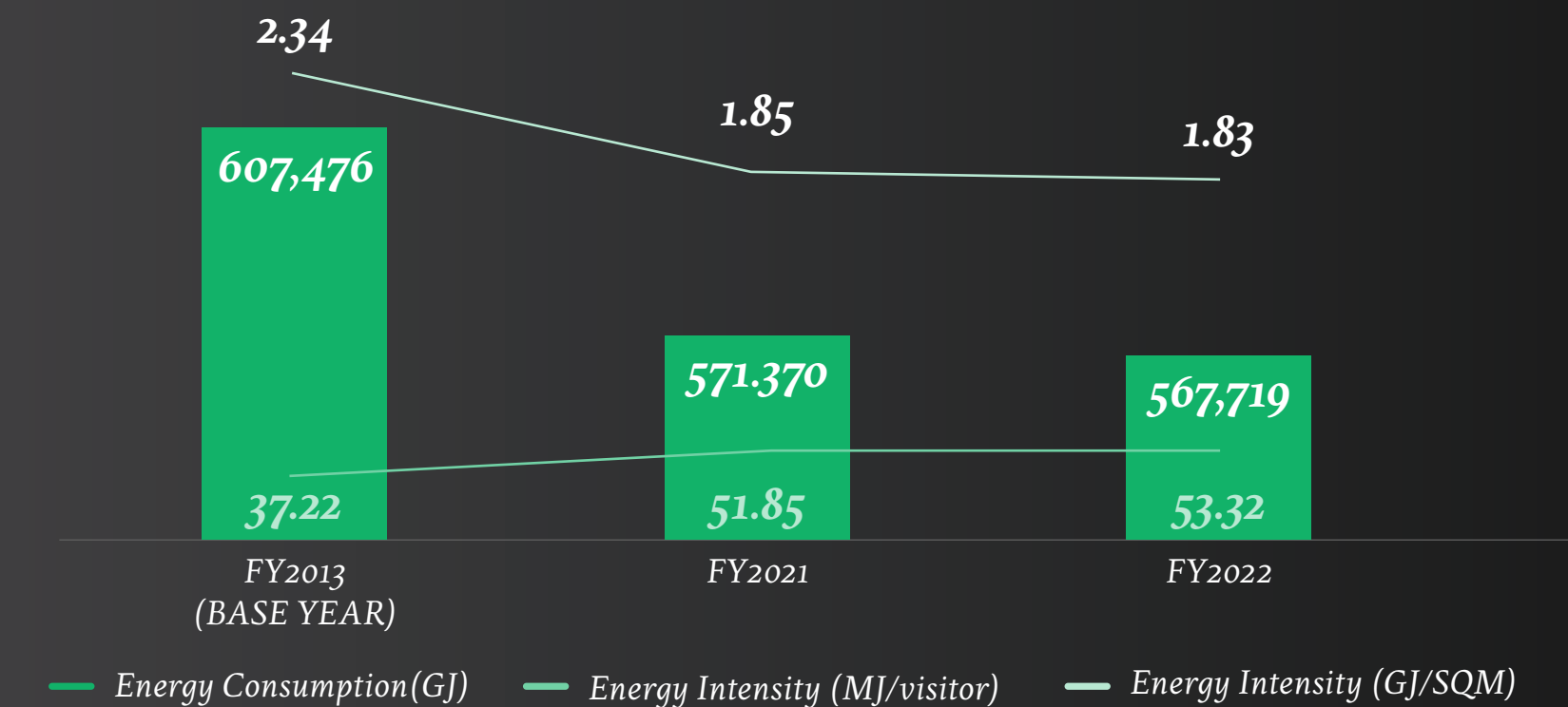
The Star acknowledges that energy and emissions per visitor has actually increased year on year.



THE STAR'S CARBON EMISSIONS



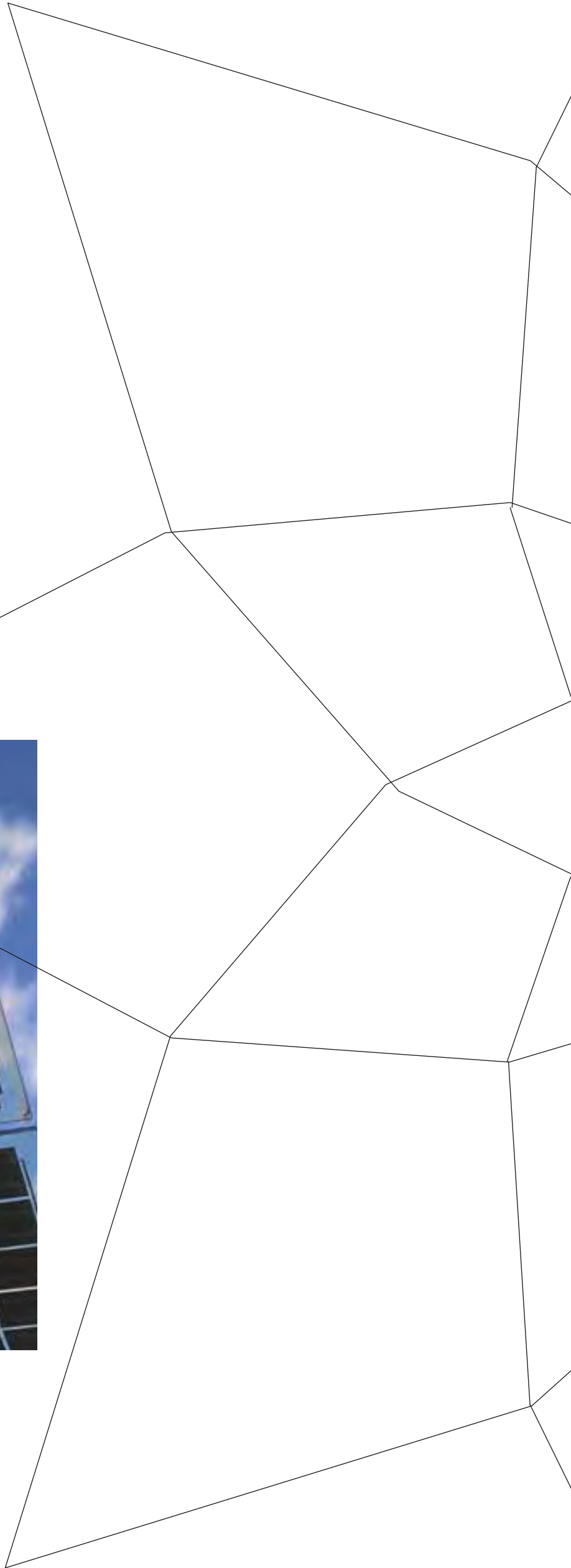
THE STAR'S ENERGY CONSUMPTION



Notes: 1.2% of FY2022 invoices based on cost were unbilled at the time of reporting. The missing usage for electricity has been estimated 0.02% (26MWh) and 0.02% (28GJ) for gas. The Star includes property closures due to COVID-19 as a reason for decreased emissions and energy use.



THIS YEAR, THE STAR CONTINUED
WITH LARGE-SCALE
PLANT UPGRADES AND ENERGY
EFFICIENCY INITIATIVES
CONTRIBUTED TO REDUCTIONS
IN ENERGY CONSUMPTION AND
CARBON EMISSIONS.





CLIMATE AND ENERGY

A TIMELINE OF CLIMATE PROGRESS

We are committed to reducing carbon and improving the resilience of our business operations, assets, and the precincts in which our properties are located.

2011

- The Star develops its first sustainability strategy.

2012

- The Star first reports under the National Greenhouse and Energy Reporting System (NGERS) annually to the Australian Government.

2014

- The Star releases its Sustainable Design and Operational Standards.

2015

- The Star completes its first annual materiality assessment.
- The Star re-issues its Sustainable Design and Operational Standards.

2018

- The Star first obtains 'Limited Assurance' each year across its energy and carbon emissions data providing additional rigour to its data collection and reporting processes.
- The Star is a founding member of the Sustainable Destination Partnership.
- The Star first aligns its ESG reporting and disclosures with the GRI Sustainability Reporting Standards.
- 1,320 tonnes of waste converted to green electricity between June 2018 to May 2019.
- Green Building Council of Australia awards 5 Star Green Star Interiors Rating for the Sydney corporate office.

2017

- The Star undertakes its first climate risk assessment at each of our three casino properties.
- Queen's Wharf Brisbane has become the first development to be awarded the 6 Star Green Star Communities rating in Brisbane.
- Achieved 5 Stars in The Star's first certified NABERS Energy Tenancy rating for the Sydney corporate office.
- Australian Hotels Association Awards - Environment and Energy category winner, The Star Sydney (2017).
- The Star re-issues its Sustainable Design and Operational Standards.

2019

- Achieved a 16.7% reduction in carbon emissions intensity from the FY2013 base year.
- Global leader Dow Jones Sustainability Index (DJSI) for the Casinos and Gaming Industry for fourth consecutive year (2016 – 2019).
- The Star conducted its second climate change risk assessments at each of its three casino properties.

2020

- The Star releases our first Climate-related Disclosures progress report.
- The Star releases its Beyond 2020 Sustainability Action Plan.
- The Star re-issues its Sustainable Design and Operational Standards.

2021

- The Star implemented the enterprise-wide risk and compliance system.
- The Star released our first Sustainability Report, in alignment with the United Nations Sustainable Development Goals and targets.
- The Star released its second Climate-related Disclosures progress report.
- The Star re-assessed our physical climate-related risks for each property.
- The Star joins as a signatory to the Global Compact Network Australia.
- The Star has undertaken a materiality assessment of its Scope 3 emissions as part of its supply chain emissions review.

2030

- The Star is targeting net-zero carbon emissions for wholly owned and operated assets by 2030.

2023

- The Star is implementing Scope 3 emissions management plans.
- The Star is planning on expanding its climate-related KPIs for senior management.
- The Star is targeting a 30% reduction in carbon emissions intensity by FY2023 against a FY2013 baseline.

2022

- The Star released its third Climate-related Disclosures progress report.
- The Star undertook a further materiality assessment of its Scope 3 emissions by consumption as well as financial ledger as part of its Scope 3 emissions accountability assessment and has begun to introduce management plans.
- The Star purchased land for regeneration and registered an Emissions Reduction Fund project with the aim to generate Australian Carbon Credit Offset Units for a portion of its Scope 1 emissions alongside biodiversity and nature driven outcomes.
- The Star achieved target of 90% coverage of third party certified environmental ratings across its managed portfolio.



CLIMATE AND ENERGY

OUR ENERGY PROJECT PIPELINE

In 2022, we moved into the seventh year of our Energy and Water Project Pipeline, our centralised resource efficiency project identification and tracking program for both capital investment and optimisation projects.

The pipeline enables us to identify opportunities through energy and water audits, compare and prioritise resource saving opportunities that deliver the highest energy, water, carbon and cost benefits, and then measure the impact and savings from completed projects.

Despite the residual impact of COVID-19 during the year mandating closures and operating restrictions of our properties, we continued to invest in resource savings projects.

With several new projects at or near completion, including we are expecting increases in our carbon emissions forecasts and energy use as we open and operate more floor space.

We also anticipated an increase in resource consumption compared to previous years following COVID-19 disruptions. To mitigate against

these increases, we continue to target resource efficiency through building design and operations and through an active optimisation program to reduce carbon emissions, energy use and cost.

OPTIMISATION AND CAPITAL INVESTMENT PROJECTS ARE ANTICIPATED TO SAVE 1,282 MWH AND 1,038 TONNES OF CARBON EMISSIONS PER ANNUM.





CLIMATE AND ENERGY

DURING FY2022, WE PROGRESSED A NUMBER OF CAPITAL INVESTMENT AND ENERGY EFFICIENCY PROJECTS AT THE STAR SYDNEY AND THE STAR GOLD COAST

This two-pronged approach to energy efficiency aligns with and contributes to our decarbonisation strategy and our target to reach net-zero by 2030.

- › At The Star Sydney, four of the main gaming floor air handling units were replaced with 14 additional air handling units scheduled for replacement in FY2023. Efficiency gains from the upgrades completed to date will save 220MWh in energy and 178 tonnes of carbon emissions per annum.
- › The operational logic of the car park ventilation in The Star Sydney was also upgraded in FY2022. The modifications allow for more efficient operation of the carpark fans and is expected to save 240MWh in energy and 194 tonnes of carbon emissions yearly, in addition to extending the life of the fans.
- › At The Star Gold Coast, our \$1.4 million boiler rectification project was completed in October 2021. Our upgraded system optimises heat transfer through a unique spiral rib heat exchanger that is fully immersed in water.

EFFICIENT POOL HEATING SAVES ENERGY AND EMISSIONS

The Star Sydney's pool plant room upgrade was completed in FY2022. Local pool heaters now eliminate the use of The Darling Sydney's boiler for pool heating, which was oversized for this application alone.

THE TRANSITION TO LOCAL POOL HEATERS IS EXPECTED TO REDUCE THE STAR SYDNEY'S ELECTRICITY CONSUMPTION BY APPROXIMATELY 125MWH AND 102 TONNES OF CARBON EMISSIONS ANNUALLY.



OPTIMISING BUILDINGS USING ANALYTICS

Energy metering across The Star's managed portfolios increases the visibility of our mechanical systems, which are monitored and reported through existing building management systems (BMS).

Tens of thousands of data points are connected to building optimisation and analytics platforms for The Star Sydney and The Star Gold Coast, which actively monitor for efficiencies. These systems deliver energy and carbon savings via tuning and fault detection processes.

In FY2022, The Star Gold Coast implemented several opportunities identified by the BMS including the optimisation of air-conditioning units, implementation of new lighting controls, automation of filtration pumps, replacing faulty CO2 sensors, and set point adjustments across property.

DATA-DRIVEN OPTIMISATION PROJECTS ARE EXPECTED TO YIELD ANNUAL SAVINGS OF 490MWH AND 397 TONNES OF CARBON.



AT THE STAR GOLD COAST, A REVIEW OF THE EVENT CENTRE LIGHTING HIGHLIGHTED THE USE OF OLDER, INEFFICIENT HALOGEN LIGHTS.

In FY2022, all halogens were replaced with more efficient LED lighting. The project will provide direct energy and cost savings, as well as indirect maintenance savings due to improved reliability and extended lighting runtimes. We also expect air conditioning requirements to ease, due to significantly reduced heat loads from the LED lighting.

445 LIGHTS WERE REPLACED, INCLUDING TRACK LIGHTING. THROUGH THE PROJECT WE ANTICIPATE SAVING OVER 167MWH AND 135 TONNES OF CARBON PER ANNUM.



REDUCING OUR CARBON EMISSIONS

Our current net-zero and Decarbonisation Plan details key strategies to support transition to a low emissions portfolio by balancing carbon, cost and reputation risk and stakeholder expectations.

At the time of establishing the Group's target, Scope 1 and Scope 2 emissions reduction to net zero was considered best practice.

Given the increased pressures on more rapid decarbonisation, the release of new protocols and green building standards and the Group's commitment to leadership in Sustainability across our industry, the Group is taking further steps to plan for net zero (Scope 1 & 2) before 2030 and assessing and quantifying material Scope 3 emissions. During the 2022 year, a detailed Scope 3 assessment was conducted to assist in implementing Scope 3 category management plans to begin to reduce emissions in the supply chain for our most carbon intensive products and services.

We will continue to assess targets and opportunities throughout 2023, including setting a scope 3 reduction target.





CLIMATE AND ENERGY

TAKING GREATER RESPONSIBILITY FOR SCOPE 3 EMISSIONS

Scope 3 emissions are a priority, and we acknowledge our ability to influence indirect upstream and downstream emissions reductions through our operations, procurement and team member activity.

The tourism, entertainment and accommodation industries face challenges in the management of scope 3 value chain emissions. As visitation increases and with portfolio growth, scope 3 emissions are also expected to grow over time. To understand the best approach for The Star to manage scope 3 emissions over the long term, we are working with partners to identify opportunities and challenges.

In 2020, we committed to measuring our most material scope 3 emissions which are our indirect emissions that occur in the value chain, both upstream and downstream.

In March 2021, we completed a Value Chain Emissions Mapping and Materiality Assessment to understand our organisation's most material scope 3 emissions by spend.

The boundary of the assessment included all assets that The Star has operational control over as per the National Greenhouse and Energy Report Act.

Building on this work, in 2022 a second scope 3 emissions materiality assessment was conducted which was based more directly on our operations.

The assessment considered both future capital projects and our suppliers. It also surveyed team members on how they commute to work, to more accurately model scope 3 emissions from transport. From this more detailed review, our Scope3 emissions were 114,525 tonnes.

Conducting a more detailed, operational assessment of our scope 3 emissions has enabled us to understand the likely costs of moving towards a carbon neutral certification and we are taking further steps to understand the gaps and costs should we elect to set industry best practice science-based targets (targets certified to measure reductions in Scope 1, 2 and 3 emissions in line with the Paris Agreement).

Further targets will be considered in FY2023.



IN FY2022, OUR SCOPE3 EMISSIONS WERE 114,525 TONNES.



CLIMATE AND ENERGY

OUR MOST MATERIAL SCOPE 3 EMISSIONS

As a tourism, entertainment and hospitality business, our properties welcome over 18 million visitors each year (pre-COVID-19), and we have an investment pipeline to to develop new integrated resorts. Opening new restaurants and bars will also expand the use of food and hospitality supplies.

Scope 3 emissions include indirect emissions from value chain including purchased goods, waste, business travel

Supported by a third-party carbon consultancy, we have estimated this year’s scope 3 emissions as 114,525 tonnes, in alignment with the Greenhouse Gas Protocol. Data collected for the assessment included some FY2021.

Our total carbon footprint is estimated as 4% Scope 1 emissions, 41% Scope 2 emissions and 55% Scope 3.

‘Purchased goods and services’ represent the largest portion of scope 3 emissions (68%), with purchased meat products accounting for the largest portion within this category (12%).

We continue to examine the highest spends within our key product categories to understand which are the most carbon intensive, and how we can reduce embedded emissions through considered product and service procurement.

CATEGORY		
Category 1. Purchased goods & service	68.3%	78,210
Category 2. Capital goods	9.8%	11,179
Category 3. Fuel- & energy-related activities: Extraction, production, & transportation	12.0%	13,759
Category 4. Upstream transportation & distribution	0.4%	474
Category 5. Waste generated in operations	1.9%	2,146
Category 6. Business travel	0.1%	160
Category 7. Employee commuting	6.6%	7,526
Category 8. Upstream leased assets		n/a
Category 9. Downstream transportation & distribution		n/a
Category 10. Processing of sold products		n/a
Category 11. Use of sold products		n/a
Category 12. End of life treatment of sold products		n/a
Category 13. Downstream leased assets	0.8%	878
Category 14. Franchises		n/a
Category 15. Investments		n/a
Category Special. Working from home	0.2%	193
		114,525



CLIMATE AND ENERGY

MANAGING CLIMATE RISK

We are responsible for managing the risks created by a changing climate, and we must reduce our carbon emissions in line with or beyond the expectation outlined in the Paris Agreement.

Climate change risk forms part of the company risk register, and is managed under normal risk processes with oversight from the Board.

We acknowledge that climate change, particularly in relation to planning and contingency planning, may create a range of potential impacts.

An example of this was experienced this year as a result of the Queensland Floods.

CLIMATE RISK ASSESSMENT SUPPORTS THE STAR'S PLANNING AND STANDARD SETTING

There is potential for changes in temperature and related weather events in the areas in which our properties are located. These changes may impact air conditioning, and standards for building, construction and design.

Our Sustainable Design and Operational Standards help us to manage these risks by setting minimum standards for the design and operations of assets. These standards include mitigation and adaptation actions that must be applied to major projects, including regular risk assessments.

GOVERNING CLIMATE RISK MANAGEMENT

- › The Board is ultimately responsible for the risk management strategy at The Star
- › Our Risk and Compliance Committee is responsible for approving the risk appetite statement and risk management framework
- › Climate-related risks are managed in line with all other business risks, and are captured by The Star's enterprise risk management system
- › Climate risks are monitored and reported quarterly for compliance

RISK ASSESSMENT METHODOLOGY

In the 2021 calendar year, we completed a physical climate risk assessment for each of our sites, building on previous assessments conducted in 2017 and 2019. This reflects our commitment to conduct physical climate change impact assessments every two years.

The Representative Concentration Pathway 8.5 (RCP8.5) scenario was used for the physical risk assessment. This assumes minimal global efforts to reduce emissions, marked by the continued use of fossil fuels to power cities homes and businesses.

Our assessment was reviewed and updated in 2019 and again in 2021. Updates in FY2022 include our transition risks and opportunities arising from the global transition to a low carbon economy. We undertook this assessment using the RCP2.6 scenario, which assumes strong mitigation efforts and active removal of atmospheric carbon dioxide.



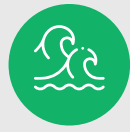






THE CLIMATE RISK ASSESSMENT IDENTIFIED HIGH PRIORITY RISKS ACROSS EACH OF OUR FOUR SITES FOR 2030

The risks are similar to those found across the built environment. The risk assessment identified exposure to heat and storms across our three integrated resort properties, and highest overall exposure, aggregated across all potential climate variables for Treasury Brisbane, The Star Gold Coast and The Star Sydney.

The following table outlines how we are managing these risks.

KEY CLIMATE HAZARDS	EXISTING CONTROL MEASURES
<div></div> <div>Extreme Heat Treasury Brisbane The Star Sydney The Star Gold Coast Queen's Wharf Brisbane</div>	<ul style="list-style-type: none">Heat is addressed in the Sustainable Design and Operational Standards.For capital replacement of any HVAC facilities, The Star considers the projected increase in extreme heat days, heatwaves over 35°C and maximum mean temperature increase.The Star's building optimisation and analytics platform identifies tuning and efficiency projects, which enhance thermal comfort. The Star completes regular maintenance of onsite chillers.The Star completes energy and water audits every two years to ensure that short- and long-term efficiency opportunities are costed and presented to the business for implementation.The Star sites undertake an annual shut-down day testing of evacuation and emergency preparedness procedures. The outcomes are documented and actioned.The Star Sydney completed a capital upgrade project to seal parts of the main gaming floor in June 2020 to improve guest comfort levels. Revolving doors have been installed at the outdoor escalators and bar areas to reduce heat transfer.The design of the Queens Wharf Brisbane includes indoor plants, water features and passive cooling.At The Star Gold Coast, tinting has been provided on all glazing to reduce heat transfer into building.
<div></div> <div>Increased Rainfall Intensity and Inland Flooding Treasury Brisbane The Star Sydney The Star Gold Coast</div>	<ul style="list-style-type: none">Extreme rainfall is addressed in the Sustainable Design and Operational Standards.Implementation of a proactive awareness program for appropriate responses to extreme rainfall and flash flooding events.Regular inspections of stormwater pits and pumps, with maintenance and clearing if required, to prevent overflow and flooding.All stormwater designs for the Queens Wharf have been developed to withstand 1-in-100-year rain events and to allow water to leave the site without impacting the building.Emergency egress paths at the Queens Wharf have been reviewed by an independent certifier to ensure flood events do not compromise emergency exit. The Star has identified one event which would require a manual intervention by redirecting occupants to an alternative exit.The Star Sydney has installed a green roof which covers over 8,000 sqm. The green roof reduces storm water runoff and increases water quality.At The Star Sydney, a capital works program identified leaks in the roof that resulted in the replacement of the roof membrane.The Star Sydney has Emergency Planning to discuss emergency preparedness and management issues. Outcomes are implemented into emergency management and preparedness procedures. Wardens undertake testing drills to ensure that they are prepared to make decisions in emergency situations.
<div></div> <div>Sea level rise and storm surge The Star Gold Coast</div>	<ul style="list-style-type: none">Sea level rise and storm surge are addressed in the Sustainable Design and Operational Standards.The Star is investigating the combination of hard and soft defence options to minimise the impact of storm tide inundation and ensure building and infrastructure design accommodates storm tide levels.The Star Gold Coast is situated at a higher elevation than surrounding areas and is therefore less likely to be impacted by sea level rise. Flood gates have been installed on site to prevent inundation.
<div></div> <div>Storm Events (Including Cyclones, Wind and Hail) The Star Gold Coast Treasury Brisbane The Star Gold Coast</div>	<ul style="list-style-type: none">Storm events including wind and hail are addressed in the Sustainable Design and Operational Standards.The Star has implemented an early warning intercommunications system (EWIS) to communicate with staff, tenants and patrons in the event of a storm.Staff receive training on emergency procedures to ensure that they can implement them during emergency situations.Roof checks of sites are conducted prior to an extreme weather event.The sites undertake annual evacuation exercises to test procedures.Emergency Management Plans, which include provisions for guests to shelter in place and an allocated assembly point.At The Star Gold Coast, all exposed utilities are secured. When wind speeds reach certain levels, areas or departments take reactive measures such as removing furniture.
<div></div> <div>Bushfires Treasury Brisbane The Star Gold Coast</div>	<ul style="list-style-type: none">The Star's operational teams will look at the Bureau of Meteorology website and contact media personnel, prior to a predicted bushfire event.



CLIMATE AND ENERGY

RESPONDING TO THE 2022 QUEENSLAND FLOODS

The 2022 Queensland Floods devastated South-East Queensland and Northern New South Wales. The Star was pleased to join Queensland Premier Annastacia Palaszczuk, Cameron Dick MP and Shannon Fentiman MP to launch the Queensland flood appeal.

This included a \$100,000 donation to our national charity partner, GIVIT, and a further \$100,000 for the flood appeal to support the amazing work of Australian Red Cross, Lifeline Australia (Queensland), The Salvation Army Australia (Queensland) and Vinnies Queensland.

THE STAR DONATED
A \$200,000 SUPPORT
PACKAGE TO HELP
FLOOD-AFFECTED
QUEENSLANDERS GET
BACK ON THEIR FEET.

MANAGING FLOOD IMPACTS AT TREASURY AND QUEEN'S WHARF BRISBANE

Treasury Brisbane did not flood, due to the site's location on higher ground. Thanks to our Operations and Facilities Cleaning teams who cleared all gutters and drains prior to the event, only minor leaks occurred.

The Will and Flow restaurant was closed during the floods and was impacted, as the venue is located close to the Brisbane River.

More generally, minimal impacts were experienced at Queen's Wharf Brisbane due to the site's comprehensive stormwater management system. However, the Riverline, Waterline Park and Goodwill Extension public realm zones adjacent to the Brisbane River were inundated and required significant remediation works.

Access to the Queen's Wharf Brisbane site via Queen's Wharf Road was also impeded, which resulted in delays to construction. However access was still available via William, George and Margaret Streets.

Adaptation measures contributed to the resilience of Queen's Wharf

- The 1-in-100 year flood event level for the site is 5.4m, however our loading dock entrance is at 4.5m. To mitigate flood risk, flood gates and basement pump systems were installed.
- All major plant items were installed at least 0.5m above the 1-in-100 year flood event level in accordance with the Queensland Development Code and the Brisbane City Council Flood Overlay. This ensured that no critical equipment was impacted during the 2022 floods.
- Queen's Wharf Brisbane has an emergency response plan, to ensure that our construction works are well managed in emergencies. During the floods, construction works stopped and on-site personnel were evacuated.
- The site's stormwater drainage system is designed to manage water flows for a 1-in-100 year flood event. This ensured that rainfall was removed from the site, reducing the impacts of flooding.





CLIMATE AND ENERGY

CLIMATE TRANSITION RISKS AND OPPORTUNITIES

Through a transition risk assessment, we have identified six key drivers which will influence our transition to a low carbon economy.

The diagram indicates when actions associated with these drivers are expected to impact operations.

THE STAR'S TRANSITION TO A LOW CARBON ECONOMY



Shift in investment and finance sector appetite

Increasing investment in renewable energy technologies, energy efficiency, and sustainable agriculture



Financial markets and lending institutions include climate-related risks in decision making



Changing trends in the tourism sector



Peak of 'last chance' tourism of destinations susceptible to the impacts of climate change



Shifting consumer preferences to travel and freight



Increased demand and costs for sustainable tourism



Changing policy for the real assets



Green Building Council of Australia requires transition to low carbon for 6 Star ratings from 2026

New construction technologies and materials developed to support transition of the buildings sector



GBCA requires all new buildings and fit-outs to be carbon neutral from 2030



The National Construction Code requires all new buildings to have no carbon emissions from their operations from 2030



GBCA requires all existing buildings and fit-outs to be carbon neutral from 2050



Pressure on supply chains



Uncertainty and delay in Federal policy action mitigated by State and Territory policy



Australia meets its current national emissions reduction target of at least 26% by 2030



Global adoption of net zero emissions policies and action plans

Introduction of legal liabilities and regulatory approvals



Implementation of policy enacting carbon pricing mechanisms



All States and Territories achieve net-zero carbon and renewable energy targets by 2050



Technology shift in the energy sector



Snowy Hydro 2.0 completed by 2025

VIC and QLD meet 50% renewable energy generation targets by 2030



Industry transforms to accommodate hydrogen and/or renewable energy sources



Increasing uptake of renewable energy creates new low carbon products and services



Natural gas consumption peaks at 2030



SA, TAS and ACT meet 100% renewable energy generation targets by 2030



Innovations in battery storage and virtual power plant technologies are realised

Australia emerges as a market leader, exporting renewable technologies and energy to neighbours in the Asia-Pacific



Carbon capture and storage technology and uptake advances



Technology shift in the transport sector



Increasing investment in EV charging stations

State governments adopt standards for preferred EV charging stations

Private sale of new EVs reaches around 28% by 2030



Private sale of new EVs increases to around 60% by 2040



Changing travel behaviour – increasing uptake of autonomous vehicles and ride sharing services



Transformation of air transportation through fuel switching

Biofuel production increases ten-fold by 2060

2020

2030

2040

2050

2070

2090

2100



Physical Changes in Climate



Average annual temperature increase +0.6-1.3°C



0.13m sea level rise



20% increase in severe fire danger days



Warming peaks under RCP2.6 (2045)



0.22m sea level rise



Average annual temperature increase +0.6-1.7°C



0.38m sea level rise



-5% decrease in annual average rainfall

Growth in GDP and employment associated with low carbon opportunities



Environments are cleaner and greener due to emissions reductions



People are healthier due to emissions reductions and (most) climate impacts avoided



CLIMATE AND ENERGY

TRANSITION RISK MANAGEMENT

This table summarises the key findings of the transition risk assessment, and our responses to these risks in FY2022.

KEY TRANSITION RISKS AND OPPORTUNITIES	THE STAR'S RESPONSE
<i>Shift in investment and finance sector appetite</i>	<p>The Star annually discloses our climate-related physical and transition risks, and is committed to climate resilience. By undertaking physical climate risks assessments every two years, we ensure that we understand our exposure to climate hazards and potential insurance implications.</p> <p>Our proactive approach to supporting the transition to a low carbon economy is likely to be supported by financial institutions that prioritise investment in this area.</p> <p>The Star is targeting a 30% reduction in carbon emissions by FY2023 against a baseline of FY13.</p>
<i>Changing trends in the tourism sector</i>	<p>The quality of the natural and built environment in which our assets are located is a key factor in attracting visitors. Climate-related risks to the broader environment and changing trends in tourism may therefore have knock-on effects for our ability to attract visitors.</p> <p>The Star is a founding partner and active member of the City of Sydney's Sustainable Destination Partnership. This is a collaboration between the City of Sydney, hotels, hostels, serviced apartments, cultural institutions and entertainment venues, working together to make Sydney a sustainable destination.</p>
<i>Changing policy for the property sector</i>	<p>Through our Sustainable Design and Operational Standards, we are planning for the capital cost of building retrofits to meet energy efficiency or net-zero requirements, and/or the cost of purchasing offsets. These standards have enabled us to achieve a 6 Star Green Star Communities Rating and we are committed to 6 Star Green Star Design and As Built Ratings for all new commercial buildings at the Queen's Wharf Brisbane. Our design creates open spaces, shading and parklands to enhance permeable surfaces.</p> <p>The Star develops Strategic Asset Plans for our sites and completes Energy and Water audits across our properties. Capital has been committed for energy efficiency upgrades which is captured in the Group's Energy and Water Project Pipeline. Audits help us to prioritise asset replacement in terms of end of life, energy use and carbon impact.</p>
<i>Pressure on supply chains</i>	<p>The Star collaborates with supply chain stakeholders to gain a better understanding of the costs associated with a shift towards a low carbon economy. We have undertaken a materiality assessment of scope 3 emissions as part of our supply chain emissions review. Note deletion The total Scope 3 emissions for FY2022 measured through a detailed materiality assessment of our operations was 114,525 (tCO₂-e), based on FY21/22 data</p> <p>We are engaging with suppliers on a range of ESG areas as part of our Modern Slavery response and ongoing supply chain evaluation. Staff are surveyed on their views of our sustainability program, either through a materiality assessment or other survey tools. Feedback has been encouraged on the Group's 2021 and 2022 Sustainability Report.</p>
<i>Technology shift in the energy sector</i>	<p>The Star will contract renewable energy across our properties as part of its net-zero 2030 pathway and has committed to renewable energy in its 2021 Sustainability Report. Our energy use reflects the 24-hour operation of gaming, hotels and facilities. As part of the Group's net-zero pathway to 2030, over 5% reduction is to be achieved through energy efficiency. The management strategies include capital projects to upgrade plant, equipment and green buildings and to ensure all buildings connect to the Group's building optimisation and analytics system, to identify and implement savings from tuning and rectification projects.</p>
<i>Technology shift in the transport sector</i>	<p>The Star is planning electric vehicle charging stations across sites as part of future planning upgrades.</p> <p>The Star has also sought to increase venue accessibility through precinct planning and membership to the Sustainable Destination Partnership.</p>



CLIMATE AND ENERGY

ALIGNED WITH THE TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

We have adopted the Recommendations of The Task Force on Climate-related Financial Disclosures (TCFD) and have been working to implement the TCFD framework into the business over the last four years. We released The Star's first disclosure report in 2020, the second in 2021 and the third in 2022.

The Recommendations, launched in 2017, are a set of voluntary, consistent climate-related financial disclosures for use by investors, lenders and insurance underwriters to understand material risks.

We are implementing the Recommendations of the TCFD, with the understanding that our investments may be susceptible to future changes in climate.

During FY2022, we released our third Climate-related Disclosures Report which summarises our efforts in managing the expected physical, financial and transitional risks that climate change may present as part of our overall TCFD roadmap.

In this disclosure, which reports on FY2021 data and FY2022 management practices, we build on our progress to date against the four Recommendations of Governance, Strategy, Risk Management and Metrics and Targets.

ACCESS THE STAR'S
FY2022 CLIMATE-
RELATED DISCLOSURES
REPORT [HERE](#).





WATER

COMMITTED TO
CONSERVING WATER
AND PROTECTING
WATERWAYS





WATER

REDUCING POTABLE WATER USE REMAINS A KEY FOCUS

The Star Gold Coast, the Dorsett hotel and The Star Residences tower have a 4 Star NABERS water target.

Our water consumption is affected by visitation and hospitality services including the operation of kitchens, bars, restaurants and hotels. As a result of property closures and restricted operations in FY2022, particularly for The Star Sydney, our reduced guest numbers impacted water use. Given state border reopenings coupled with the rise of domestic and international tourism, we expect our water consumption to increase in line with FY2019 levels and property visitation trends.

Water efficiency programs are underway

As part of our improvement plan, The Star Gold Coast commenced a sitewide hydrological audit in FY2022 to identify water efficiency opportunities. In addition to the audit completed, a water meter gap analysis is underway that will support effective monitoring and water management across the property.

Our Sustainable Design and Operational Standards are being updated in FY2022 to remain aligned with new Green Star building requirements for net-zero buildings. The Standards outline our requirements for minimum standards in our building design and operation

including implementing high WELS rating fixtures, fittings and the utilisation of recycled water and rainwater capture where possible.

CAPTURING AND USING RAINWATER

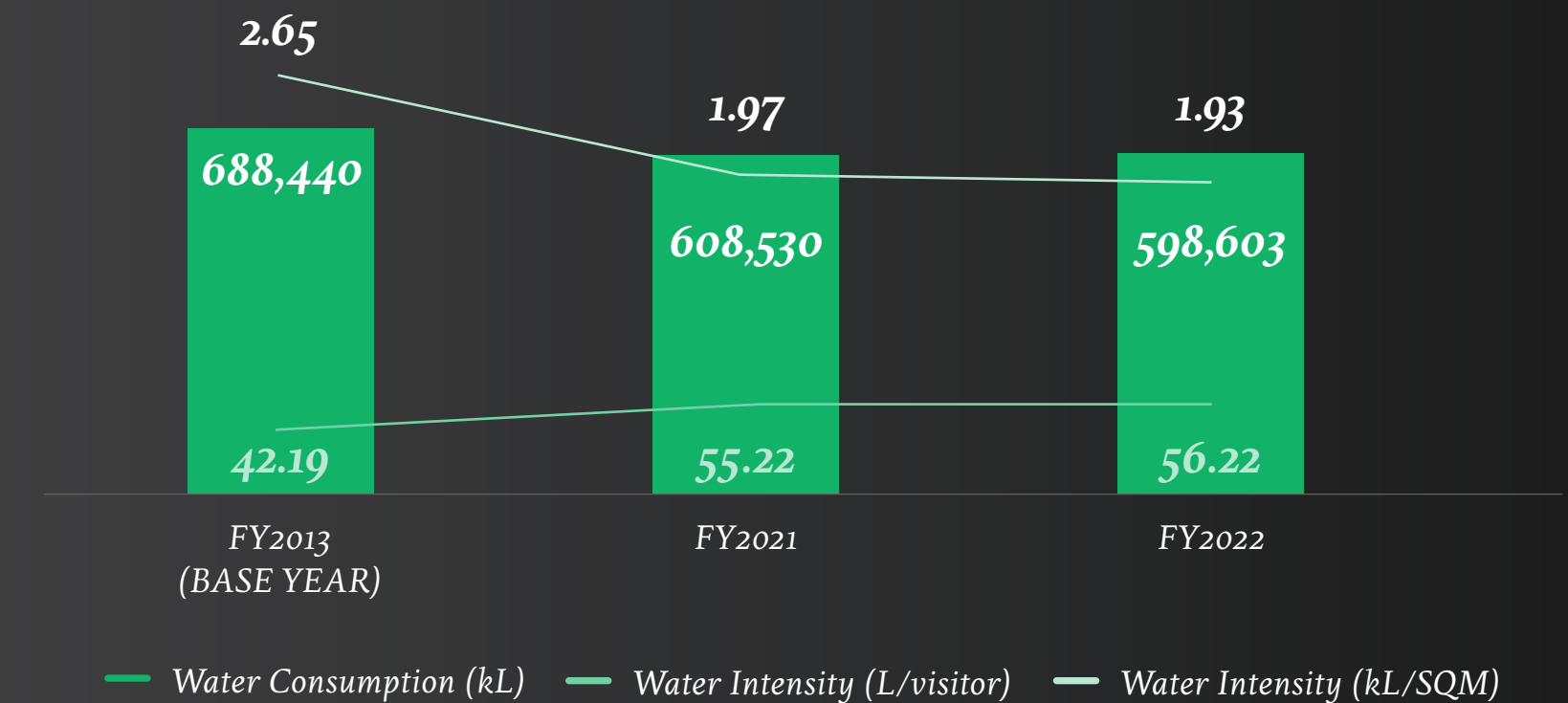
Rainwater harvesting has enabled our Gold Coast and Queen's Wharf sites to reduce potable water requirements.

The Dorsett hotel and The Star Residences tower have a 30,000-litre reclaimed water tank, while Tower 2 has a 60,000-litre reclaimed water tank. Reclaimed water is used for landscaping and topping up our pools.

GREYWATER RECYCLING

The Darling Hotel utilises recycled water in bathroom amenities, and Queen's Wharf Brisbane has greywater recycling and an automatic monitoring system that records both consumption and demand of water. This system collects data from all meters, automatically alerts our facilities management staff of system failures, records and processes data on energy use and water consumption at user adjustable intervals and raises an alarm when water use has increased beyond certain parameters.

THE STAR'S WATER CONSUMPTION



Notes: 1.2% of FY2022 invoices based on cost were unbilled at the time of reporting. The missing usage for water has been estimated 5.81% (35ML). The Star includes property closures due to COVID-19 as a reason for decreased water use.



WATER

FY2022 water outcomes

598,603_{KL}

TOTAL POTABLE WATER
CONSUMPTION

A decrease of 1.6% from FY2021 and a decrease of 13% from base year FY2013.

-2.2%

WATER CONSUMPTION
INTENSITY PER SQUARE
METRE FROM FY2021

From 197 kL per square metre in FY2021 to 193 kL per square metre in FY2022.

27.2%

WATER INTENSITY
PER SQUARE METRE
FROM FY2013

Moving towards The Star's target of a 30% reduction in water intensity per square metre by FY2023

+1.8%

WATER INTENSITY
ON A PER VISITOR BASIS
FROM FY2021

From 55.22 litres per visitor in FY2021 to 56.22 litres per visitor in FY2022, and The Star experienced an increase of 33%.

THE QUEEN'S WHARF
DEVELOPMENT HAS
6 WELS STAR RATING
FIXTURES & FITTINGS
FOR TAPS AND URINALS
AND 4 WELS STAR
RATINGS FOR TOILETS.

The Star acknowledges that water use per visitor has actually increased year on year.



WATER



PROTECTING THE NATURAL ENVIRONMENT SURROUNDING EACH OF OUR PROPERTIES REMAINS ESSENTIAL

This year, The Star Gold Coast implemented a range of new stormwater treatment devices to capture and prevent pollutants from entering local waterways during storm events.

OceanGuard Jellyfish filters are a revolutionary stormwater quality device that use the latest filtration technology, with unique filtration cartridges that have a large membrane surface area.

The device has high pollutant removal capacities and allows for high flow rates. Each filter cartridge has a number of 'tentacles' that catch and remove floatables, litter, oil, debris, silt-sized particles and a high percentage of particulate-bound pollutants, including phosphorus, nitrogen, metals and hydrocarbons.

THIS CONTRIBUTES TO THE STAR'S COMMITMENT TO DEVELOP ENVIRONMENTALLY AND SOCIALLY SUSTAINABLE PRECINCTS AND TOURIST ATTRACTIONS.



WASTE

REDUCING WASTE & IMPROVING CIRCULARITY



WASTE

SCALING OUR APPROACH TO CIRCULARITY

We are continually striving to decrease our waste to landfill while increasing the number of recycling streams and the associated tonnage diverted.

In FY2022, a new Waste and Recycling Strategy was implemented with a best practice, circular economy approach. The strategy focuses on opportunities to 'close the loop', including a continued focus on textile waste and the implementation of organics recycling at our Queensland properties.

IMPACT OF COVID-19 ON WASTE OUTCOMES

Our waste and recycling figures include all waste generated from operations. We benchmark waste and recycling performance against the base year FY2013 to track improvement. With properties impacted by state imposed COVID-19 closures and operating restrictions from June to October 2021, property operations teams remained active, continuing onsite maintenance and rectification works. These refurbishment operations generated addition bulk general waste. Guest visitation continued to be adversely affected, which influenced our co-mingled recycling rate levels from glass and plastic bottles. Additionally, we temporarily replaced reusable crockery with compostable food packaging, further increasing waste volumes.

BRINGING OUR PEOPLE ON BOARD

Waste is the resource stream that our team members have the most ability to influence. Waste and recycling training continues for all staff at induction and on an ongoing basis for our stewards, hotels, and food and beverage teams. Active internal communications to all team members remains an important way to share progress, introduce new recycling streams, and reward good practices.

WE EXPERIENCED AN INCREASE IN WASTE TO LANDFILL AND A REDUCTION IN RECYCLABLES, HOWEVER WE EXPECT THIS TREND TO REVERSE IN FY2023 AS NORMAL OPERATIONS RESUME.

FY2022 waste & recycling outcomes

30

RECYCLING STREAMS
DIVERTED FROM LANDFILL

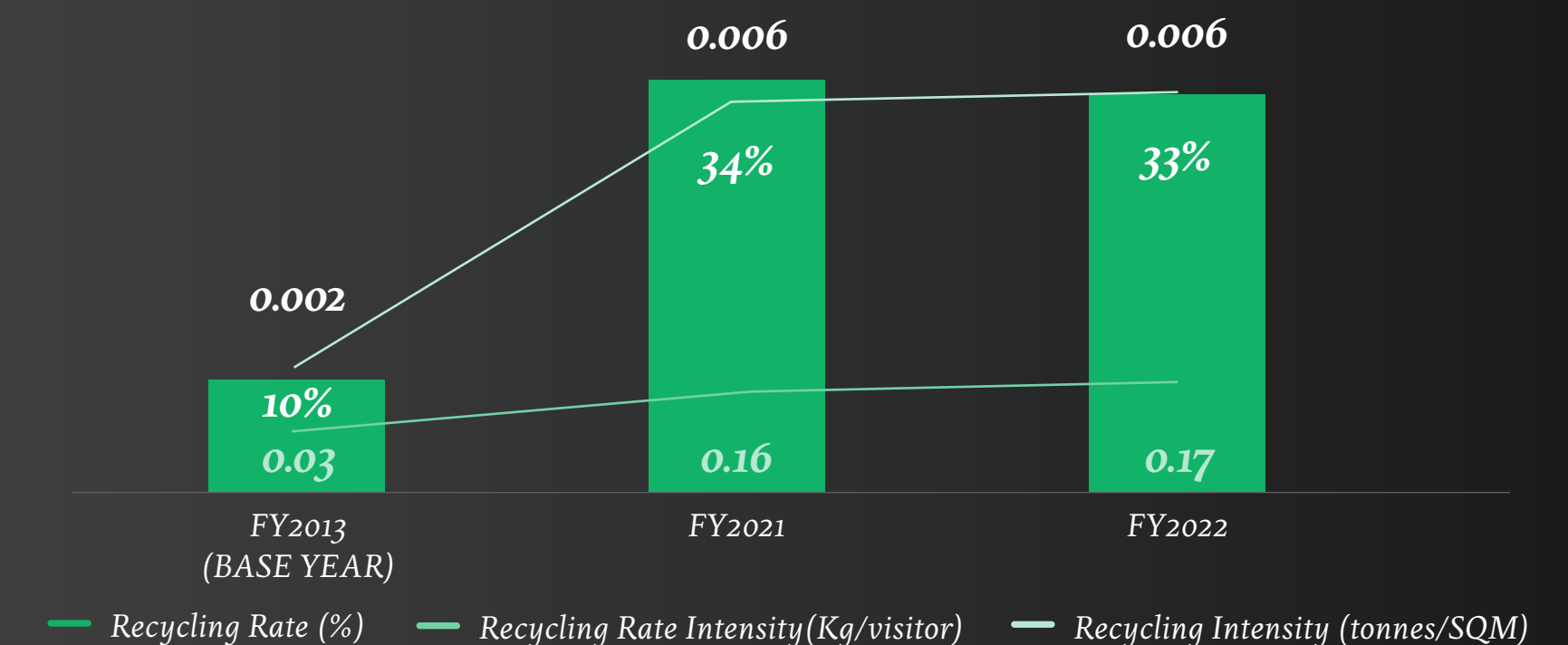
Including: batteries, organics, soft plastics, cardboard, linen and uniforms

33%

WASTE DIVERSION
IN FY2022

Representing a 1% drop from FY2021 recycling rates

THE STAR'S RECYCLING RATES



The FY2013 base year for waste has been recalculated. 'Recycling intensity' kg/visitor has been used in FY2017 to FY2022, not 'waste to landfill intensity kg/visitor' as used in FY2016, which better reflects recycling performance. Waste data from the Gold Coast Convention and Exhibition Centre is provided in volume and has been converted tonnage to align with national waste data reporting. The 'Better Buildings Partnership Operational Waste Guidelines' July 2018 conversion factors have been applied.



WASTE



The Queen's Wharf Brisbane project has recycled over 95% of its construction and demolition waste

This exceeds the benchmarks required by the 6 Star Green Star rating. For the concrete supplied to date, the Portland cement content has been reduced by 31%, and 100% of the steel and timber supplied meets the responsible building material requirements of the Green Star material category.

Our new textile and charity partnerships improve landfill diversion rates

These changes have seen innovations in recycling technologies and new distribution channels for donated furniture and equipment.

New bottle crushers give greater visibility on recycling streams

Bottle crushers were deployed at both of our Queensland properties in FY2022 to help lift recycling rates.

Scanners attached to the mouth of each machine read barcodes as bottles are fed in. As a result, we have greater visibility on the bottle volumes and type, in addition to 'live tracking' of glass recycling rates per venue.





WASTE

INNOVATION IN TEXTILE RECYCLING

The Star became a foundation partner of two textile waste start-ups - Worn Up and BlockTexx. Through these partnerships, old uniforms, linen and towels will be repurposed into new resources for manufacturing, construction, agriculture, infrastructure and flexible fabrics. As part of our circular approach, we are exploring viable solutions to repurpose and reuse our own textile waste internally.

Our partnerships with Worn Up and BlockTexx actively drive market transformation through innovative product development, helping to shift the textile recycling landscape nationally.

BlockTexx recycles textiles

BlockTexx won the Australian Technologies Competition in the Circular Economy category in 2021. An innovative clean technology business, BlockTexx launched Australia's first textile resource recovery facility in Queensland in 2022, providing a commercial scale solution to the world's growing textile waste issues.

The Star's textile waste was among the first in Australia to run through the facility, which processes unwanted textiles to produce high grade cellulose and PET pellets that can be used for a range of industry applications.

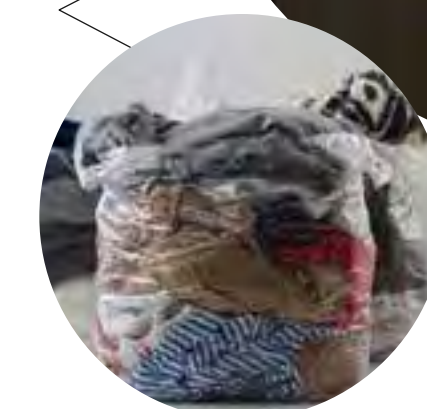
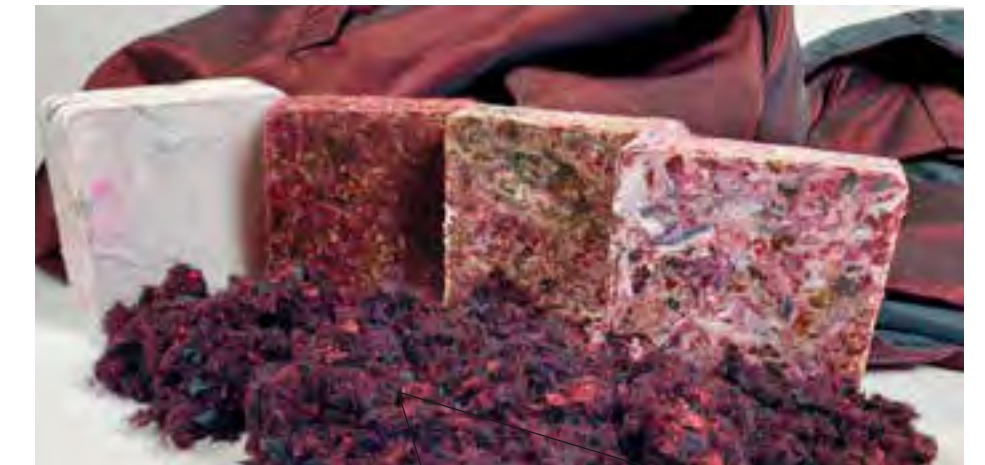
Worn Up upcycles uniforms and plastics

Worn Up is on the Product Stewardship initiative run by the Federal Government, is part of the CSIRO's Kickstart Program for FY2023 and was invited to exhibit at the National Clothing and Textile Waste Exhibition in Canberra, in May 2021. Worn Up were also a recipient of the NSW Environment Protection Authority's Circulate Program in FY2022.

After two years in development and working with Pioneer Partners like The Star, a series of composition tests resulted in a major breakthrough in The Star's uniforms and textiles. FabTec© is a ground breaking waste-based fibre composite made from non-wearable uniforms and up-cycled plastics. Worn Up's FabTec© slabs can be CNC'd or moulded into any shape and utilised for a range of interior building and furniture products.

The first FabTec© product to be trialled by The Star is a large planning table and drawers, designed for viewing architectural drawings. The table, made from old gaming vests and shirts, will be delivered to site early Q1 FY2023. We seek to expand the applications of FabTec© across our properties.

IN FY2022, THE STAR'S PROPERTIES
IN QUEENSLAND AND SYDNEY
DIVERTED OVER 15.8 TONNES OF
TEXTILE FROM LANDFILL, EITHER
THROUGH CHARITABLE DONATIONS
OR PROVIDING FEED STOCK TO
WORN UP AND BLOCKTEXX.





WASTE

COLLABORATING TO DRIVE CIRCULAR SOLUTIONS

Working with industry through the Sustainable Destination Partnership

The Star Sydney is a founding member of the City of Sydney's Sustainable Destination Partnership, bringing together over 50 local and international organisations including major hotels, museums and city attractions, to improve Sydney's environmental performance by increasing its use of renewable energy, reducing water consumption and improving waste management and recycling systems.

Through the Partnership, The Star assisted in the design and formation of the City of Sydney's Sydney Single-use Pledge, making a commitment to reduce single-use plastics across all 60 bars and restaurants and eight hotels.

**SUSTAINABLE
DESTINATION
PARTNERSHIP**

Pledging to reduce single use plastics

In 2019, we launched a Single Use Plastics Reduction Commitment signed by the Chief Operation Officer at each of our properties in Sydney, Brisbane and the Gold Coast, supporting innovation in reducing plastics.

Since then, we have been removing or replacing single-use plastics, including straws, cutlery, and packaging, in favour of sustainable paper, FSC (Forest Stewardship Council) certified wood and compostable alternatives. This process includes identifying a sustainable alternative to replace our takeaway plastic soup spoon. Our new compostable soup spoons are made from sugarcane.

We continue to work towards our public commitment to ensure 100% of our takeaway food packaging is compostable where those products are available on the market. Through this process, the total number of purchased disposable product lines has also been reduced.

Collaborating with The Australian Packaging Covenant Organisation (APCO)

In conjunction with our commitment to reduce single-use plastics, we acknowledge the breadth of other packaging materials utilised, and aim to eliminate packaging that does not serve an essential purpose. In FY2022, we became an active member of The Australian Packaging Covenant Organisation (APCO), a not-for-profit organisation leading the development of a circular economy for packaging in Australia.

APCO's vision is a packaging value chain that keeps packaging materials out of landfill and retains the maximum value of the materials, energy and labour within the local economy. Through our membership with APCO, we are supporting the delivery of Australia's 2025 National Packaging Targets, an important step on our pathway to circularity.



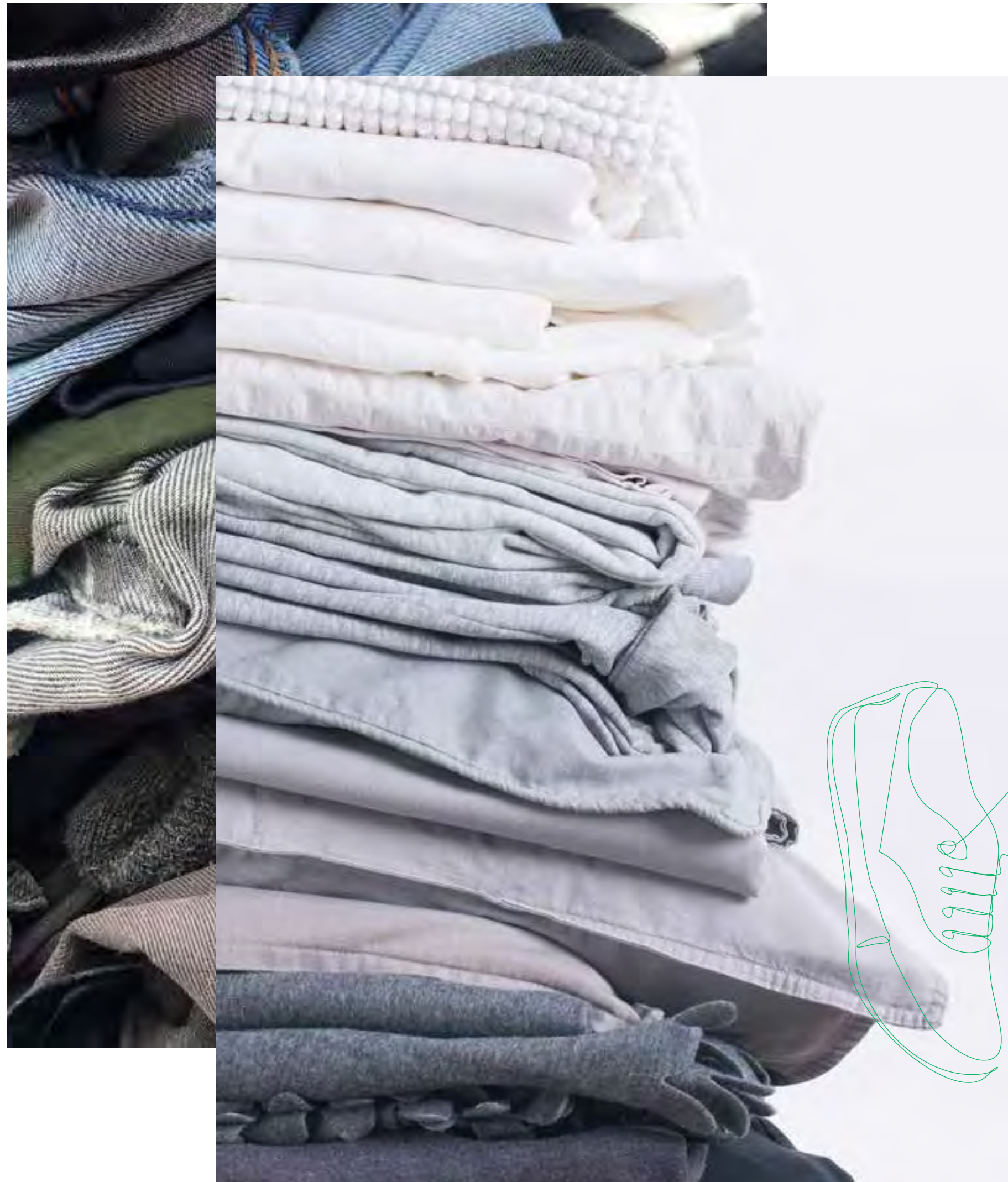
98%

OF OUR TAKEAWAY
FOOD PACKAGING IS
NOW COMPOSTABLE

and working towards a 100% target



WASTE



AVOIDING TRASH, GIVING BACK TREASURE

Donating forgotten items to St Vincent de Paul

Each year, hundreds of items are left at our properties by guests. Despite best efforts to return lost property, many items remain unclaimed.

In June this year, our security office overflowed with over 400 kilograms of unclaimed property, including hats, clothing, shoes, roller-skates, suitcases and umbrellas. The sustainability and security teams rehomed most items by donating them to a local St Vincent de Paul. All items were warmly received, as donated clothing stock had been running low due to the onset of winter.

Bedding for those in need

Angels Without Borders is a Sydney-based charitable organisation helping the homeless through the provision of bedding, linen, clothing and sanitary packs as well as educating and building awareness of homelessness through sister charities.

In FY2022, The Star Sydney continued its relationship with Angels Without Borders, donating much needed items during cooler months, and provided over 800 kilograms of blankets, feather doonas, bathrobes, towels and linen from its hotels for distribution to those in need.

Recipients included vulnerable families across the northern Coast, South Western Sydney and inner-city shelters.





NATURE & BIODIVERSITY

SUPPORTING BIODIVERSE ECOSYSTEMS AND CURBING NATURE LOSS





NATURE & BIODIVERSITY

REFORESTING MORE LAND THAN WE USE

In December 2021, The Star secured a 174 hectare parcel of land in Gympie, Queensland, which is being transformed into a regenerative farm and wildlife sanctuary. The Corymbia farm and sanctuary will generate carbon credits to offset a portion of The Star's scope 1 greenhouse gas emissions.

For every hectare of land used by The Star across our resorts, we'll restore three hectares in the wild. Over the next five years, we will plant over 80,000 trees, the equivalent of reforesting 100 hectares of land.

By reforesting our own land, we aim to support our carbon reduction targets while also balancing regenerative farming, nature education, and support for endangered species.

80,000

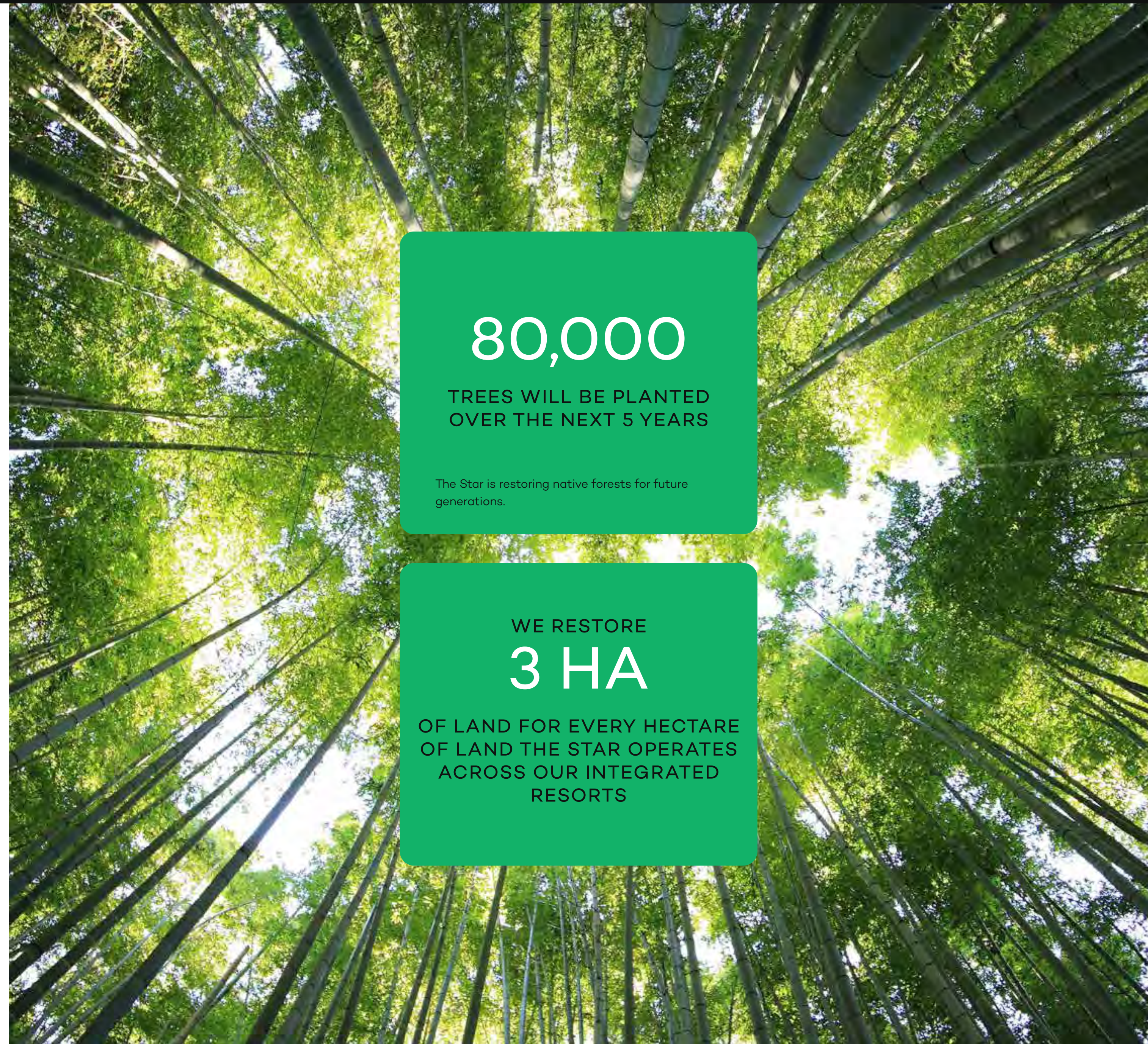
TREES WILL BE PLANTED
OVER THE NEXT 5 YEARS

The Star is restoring native forests for future generations.

WE RESTORE

3 HA

OF LAND FOR EVERY HECTARE
OF LAND THE STAR OPERATES
ACROSS OUR INTEGRATED
RESORTS



Contributing to the SDGs through our sustainable properties

Responsible Business, Sustainable Destinations considers our physical assets and the states in which they operate. Given the different locations and design of our assets, each site contributes uniquely to the SDGs. Queen's Wharf Brisbane has a 6 Star Green Star rating, and with its green spaces, sustainable design and parklands, this property directly supports goals 3, 9, 11 and 13.



(c) Destination Brisbane Consortium. Queen's Wharf Brisbane. Concept image only.

A focus on biodiversity and partnerships

This year, The Star purchased 174 hectares of farmland in regional Queensland. The intent is to generate carbon offsets through tree-planting, increase native habitats, increase biodiversity, and educate our team members in sustainable development and farming. Through this project, we directly support goals 3, 9, 11, 12, 13 and 15.

We have also established several partnerships in support of goal 17, including biodiversity focussed non-governmental organisations, clean technology startups, tree planting specialists, tourism forums, universities, local authorities and industry organisations. Partnerships, including the City of Sydney's 'Sustainable Destination Partnership' of which The Star chairs the Leadership Panel, demonstrating collaboration and knowledge sharing in support of sustainable outcomes.





WASTE



Corymbia farm and sanctuary, Gympie QLD

A VISION FOR A BIODIVERSE FUTURE AT CORYMBIA FARM AND SANCTUARY

Our goals around destination stewardship include pathways to sequester carbon in ways that also support biodiversity and regional communities.

The Star's first carbon abatement project explored a land purchase where carbon credits could be generated. The project goals encompassed additional benefits including biodiversity enhancement, regeneration of land and sustainable agriculture, in turn supporting the company's employee engagement strategy. In December 2021, we delivered against this commitment. After detailed analysis and assessments, The Star secured a 174-hectare land parcel near Gympie, Queensland called Corymbia.

At Corymbia Farm and Sanctuary, our vision is to create a nature-based farming practice. The farm will support endangered species, sequester carbon and contribute to biodiversity, alongside farming communities.

The initial project will allow us to plant trees, engage our team in regeneration education, and create koala habitat. We continually seek guidance from experts and partners as we progress.

A NEW EMISSIONS REDUCTION FUND THAT REGENERATES NATURE

In March 2022, The Star finalised registration of an Emissions Reduction Fund (ERF) tree planting project with the Clean Energy Regulator named the 'Lower Wonga Native Regeneration Project'.

The Star was inspired by the work of Odonata Foundation, whose work in the region enables landholders to work alongside nature. Corymbia aligns with the vision of Odonata, to support private landholders to be part of the threatened species solution.

To deliver the carbon credit goal, The Star engaged Ndevr, an environmental and carbon specialist consultancy. Creating our own offsets for a portion of our scope 1 emissions reduces the risks of sourcing all offsets from the market.

SUPPORTING FARMING COMMUNITIES

Named after the genus of bloodwood tree found onsite, Corymbia has provided a homestead for a local farming couple to grow their commitment to regenerative farming, demonstrating our support for regional communities.



NATURE & BIODIVERSITY

MEASURING OUR IMPACT ON BIODIVERSITY

To measure our impact on biodiversity outcomes, we conducted biodiversity testing across Corymbia using environmental DNA sampling.

This high-tech method involves water sampling across a range of dams and waterways to detect the wildlife that frequent the site. The results at Corymbia showed species of native frogs in addition to some pests including fox and rabbit. The site reflects other properties in the area, which are relatively low in wildlife.

To understand the impact of planting over 100 hectares of mixed tree native forests, The Star engaged koala experts from the University of Sunshine Coast to conduct assessments of Corymbia and its supporting green corridors.

Using a koala dog to track koala activity, the results showed no koalas onsite, however they were found within five kilometres of the property. This supports the vision that if mixed native tree vegetations are tailored to the koala diet, Corymbia could provide up to 100 additional hectares of habitat over time. In FY2023-24 we will continue to work with local koala groups to understand how Corymbia can provide habitat and increases koala populations.

NEXT STEPS

In FY2023, mixed native tree planting will begin. We are at the beginning of this journey, and partnering with biodiversity experts such as Odonata has allowed us to understand how we can make a long-term difference.

Corymbia will operate under our values of Ownership, True Teamwork, Welcoming and Doing the Right Thing.

Each year we will report on progress against our key workstreams of biodiversity - sustainable agriculture, carbon offsetting and creating community value. We will also meet our requirements and report the progress against our the Lower Wonga Native Regeneration Project.

THE STAR'S CORYMBIA SITE IS EXPECTED TO EXPAND LOCAL KOALA HABITAT BY OVER 100 HECTARES.

2023 WILL SEE MORE MIXED NATIVE TREES PLANTED ON SITE, INCREASING VEGETATION THAT PROVIDES FOOD FOR KOALAS IN THE AREA.





SUSTAINABLE SOURCING

ENSURING SUSTAINABLE SOURCING PRACTICES



SUSTAINABLE SOURCING



SUPPLIERS MAKE A DECLARATION DURING THEIR ONBOARDING PHASE THAT THEY HAVE READ AND WILL ADHERE TO THE CODE.

ENSURING SUSTAINABLE SOURCING PRACTICES

Our Supplier Code of Conduct establishes requirements of our suppliers across our environmental, social and governance business areas, including sustainable sourcing.

As part of our Procurement operations, we ensure all relevant audits and certifications are obtained prior to any high-risk purchases, including certifications in relation to timber (Forest Stewardship Council), seafood (Marine Stewardship Council) and food safety audits (i.e. HACCP). To ensure timber products imported and used across the group are not illegally logged, we have a Standing Operating Procedure in place.

Our category management is refined to ensure we can understand opportunities to engage suppliers in innovation, and make more environmentally sustainable choices.



DESTINATION STEWARDSHIP

DEVELOPING
ENVIRONMENTALLY AND
SOCIALY SUSTAINABLE
PRECINCTS AND TOURISM





BUILDING FOR A SUSTAINABLE FUTURE

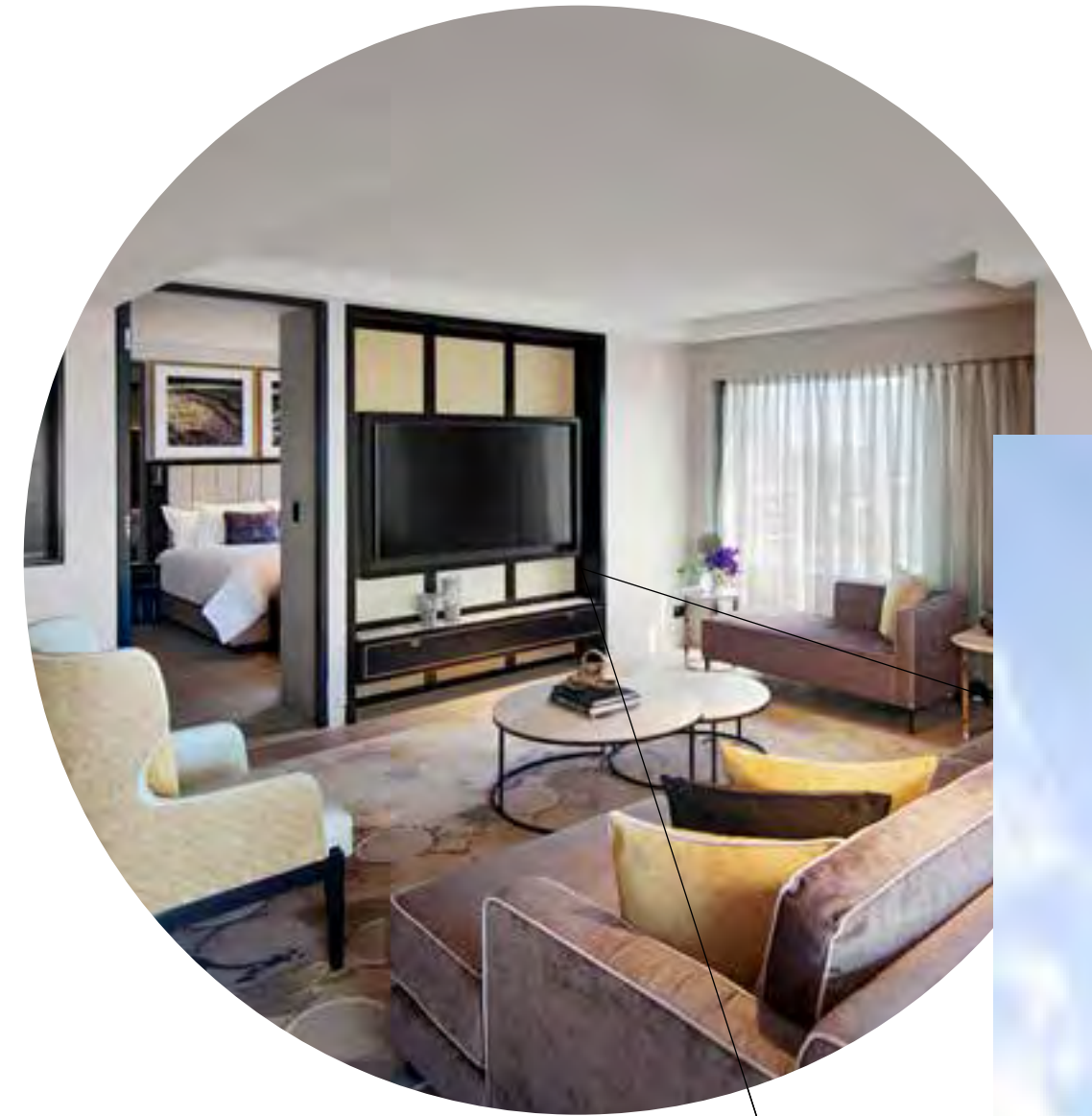
New buildings, major retrofits and upgrades are subject to our Sustainable Design and Operational Standards in addition to planning controls. We undertake third party certified environmental ratings on our buildings, including the Green Building Council of Australia Green Star rating, National Australian Built Environment Rating System (NABERS) ratings, and EarthCheck.

The Group achieved ratings across 90% of our managed portfolio on a square metre basis, including:

- › 5 Star Green Star Interiors rating
- › 5 Star NABERS Tenancy rating
- › NABERS whole building rating for our William St offices in Brisbane
- › Green Star – Performance ratings at The Star Sydney and The Star Gold Coast
- › EarthCheck Platinum at the Gold Coast Convention and Exhibition Centre and
- › commitments to further Green Star – Performance and Design and As Built ratings as part of our new developments.

Baseline ratings undertaken at The Star Sydney and The Star Gold Coast help us measure the impacts of our efforts. A continuous improvement plan and recertification over a three-year cycle guides our sustainability performance progress and allows for improvements to be recognised.

THIS YEAR, WE REACHED OUR TARGET TO ACHIEVE THIRD-PARTY CERTIFIED ENVIRONMENTAL RATINGS ACROSS MORE THAN 90% OF OUR MANAGED PORTFOLIO ON A SQUARE METRE BASIS.





DESTINATION STEWARDSHIP

THE STAR SYDNEY COMPLETED ITS FIRST GREEN STAR – PERFORMANCE RECERTIFICATION AND WAS AWARDED 3 STARS BY THE GREEN BUILDING COUNCIL OF AUSTRALIA.



GREEN BUILDING RATINGS

BUILDINGS	CERTIFICATION	STATUS
<i>Queen’s Wharf Brisbane</i>	6 Star Green Star Communities v1 rating	Achieved
	Tower 1 - Design & As Built v1.1 Design Review	Achieved
	Tower 2 & Tower 3 Design & As Built v1.1 Design Review	Achieved
	Tower 4 Design & As Built v1.1 Design Review	Achieved
	6 Star Green Star Design & As Built v1.1 rating for non-residential new buildings	Committed
	Industry Best Practice Design & As Built v1.1 ratings for existing heritage buildings	Committed
	Green Star Performance ratings for each non-residential building	Committed
<i>The Star Gold Coast, Broadbeach Island, Broadbeach, QLD</i>	Green Star Performance rating	Achieved
<i>The Dorsett hotel and The Star Residences tower</i>	5 Star Green Star Design v1.1 Review	Achieved
	5 Star Green Star Design & As Built v1.1 rating	Achieved
<i>The Star Gold Coast - Tower 2</i>	5 Star Green Star Design v1.1 Review	Achieved
	5 Star Green Star Design & As Built v1.1 rating	Committed
<i>Gold Coast Convention and Exhibition Centre</i>	EarthCheck Platinum Certified	Achieved
<i>The Star Sydney, 80 Pyrmont street, Pyrmont, NSW</i>	3 Star Green Star Performance rating	Achieved
<i>The Star Entertainment Group’s Sydney corporate office, 60 Union street, Pyrmont, NSW</i>	5 Star NABERS Tenancy rating	Achieved
<i>The Star Entertainment Group’s Brisbane corporate office, 159 William street, Pyrmont, NSW</i>	NABERS whole building rating	Achieved



DESTINATION STEWARDSHIP

SUSTAINABILITY AT THE GOLD COAST CONVENTION AND EXHIBITION CENTRE (GCCEC)

The GCCEC continues to be a regional leader in sustainability practices, adhering to the standards set out by EarthCheck, the world's leading scientific benchmarking, certification and advisory group for travel and tourism.

The first convention centre in the world to achieve platinum status with EarthCheck, GCCEC maintains a consistently high level of achievement for positive environmental outcomes.

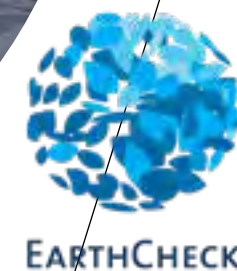
FY2022 HIGHLIGHTS

- A new video showcases GCCEC's commitment to sustainability
- We took part on panel with EarthCheck and tourism industry leaders
- We offer a Green Event Checklist and Guide to support event planners
- Donated 2,469 kilogram (4,938 meals) to OzHarvest
- Installed 2 electric car chargers
- Installed an energy efficient commercial dishwasher and back of house water refill stations
- Delivered a zero-waste event for Deloitte Australia, among 98 live events, site inspections, menu tastings, stakeholder meetings and staff training days
- Quarterly Green Team meetings
- Encouraged event usage of BioPak compostable products
- Supported diversity and local businesses
- 32,591 kgs of CO2e prevented from entering the atmosphere



AWARDS AND ACCOLADES

- › Best Sustainable Venue, Spice Awards
- › Best In-House Catering at a Convention Centre, Spice Awards
- › Platinum status – 14 years, EarthCheck
- › Regional Leader across several measurement categories





DESTINATION STEWARDSHIP

CASE STUDY

WASTE NOT, WANT NOT

DELOITTE AUSTRALIA PARTNERS' MEETING 2022

In keeping with Deloitte's purpose to make an impact that matters, and the firm's commitment to climate action for a better future, the company adopted a Zero Waste policy for this year's partners' meeting.

GCCEC was particularly well-suited.

"We knew the Centre had a great reputation for recycling and sustainability," Deloitte Senior Manager Julie Jaroszewicz says.

GCCEC worked with Deloitte to ensure that even the event signage would be reused and recycled.

From the delegates' perspective, the commitment to sustainability started from their arrival at the venue, when they were provided with refillable water bottles. Rehydration stations were provided for guests to refill their bottles on each of the venue's two levels.

GCCEC also provided Deloitte with a report to measure the effectiveness of their waste management techniques at the conclusion of the event.

"THEY WENT ABOVE AND BEYOND FOR THIS EVENT, WITH ZERO WASTE AMBASSADORS STATIONED ON EACH LEVEL OF THE VENUE TO ENSURE THAT EVERYTHING WENT WHERE IT WAS SUPPOSED TO, AND EVERYTHING THAT COULD BE REUSED, WOULD BE REUSED."

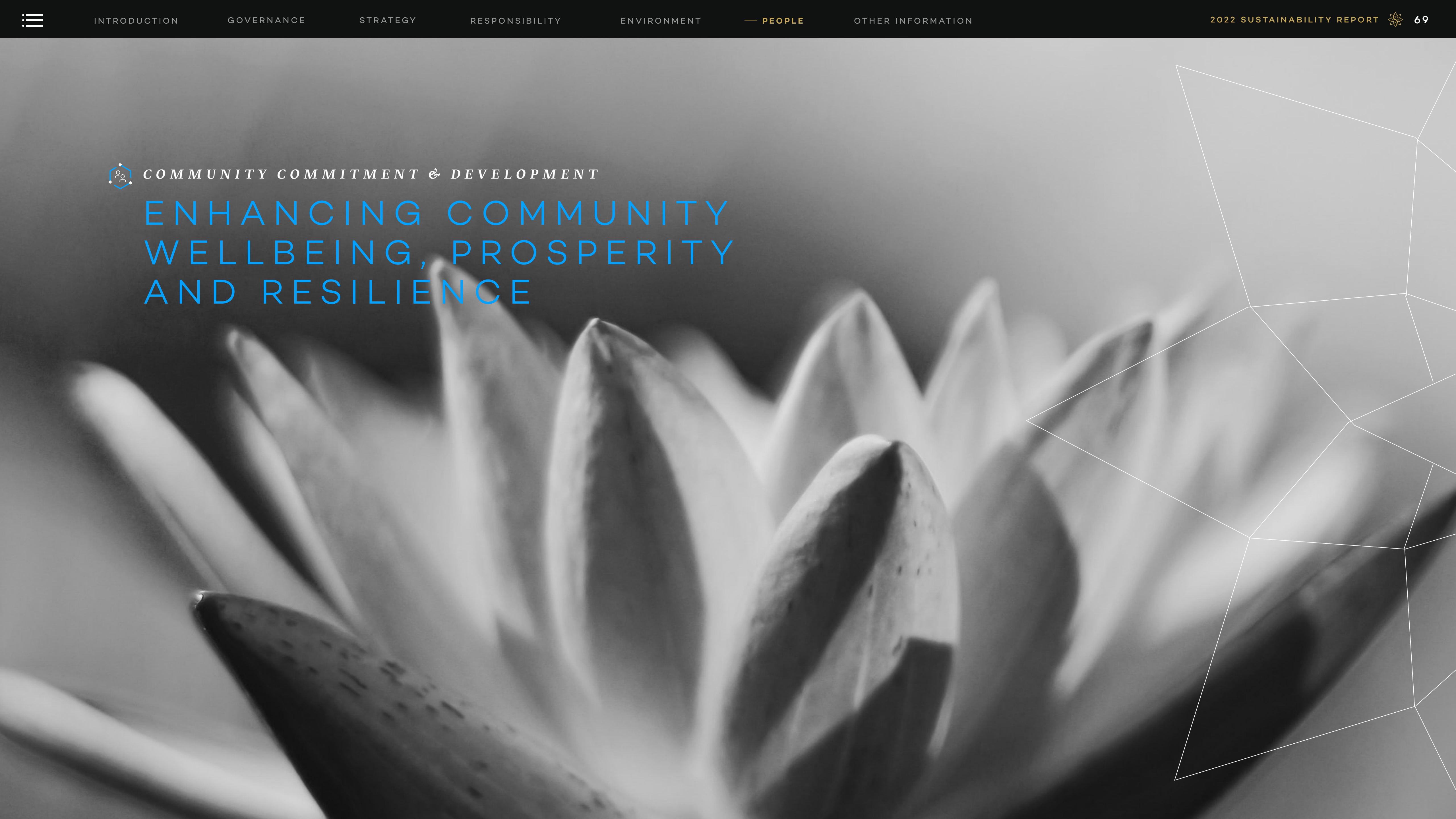
JULIE JAROSZEWICZ, DELOITTE SENIOR MANAGER





COMMUNITY COMMITMENT & DEVELOPMENT

ENHANCING COMMUNITY
WELLBEING, PROSPERITY
AND RESILIENCE





COMMUNITY COMMITMENT & DEVELOPMENT

SUPPORTING OUR COMMUNITIES THROUGH CHARITABLE PARTNERSHIPS

As part of our social license to operate, The Star partners with a number of community organisations, charities and not-for-profits in Sydney, Brisbane and the Gold Coast to ensure we make a positive impact on the communities we call home.

‘Open Your Hearts’

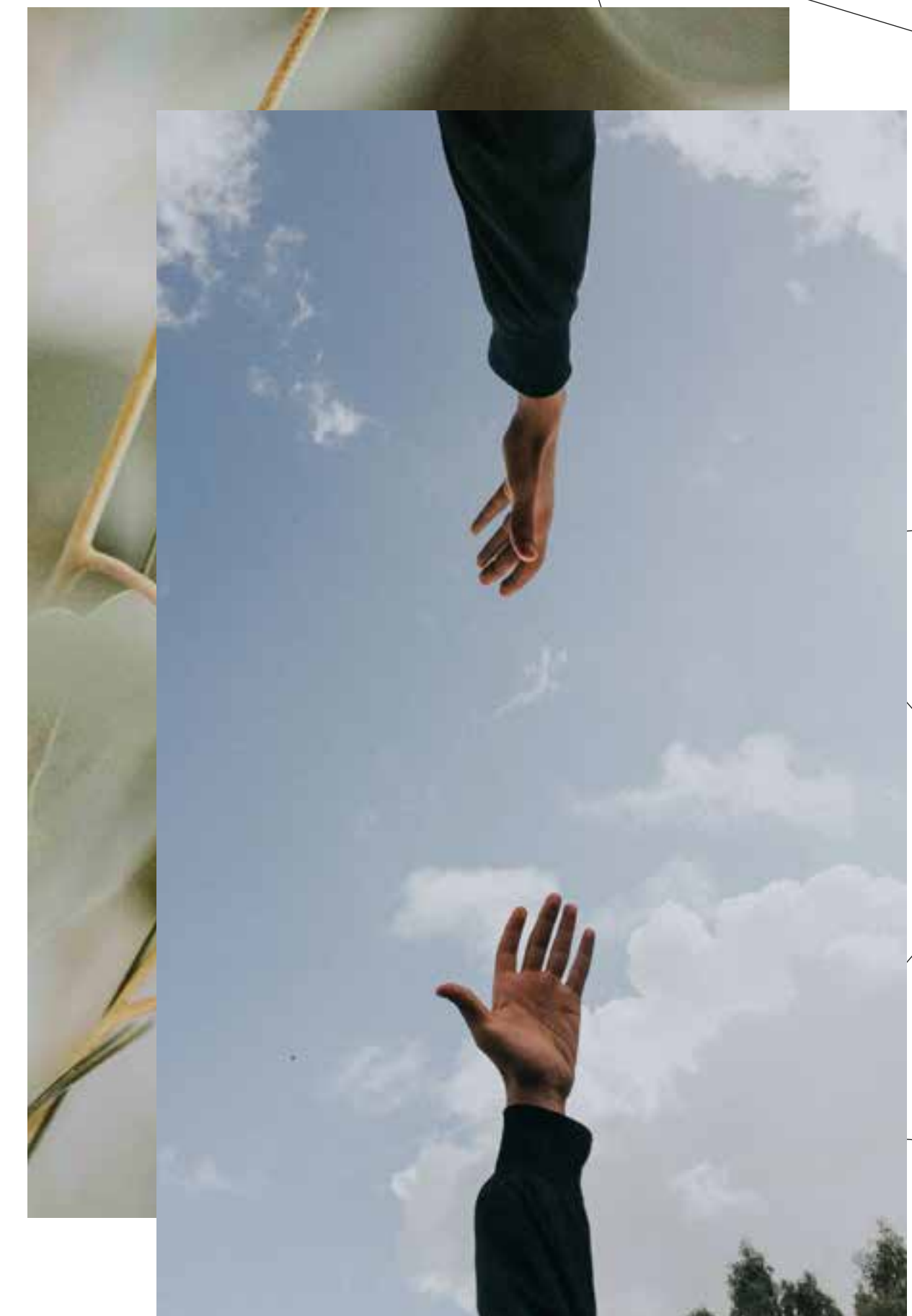
Established in 2008 at The Star Gold Coast and Treasury Brisbane, ‘Open Your Hearts’ is The Star’s team member giving program. In FY2022, the program was expanded to all properties, with an aim to give all team members the same opportunity to make a positive impact on the communities in which they work and live.

WE’VE DONATED MORE THAN \$220,000 TO LOCAL COMMUNITY ORGANISATIONS AND CHARITIES THROUGH OUR ‘OPEN YOUR HEARTS’ PROGRAM

Lending our skills to help those in need

The Star Sydney has been part of the Pyrmont community for three decades and continues to invest in local community groups, events, and organisations such as Pyrmont Wine and Food Festival, Pyrmont Sings, and Christmas in Pyrmont. Team members from The Star Sydney including chefs and culinary apprentices have also donated their time and skills to help the local community raise much needed funds, and as part of the 2021 Christmas In Pyrmont street fair, The Star raised over \$10,000 for three local charities including Ultimo Public School Music Program, Barnardos’ Response to the COVID-19 Crisis and Uniting Harris Community Centre.

The Star Sydney also partners with the National Indigenous Culinary Institute, directly investing in the future of young and talented Indigenous chefs and helping build the capacity of the organisation to expand their operations both in New South Wales and into Queensland.



THE STAR RAISED OVER \$10,000 FOR LOCAL CHARITIES AS PART OF THE 2021 CHRISTMAS IN PYRMONT STREET FAIR.



COMMUNITY COMMITMENT & DEVELOPMENT

Giving back with GIVIT

In FY2022, The Star continued its relationship with GIVIT, our National Community Partner, by supporting their charitable work, which includes initiatives with local Indigenous organisations, their 2021 Christmas Appeal and various natural disaster drives. In the 2022 financial year, The Star partnered with GIVIT on a national ‘Spring Clean’ campaign, kickstarting the initiative by pledging \$2 million worth of items to GIVIT partner charities, including new mattresses, designer sofas, dining tables, chairs and crockery.

Supporting emerging talent

Treasury Brisbane continues its support of local craft brewers and winemakers through its partnership with The Royal National Agricultural and Industrial Association of Queensland’s (RNA) Royal Queensland Beer and Wine Awards. These awards have given the opportunity to both promote some of Queensland’s best beer and wine but also the emerging talent and craftsmanship of these breweries and wineries.

The Star also partners with one of Queensland’s newest and most prestigious art prizes, the Brisbane Portrait Prize. As the Presenting Partner of the Prize, we are directly investing in showcasing some of the most talented artists in Brisbane and beyond as well as playing an integral role in an art prize that is quintessentially Brisbane.

Proudly partnering with local heroes

The Star Gold Coast proudly supports two long term community partners, both iconic Gold Coast organisations that have a daily impact on our team members and our guests. Our partnership with Surf Life Saving Queensland is one that goes back almost 30 years. We play our part by supporting Surf Woman of the Year, promoting young women from across the Gold Coast and Queensland to develop their skills and careers. The Star Gold Coast has a long history with Surf Life Saving’s ‘Surf Girl’ program and its fantastic to be involved in the first two years of its rebirth.

The Star Gold Coast is a proud supporter of Currumbin Wildlife Hospital, one of the busiest wildlife hospitals in the world, which and treats thousands of injured, sick and displaced animals every year. The hospital’s important work ensures the conservation of local wildlife and animal care through the provision of donations, as well as raising awareness within the community and visitors to the property.



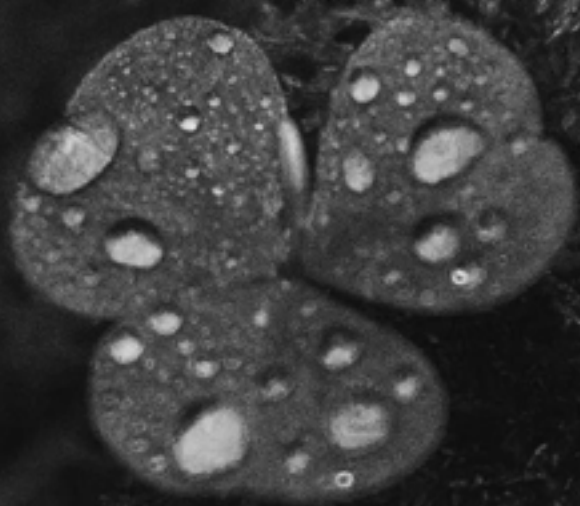
IN FY2022, THE STAR PLEDGED \$2 MILLION WORTH OF ITEMS TO GIVIT PARTNER CHARITIES DURING THE NOT-FOR-PROFIT ORGANISATION’S NATIONAL ‘SPRING CLEAN’ CAMPAIGN.





DIVERSITY, INCLUSION & BELONGING

EMPOWER A DIVERSE
AND INCLUSIVE CULTURE
WHERE EVERYONE HAS THE
OPPORTUNITY TO THRIVE





DIVERSITY, INCLUSION & BELONGING

A DIVERSE AND INCLUSIVE (D&I) CULTURE WHERE EVERYONE CAN THRIVE

DIVERSITY & INCLUSION TEAM MEMBER NETWORK GROUPS

Our D&I proposition and inclusive culture are supported by our four passionate employee network groups made-up of volunteers from across The Star properties and corporate offices. Members of these groups provide safe spaces for other like-minded members to connect and form communities of allyship, action and advocacy. Together they challenge the business to maintain and advance its commitment to diversity, equity and inclusion by spotlighting the value of diversity and providing visibility of support to people and initiatives requiring a voice.

DIVERSITY & INCLUSION STEERING COMMITTEE

Central to our D&I strategy is our group-wide Diversity and Inclusion Steering Committee. Chaired by the Group Manager of People Experience & Culture and sponsored by the Chief Executive Officer. Executive Sponsors and General Managers from across the group represent each of our four D&I focus areas, coming together quarterly to ensure we keep focus, make the right decisions, and maintain best practice in our commitments to our people.

OUR TARGETS

Balance

45% FEMALE, 45% MALE
AND 10% NON-BINARY
AT SENIOR LEADERSHIP LEVELS

Unity

20% ASIAN REPRESENTATION
AT SENIOR LEADERSHIP LEVELS

Proud

5% YEAR-ON-YEAR IMPROVEMENT
IN THE AUSTRALIAN WORKPLACE
EQUALITY INDEX SCORE



REVAMPING OUR GENDER EQUALITY STRATEGY

In consultation with the employee-led network, Balance@TheStar, we delivered a revised gender equality strategy in FY2022, with a focus on five key areas:

- › Leadership accountability
- › Gender pay equity
- › Building capability of talent pipeline
- › Cultural change and communication
- › Flexible work and support for carers.

The Star proudly plays an active role in progressing gender equality as a founding member of Women in Gaming and Hospitality Australasia (WGHA).

We ensure team members, particularly women, have access to training and information that allows them to progress their careers.

INTRODUCING INCLUSIVE LEADERSHIP TRAINING

In September 2021, The Star introduced mandatory training modules for leaders to equip them with an understanding of The Star's expectations on gender equality and flexible work.

RECOGNITION AS AN 'EMPLOYER OF CHOICE' FOR GENDER EQUALITY

In March 2022, The Star was one of only 12 new companies to be recognised by the Workplace Gender Equality Agency, an Australian Government agency, for our genuine commitment and contribution to progressing gender equality and equity in the workplace.

WE CELEBRATE SIGNIFICANT DAYS THROUGHOUT THE YEAR

In FY2022, The Star marked the importance of International Women's Day with a range of initiatives and events for team members to highlight this year's theme, 'Break the Bias'. This included a leaders' panel with a guest speaker, back-of-house celebrations, and partner sessions focussed on women's financial wellbeing. We also showcased positive role models at International Men's Day in November 2021, with Balance@TheStar committee members sharing their experiences of positive male role models across The Star internal communication channels.



Our Gender Breakdown*

55%

MEN

45%

WOMEN

38%

WOMEN IN LEADERSHIP POSITIONS

6.7%

GENDER PAY GAP

Target: 0.5% reduction

*As at 31 March 2022, and aligned to the Workplace Gender Equality Agency's report.

Talent Acquisition in FY2022

48%

OF RECEIVED APPLICATIONS WERE WOMEN

47%

SHORTLISTED CANDIDATES WERE WOMEN

48%

OF FINAL HIRED EMPLOYEES WERE WOMEN



DIVERSITY, INCLUSION & BELONGING

CASE STUDY

STEVEN TEIXEIRA,
ASSISTANT GAMING MANAGER
AT THE STAR SYDNEY

Steven has been with The Star for more than 15 years, starting out as a blackjack dealer, and today he is responsible for the operational aspects of any given area of the casino where gaming occurs. As part of Balance@TheStar, Steven hopes to effect positive change when it comes to gender equality.

When Steven first joined The Star, he planned to stay for 6 – 12 months before leaving to study. Now approaching 16 years with the business, he says he still loves his role, his team, and the opportunity to provide coaching and mentoring to future leaders to help them succeed.

Day-to-day, Steven’s job includes managing staff and making sure guests have a great experience, which involves various types of project work, responsible gambling and ensuring The Star is compliant with all rules, standard operating procedures and policies. Steven finds the role enjoyable as it’s guest-facing while also requiring interactions with dealers, supervisors, gaming managers, and other departments including corporate staff and senior managers. “It’s one of the best roles at The Star for building long-lasting network connections,” he says.

Steven takes pride in driving changes for the better, and with four leadership nominations in the previous six years, the father-of-three says a big part of his reason for staying with The Star is having a flexible employer that values balance. “My children are growing up so fast and I don’t want to miss a thing,” he says. “Spending quality time with my family and being able to take them to swimming or dancing lessons every Monday gives me great joy.” Steven says The Star has allowed for flexible arrangements that means he can be his best self at work and at home while being a primary carer and having the ability to do pre-school drop-offs. This balance also enables his wife to further succeed in her employment.

As part of Balance@TheStar, Steven wants to be a role model for other parents and fathers and to break the misconception that dads can’t be primary carers who are entitled to parental leave. “There have been huge improvements in the parental leave policy for all team members,” says Steven. “I am seeing more males taking primary care responsibilities and also going part-time.”



“I AM A BIG BELIEVER
IN GENDER EQUALITY
AND TRY TO ENCOURAGE
OTHERS TO TAKE THE
NEXT STEPS IN THEIR
CAREERS AND HELP THEM
GET THERE.”



PROUD@THESTAR PROMOTES SAFETY AND INCLUSION FOR LGBTQI+ TEAM MEMBERS

Proud@TheStar is a platform of support and representation, facilitating participation in LGBTQI+ days of significance and celebration, and helping all team members to become an ally and friend to the community.

TRAINING

300+ team members attended Ally Awareness Training. Led by our Proud employee network group members, The Star encourages all team members to join The Star's LGBTQI+ Ally training. Our goal is to educate and improve awareness.

In October 2021, The Star partnered with Intersex Human Rights Australia to provide over 30 Proud members with a training session to educate and bring awareness of the intersex community and the challenges that people with intersex variations may face. The training included introductions to intersex, health and human rights, and intersex community and allyship.

RECOGNISED AS AN LGBTQI+ FRIENDLY DESTINATION BY ONLINE TRAVEL AGENCY BOOKING.COM

Team members from The Star's hotels and reservation teams undertook specialty awareness training sessions to understand and connect with LGBTQI+ travellers. We were awarded Travel Proud badges by Booking.com, in recognition of being an LGBTQI+ friendly destination.



We increase awareness of the barriers the community face engaging team members and our vendor partners, and recognising important dates on the rainbow calendar including:

- › Intersex Awareness Day
- › International Day Against Homophobia Transphobia and Biphobia (IDAHOBIT)
- › Wear It Purple – Supporting the young LGBTQI+ community.

SPONSORSHIP AND PANEL SESSIONS AT THE PRIDE IN PRACTICE CONFERENCE

In November 2021, The Star was a platinum sponsor of the Pride in Practice Conference. As part of this conference, our CEO provided a keynote speech highlighting the need for continuing momentum of workplace diversity and inclusion programs – particularly for the LGBTQI+ community. The keynote also touched on the importance of leading from the top, the power of allyship, importance of LGBTQI+ inclusion and the achievements of the Proud@TheStar network. The Star also hosted a 30-minute panel session with representatives from the leadership team. The panel shared lived experiences from the LGBTQI+ community and the importance of allyship.

ACHIEVED
'GOLD STATUS'
EMPLOYER
IN THE
AUSTRALIAN
WORKPLACE
EQUALITY
INDEX

Recognised among the top 7% of LGBTQ inclusive workplaces in Australia.

Achieved our target of 5% year-on-year improvement in the Index (from 74% in FY2021 to 95% in FY2022).

DIVERSITY, INCLUSION & BELONGING

CASE STUDY

KAY KARTIKA, REMUNERATION AND BENEFITS COORDINATOR



Kay’s career at The Star began five years ago when she applied for the role of a trainee table games dealer, and today she supports the dynamic Remuneration and Benefits Team. Proud@TheStar provides Kay with the opportunity to create meaningful changes that benefit LGBTQI+ identified team members and assist in cultivating an inclusive workplace culture.

Kay’s initial motivation for joining the team at The Star was its brand as an internationally renowned entertainment destination. Having grown up and lived in Sydney, she always perceived The Star as an establishment that attracted excitement, growth, and diversity. “Recognising this, I was passionate to create a career and be a part of the industry-leading organisation,” she says, adding that it has been an exceptionally incredible and rewarding experience from day one.

Kay has noticed throughout her career at The Star that the revision and implementation of D&I policies has created an inclusive workplace environment, which plays an important role in attracting all forms of talent to the organisation. Further to this, being directly involved with Proud@TheStar initiatives has given her a greater sense of purpose beyond her everyday working duties.

“I FEEL RECOGNISED BY THE STAR AS AN LGBTQI+ TEAM MEMBER AND BEING A MEMBER OF PROUD ENSURES THAT MY VOICE IS HEARD WHEN ADDRESSING ANY POTENTIAL WORKPLACE CHALLENGES FACED BY LGBTQI+ TEAM MEMBERS.”

Kay’s most rewarding moment as a member of the LGBTQI+ community was when she was approached to be a panellist at a joint online event for Wear It Purple Day.

“It was such an incredibly rewarding moment for me because it was an opportunity to share my story, ideas, and challenges of intersectionality on a platform where it could help create impact and meaningful conversation around the importance of inclusivity within the workplace,” she says.

Additionally, Kay says it was made even more rewarding because she was able to participate in the experience alongside prominent leaders within the business and see first-hand how important LGBTQI+ inclusion is to them, as well as how they are contributing towards an equal and fairer workplace for all Team Members at The Star.

“During my career, it has been incredibly inspiring to see how much D&I has evolved within the organisation and it is one of the reasons why I love working here.”



DIVERSITY, INCLUSION & BELONGING

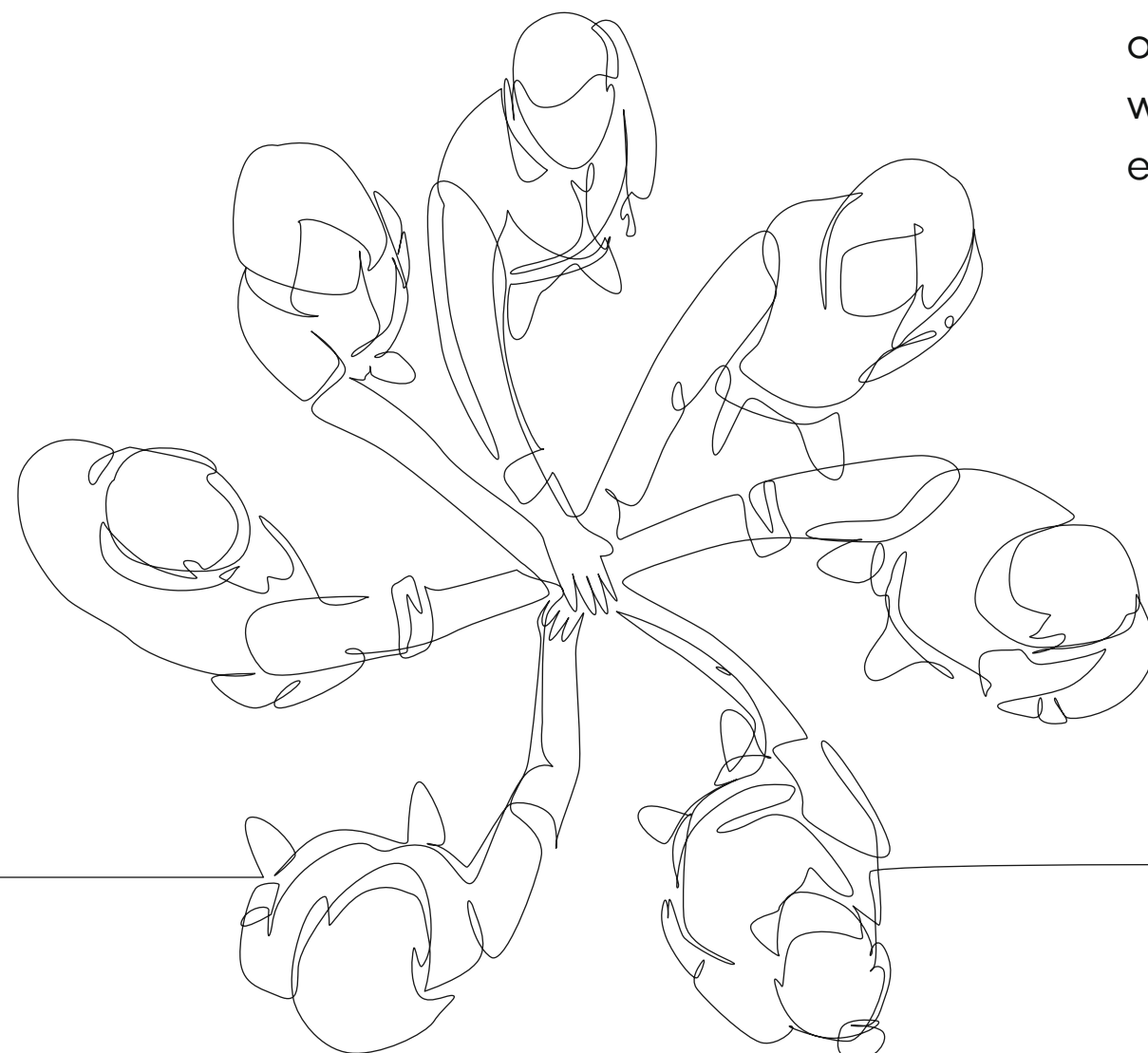
UNITY@THESTAR: SUPPORTING CULTURAL DIVERSITY

Our workforce is made up of team members from many cultures, and we proudly celebrate that diversity.

The Star is focused on supporting cultural diversity and inclusion for all, and driving leadership representation and professional development for our culturally and linguistically diverse team members.

Building future leaders with The Asian Leadership Project

The Star is a corporate member of The Asian Leadership Project, which aims to build a strong network of Asian talent that feel supported via ongoing professional and career development opportunities. This includes participation at speed mentoring events, where aspiring culturally and linguistically diverse talent from member organisations have the opportunity to connect with business leaders and learn from lived experiences to inspire them to grow professionally.



Cross-company collaboration with Lunch & Listen

Unity@TheStar prioritises a need to support and encourage the development of team members from culturally and linguistically diverse (CALD) backgrounds.

To help promote that development, in FY2022 the network-group initiated Lunch and Listen - a new program to promote open dialogue between leaders from CALD backgrounds and senior leaders from across The Star. Networking sessions provided opportunity for the groups to discuss career challenges, and share ideas and success stories.

Ambassador program for culturally and linguistically diverse leaders

In November 2021, Unity@TheStar launched the CALD Leaders' Program. This 6-month program will enable open and honest dialogue between The Star's Executive Team and Senior Leaders (Ambassadors) and leaders with culturally and linguistically diverse backgrounds.

The program has been designed to enable Ambassadors and CALD Leaders to share information, to help the organisation develop a better understanding of what impacts the career objectives and aspirations of CALD Leaders, and to drive a more inclusive and equitable workplace for all.

IN FY2022, THE STAR EXPANDED ITS 'DAYS OF SIGNIFICANCE' CALENDAR TO INCLUDE TWO ADDITIONAL CULTURE FESTIVALS - DIWALI (THE FESTIVAL OF LIGHTS) AND RAMADAN.



DIVERSITY, INCLUSION & BELONGING

CASE STUDY

WINSON LAW, HEAD CHEF, KIYOMI AT THE STAR GOLD COAST

Born and raised in Hong Kong, Winson has evolved his craft to focus on Japanese cuisine which he now showcases in the kitchen at Kiyomi. Winson says Unity@TheStar provides a place to seek good information about how to work effectively with diversity as well as connect with other team members from diverse backgrounds.

Winson has been with The Star for almost 10 years, pursuing a culinary career as an opportunity to be expressive creatively, as well to carve out a career with longevity. “Since starting at The Star I have always felt welcome here and also felt myself learning and progressing, and that is the environment that holds a lot of value for me,” he says.

For Winson, diversity means there is a space for all team members. “Everyone wants to feel valued and understood, so when there are programs that are introduced by Unity@TheStar, it helps to promote the diversity in our teams and helps me to be a better leader for my team,” he says.

Coming from a culturally and linguistically diverse (CALD) background, Winson has experienced challenges. “The biggest challenge is communication for sure because I am speaking in my second language most of the time,” he says. “I used to second guess whether my communication was being received as I intended.” However, there are positives. “I can also speak Cantonese and Mandarin, so in this way it a big opportunity for me as well.”

Having recently graduated from the CALD Leaders’ Program, Winson says the experience has taught him that diversity is a strength that allows for a fuller overall picture of any situation. “Our experiences and backgrounds contribute largely to our perspective and how we solve problems,” he says. “Having diverse perspectives allows us to look for the best approach which has the best result for everyone.”

As a leader, Winson understands the importance of fostering an environment where the team is valued, and diversity is promoted.



“IT HAS ALSO EMPOWERED ME TO BE AUTHENTIC IN MY ROLE, TO VALUE THE SKILLS AND KNOWLEDGE I HAVE, AND TO SEE HOW I AM ABLE TO CONTRIBUTE TO THE STAR AND MY TEAM.”



RECONCILIATION@THE STAR

The Star's vision for reconciliation is an Australia that is fair and inclusive and recognises and celebrates Australia's First Peoples history and culture.

As an organisation, we recognise the importance of working in respectful partnership with Traditional Owners and Aboriginal and Torres Strait Islander People and businesses to create sustainable and collaborative opportunities for a reconciled Australia. The Star has taken significant steps to progress reconciliation activities, including:

- › The growth of Reconciliation@TheStar, the team member network group that supports activities, initiatives and days of significance as outlined in the Reconciliation employee network group strategy.
- › Activation of Aboriginal & Torres Strait Islander Peoples days of significance in the diversity and inclusion calendar, including National Reconciliation Week and NAIDOC week.
- › Updates to the Acknowledgment of Country at all meetings and events of significance across The Star.
- › The inaugural strategy day for the Reconciliation@TheStar was held on 18 January, 2022.

ESTABLISHING A BASELINE FOR INDIGENOUS EMPLOYMENT PARITY

Alongside 41 large employers across Australia, The Star participated in the Minderoo Indigenous Employment Index. This index aims to establish a baseline for the state of Indigenous employment parity, identify best practices, and achieve sustainable Indigenous employment for the future.

NAIDOC Week - Team Member Artworks

In celebration of NAIDOC Week, over 300 team members came together across The Star's three properties (our meeting places) and alongside Indigenous artists to create amazing pieces that represent the traditional owners of the lands we operate on (including the Gadigal People, the Danggan Balun People, and the Turrbal and Jagera People) our communities, teams, and their respective journeys.

We thank Jason Douglas and Trevor Eastwood from Dalmarri, Ambrose Killian and Matt Robert – both from Ngalin Ayeye who helped our team members harness their artistic flair in workshops throughout the week to create these artworks.





DIVERSITY, INCLUSION & BELONGING

CASE STUDY

CASEY GREEN, SENIOR MANAGER, TABLE GAMES AT THE STAR SYDNEY



Casey has worked at The Star for 22 years, and her current role involves supporting the Table Games team in the 24/7 execution of the Table Games operation in Sydney. As part of Reconciliation@TheStar, Casey wants to drive change towards reconciliation with Australia's First Nations people.

"I am Kamilaroi woman, my dad was a Kamilaroi man from the Northern NSW area of Lightning Ridge," says Casey. "Connection to culture through family is very important, and when talking to other Kooris we will often explain who we are by talking about ourselves in relation to our family."

Casey's role at The Star involves working with various internal stakeholders to make improvements to the business and deliver on the expectations of guests, and she considers her team as her work family. "They are vast and diverse, and when you stop for a chat, you discover some remarkable stories both work-related and personal," she says. "Their well-being is what drives me to be a better leader."

Woort Koorliny – 'moving forward' – Casey believes we must continue to close the gaps in health, education and employment, which all impact each other. "If we continue at our current rate, the employment disparity between First Nations Australians and the broader society will not be resolved until 2218. This is simply unacceptable."

"CURRENTLY IN AUSTRALIA WE ARE GOING THROUGH A STATE OF TRANSITION WHERE SOCIAL ISSUES ARE BECOMING THE FOCUS OF SOCIETY, AND THE COLLECTIVE VOICE FOR EQUALITY IS TAKING HOLD. I WANT TO BE PART OF DRIVING THAT CHANGE."

When she's not at work, Casey is busy juggling family commitments and studies in primary education, and says she loves getting outdoors whenever she can. "I don't often get back to my country – I live on Darkinjung land and work on Gadigal land – but regardless of where I am, I'm happiest with my feet in the dirt, exploring what nature has to offer."

Learning First Nation stories and culture is something Casey engages in wherever her family travel to, and she is also passionate about seeing new experiences and growth within her team. "I recently became a Gallup Strengths Coach," she says, "The enjoyment I get from discovering what makes people tick and seeing the 'Aha' moments leaves me feeling refreshed and satisfied."



SAFETY & WELLBEING

SUPPORTING THE
PHYSICAL AND MENTAL
WELLBEING OF OUR
PEOPLE AND GUESTS





SAFETY & WELLBEING

SAFETY IS EVERYONE'S RESPONSIBILITY

The Star's goal is to ensure that individuals and teams take responsibility for health and safety.

We ensure that processes and policies across the organisation are consistent, and that we remain efficient while preventing injuries.

To empower our team members, The Star introduced key safety training via bespoke online videos focusing on internal processes and likely scenarios. We endeavour to engage team members in the health and safety decision making process. As such, the first tranche of online training focused on increasing their knowledge base and understanding of the importance of the safety management system, risk management, consultation and communication, working safely with contractors, and managing and investigating incidents.

In FY2022, The Star continued our systematic and practical approach to eliminating or minimising the risks of psychological injuries, while continuously improving our approach to supporting recovery.

To ensure that this approach achieves maximum positive impact, The Star has consulted at all levels of the organisation to review work design, safe systems of work, training content and delivery, and incident and issue management. The Star has also committed to providing a healthier environment for front of house team members and guests, by phasing out smoking in all indoor areas by the end of 2022.

REMAINING COMMITTED TO BEST PRACTICE THROUGHOUT COVID-19

While the COVID-19 pandemic continued to impact the hospitality and tourism industry during FY2022, The Star remained committed to developing best-practice processes in how we support and care for our people, contractors, and guests.

Despite state-government restrictions impacting operations across our properties in Sydney and Queensland, The Star continued to deliver measures to help protect physical health. This included on-property PCR testing for our workers, and technical measures to improve air quality.

IN FY2022, THE STAR'S TOTAL RECORDABLE INJURY FREQUENCY RATE (TRIFR), BASED ON ACCEPTED WORKERS' COMPENSATION CLAIMS WAS 11.8* WHICH WAS LOWER THAN OUR PRE-COVID-19 FIGURES.*

*In 2020, the NSW Government amended the Workers Compensation Act 1987 to introduce a presumption that workers in prescribed employment who contracted COVID-19 were automatically presumed to have contracted it in the course of their employment. The purpose of this legislation was to make it easier for workers to receive workers compensation entitlements without delay.

Given that these claims are driven from an administrative position, they have been excluded from the annual audit verification calculation for total recordable injury frequency rates.

Under this legislation, in FY2022 there were 1,392 claims reported to The Star from team members with COVID-19.

STAR SPOTLIGHT

ROBYN BOURNE,
WORKFORCE
SCHEDULER,
THE STAR SYDNEY

With a friendly and bubbly personality, Robyn's goal to always provide the best customer experience. When attending a medic situation involving a guest in the female bathrooms, Robyn remained calm while communicating all vital details with surveillance in a clear and concise manner. She then went the extra mile and waited to ensure the guest was safe until the medic arrived, further demonstrating her commitment to guest excellence.

**Star Awards 2022 Winner:
Guest Excellence**





SAFETY & WELLBEING

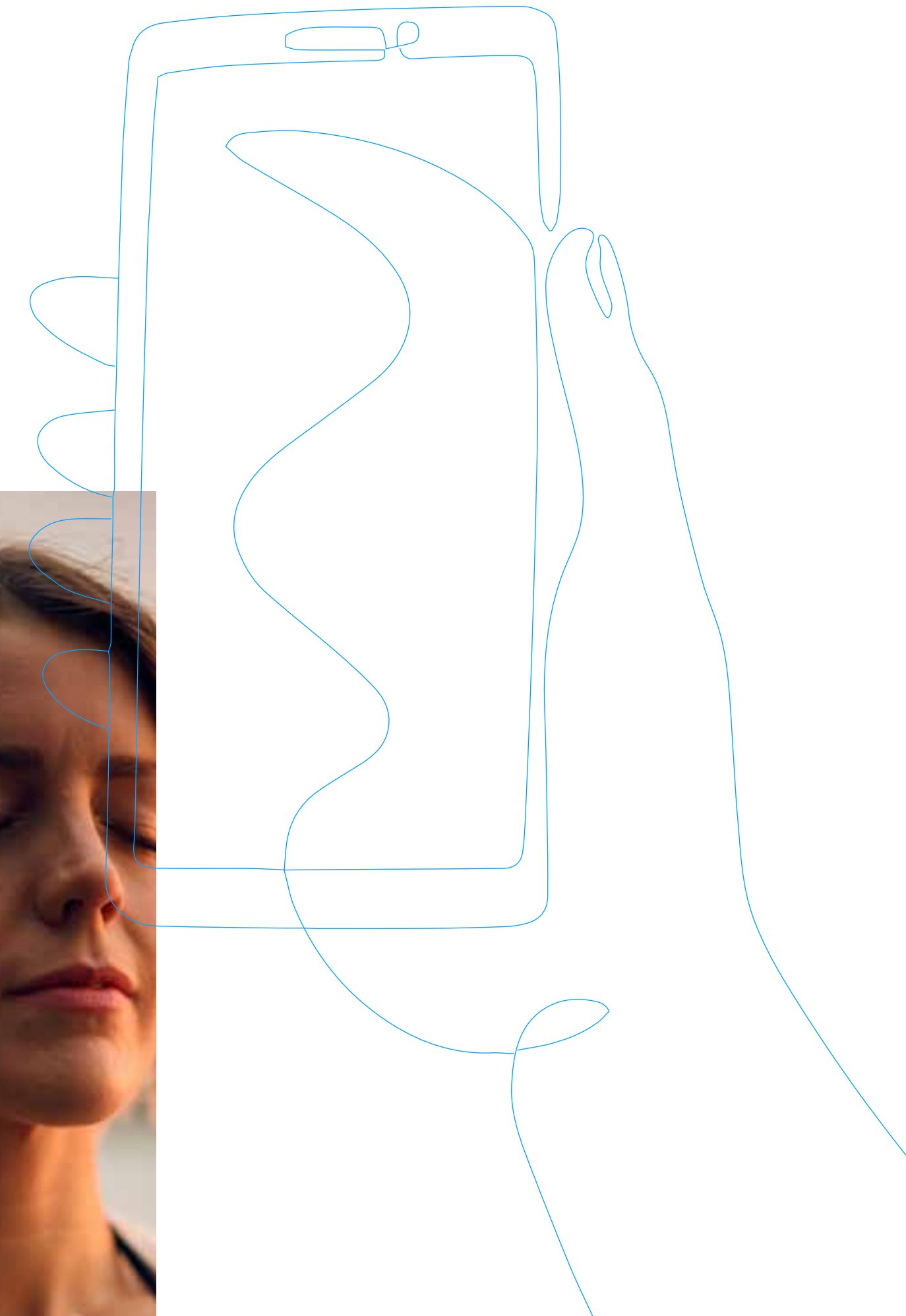
SUPPORTING MENTAL WELLNESS REMAINS CRITICAL

The last 24-months have highlighted the importance of promoting and supporting the mental wellbeing of team members.

In FY2022, The Star focussed on a combination of education and awareness initiatives, provision of additional resources, and continual communication with team members to ensure they are aware of available support structures.

The Star also encouraged leaders to complete comprehensive mental health awareness training to increase their confidence in supporting their teams. We delivered wellness education via webinars to equip our people with the tools to make informed health choices.

A DIGITAL WELLBEING PLATFORM, UNMIND, WAS MADE AVAILABLE TO ALL TEAM MEMBERS, AND UTILISED THROUGHOUT THE ORGANISATION WITH THE MOST POPULAR MODULES ACCESSED INCLUDING ‘MANAGING STRESS’, ‘BUILDING RESILIENCE’ AND ‘NUTRITION’.



MEASURING AND MONITORING GUEST FEEDBACK

The Star’s Guest Experience program is a robust, multilingual, multi-channel program designed to provide deeper insights into the “why?” and “so what?” of driving performance and preference amongst our guests. Feedback is collected on property (every day from every venue) and off property (via formal email surveys) to provide a channel for deeper insights into guests’ needs and expectations. A closed loop feedback process has been set up with triggers and triaging processes in place to allow front line staff to action poor guest experiences in real time/close to real time.

The ‘Guest Experience’ key performance indicator uses Kantar’s proprietary measurement TRI*M which measures both Performance (rating The Star based on recent experience) and Preference (how strong a guest prefers The Star over another entertainment venue). This measurement model was chosen over other similar models (e.g., Customer Satisfaction, Net Promoter Score) due to its appropriateness for the gambling sector, the stability of results at lower sample size levels, and its consumer behaviour prediction power.

The software behind the Guest Experience program is powered by Medallia, a leader in guest experience software.

This platform allows us to collect data from a wide variety of sources and touchpoints, analyse it with a suite of robust tools, including text analytics capabilities, and inspire action; including prompt response-to-guest feedback via case management capabilities as well as the ability to follow up guests with ad hoc surveys.

A regular operating rhythm is in place to drive the use of Guest Experience insights across all levels of the business and to inform the decision-making process.

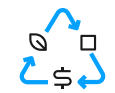




ETHICAL SUPPLY CHAIN

ENSURING ETHICAL SOURCING AND PROTECTING HUMAN RIGHTS





ETHICAL SUPPLY CHAIN

RESPONSIBLE SUPPLY CHAIN AND PROCUREMENT

We take a long term view towards responsible and sustainable procurement with relationships with our suppliers being future focussed and mutually beneficial.

A sustainable and ethical supply chain is one of our most material ESG issues.

Our Ethical Sourcing Policy articulates the ways in which the sourcing of goods and services will support ethical, responsible and sustainable practices (including addressing Modern Slavery risk in our supply chain). This policy is applied for all sourcing decisions across our properties.

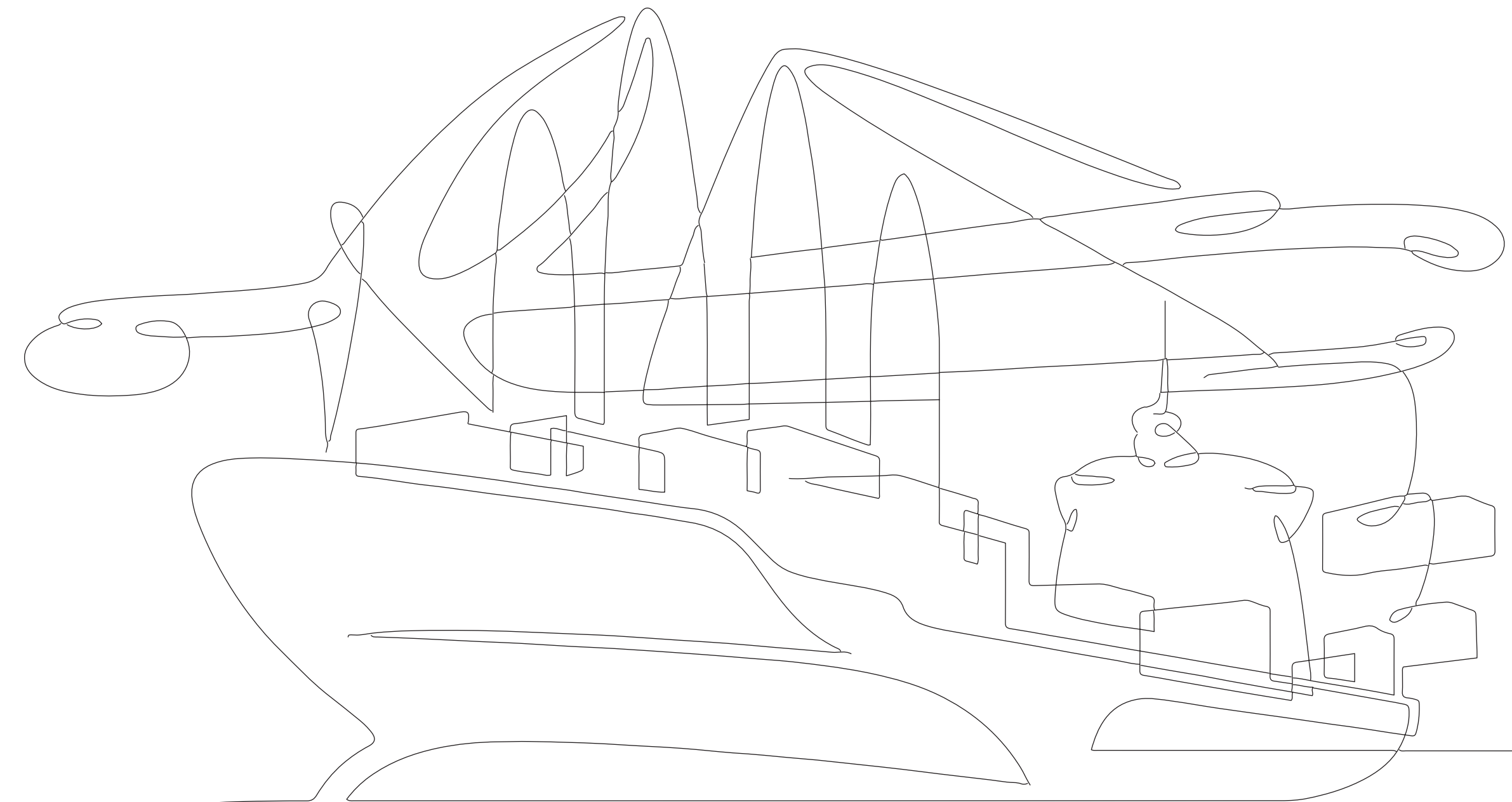
SUPPLIER MANAGEMENT STRATEGY

Our Supplier Management Strategy and internal controls include: our Procurement Policy, ESG strategy, Modern Slavery and Human Trafficking approach, Supplier Code of Conduct, supplier expectations, classification and risk assessment and the onboarding of suppliers into our business. All these measures help us to manage risks within our supply chain.

SUPPLIER CODE OF CONDUCT

Our Supplier Code of Conduct establishes requirements of our suppliers across our ESG business areas. The Code outlines our expectations on suppliers in the following areas:

- › Human Rights, labour practices, and anti-discrimination
- › Equal employment opportunity (EEO) and supplier diversity
- › Community involvement
- › Environmental
- › Workplace health and safety
- › Anti-corruption
- › Supply chain management
- › Privacy



ALL OUR SUPPLIERS MAKE A DECLARATION DURING THEIR ONBOARDING PHASE THAT THEY HAVE READ AND WILL ADHERE TO THE CODE.



ETHICAL SUPPLY CHAIN

UNDERSTANDING AND ADDRESSING MODERN SLAVERY RISKS

The Star is committed to working in partnership with our team members, suppliers and other stakeholders to understand and address the issues of modern slavery so that together, we can respect and support the rights of people regardless of where they may live or work.

During the financial year we analysed the risks of modern slavery within our operations and supply chain through our risk-based due diligence process, and further developed strategies to create a positive impact.

MODERN SLAVERY RISK ANALYSIS

In FY2022 we undertook a modern slavery risk assessment which analysed the data of 99% of our direct suppliers*. This covered four types of modern slavery including forced labour including bonded labour, child labour, human trafficking and forced marriage.

99%* OF OUR DIRECT SUPPLIERS HAVE UNDERTAKEN A MODERN SLAVERY ASSESSMENT IN THE FY2022 PERIOD.

The data analysis provided a high-level overview of inherent modern slavery risks. The majority (99%) of our suppliers are located in Australia and therefore represent a low risk. However, some supplier categories within Australia have higher risks such as cleaning, food, and seafood. As a result of the analysis, and inherent risk scores we asked a selection of our suppliers to complete a self-assessment questionnaire that will enable us to further engage with them.

MODERN SLAVERY COMMUNITY OF PRACTICE

The Star is a signatory member of the UN Global Compact Network Australia, and as part of our membership we participate in the Modern Slavery Community of practice to share learnings with other UNGCNA members, in line with the principle of continuous improvement.

THE STAR MODERN SLAVERY STATEMENT

As part of our obligations under the Modern Slavery Act 2018 (Cth) The Star provides an annual modern slavery statement that addresses reporting requirements during the financial year, which is submitted to the Australian Border Force Modern Slavery Register by 30 December each year.

MODERN SLAVERY WORKING GROUP

The Modern Slavery working group meets at least six times annually to build our response to the risks of modern slavery in our supply chain. They also help deliver on our commitments made in The Star Modern Slavery Statement and build plans for improvement. The team is guided by senior leaders from within our procurement and governance teams and contains members from across the business.

100% OF TEAM MEMBERS INVOLVED IN SUPPLY CHAIN, PROCUREMENT AND ROLES RELATED TO MODERN SLAVERY RISKS HAVE COMPLETED AWARENESS TRAINING IN THIS AREA. ADDITIONALLY ALL TEAM MEMBERS AND CONTRACTORS HAVE ACCESS TO THIS TRAINING, WITH 86% COMPLETING THE COURSE VOLUNTARILY.

TRAINING FOR TEAM MEMBERS

Raising awareness and skills among team members is an ongoing aspect of our modern slavery program. Our team members involved directly in the supply chain, procurement, and roles related to modern slavery risks are required to undertake mandatory online modern slavery training. In FY2022 we achieved 100% completion of this training and all team members and contractors have access to the online training module, with 86% having completed the training voluntarily.

SUPPLIER MANAGEMENT

Our Supplier Management Strategy is multifaceted and incorporates elements of our modern slavery approach, Supplier Code of Conduct, supplier expectations, the way we classify and risk assess our suppliers, and the way we onboard suppliers into our business.

Questions related to modern slavery are included in our request for tender or proposal process for all major suppliers. There are also modern slavery clauses within the standard Purchase Order and Supplier Agreement contracts for new suppliers. These reference requirements relating to modern slavery, and contain auditable obligations.

*Supplier category spend includes both capital and operational expenditure and does not include payments passed through Accounts Payable that do not relate to the provision of goods and services.



EMPLOYEE ATTRACTION & DEVELOPMENT

DEVELOP LEADERS AND GROW MEANINGFUL CAREERS



EMPLOYEE ATTRACTION & DEVELOPMENT

BUILDING THE WORKFORCE OF THE FUTURE

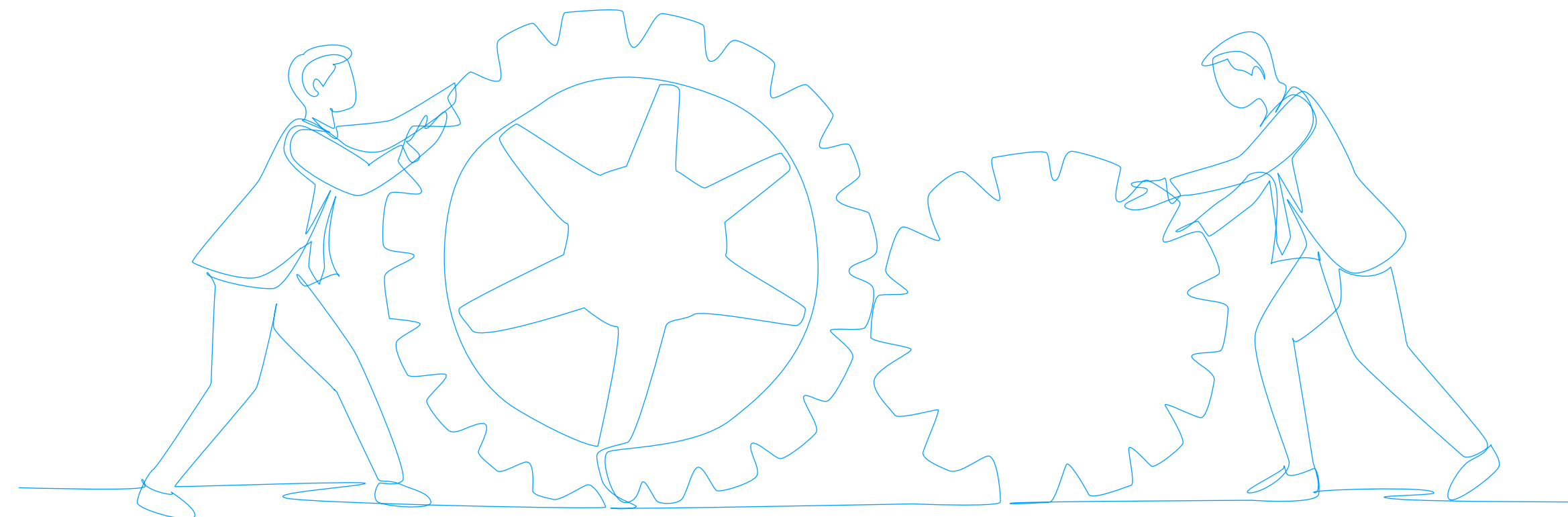
In FY2022, The Star reaffirmed our commitment to building talented teams that provide outstanding guest experiences and, as a result, generate shareholder value. The company's learning, training and development programs focus on upskilling team members and leaders across all departments.

To ensure a consistent pipeline of talent across its business, contemporary talent management practises have been put in place to reduce attrition, and support businesses growth and the wider strategy.

This is particularly important in areas that require specialised skills and training, such as culinary arts, hospitality management and tables games (i.e., croupiers). Our dedicated Talent Capability team works with business units across the organisation, to optimise these practises and contribute to the design and delivery of talent management programs.

In FY2022, an annual review identified key talent, skills and gaps across the organisation. The review identified and categorised personnel across three key areas – Achieving Leader, Future Leader and Key Achiever.

Additionally, high-level capability themes and development needs were identified through talent review conversations, and fed back to The Star Academy for integration into future leadership and management capability building development programs.



STAR SPOTLIGHT

LEON BANK,
ASSISTANT
GAMING MANAGER,
THE STAR SYDNEY

An impressive leader who strives to deliver to a high standard consistent with our values, Leon is always keen to take on more responsibilities for the benefit of the team. Creating a presentation of The Star's Leadership Capabilities to help communicate what it means to be a leader and how we can improve, as well as taking on an additional role in health and safety, Leon is a team player who inspires and motivates those around him.

**Star Awards 2022 Winner:
Leadership**





EMPLOYEE ATTRACTION & DEVELOPMENT

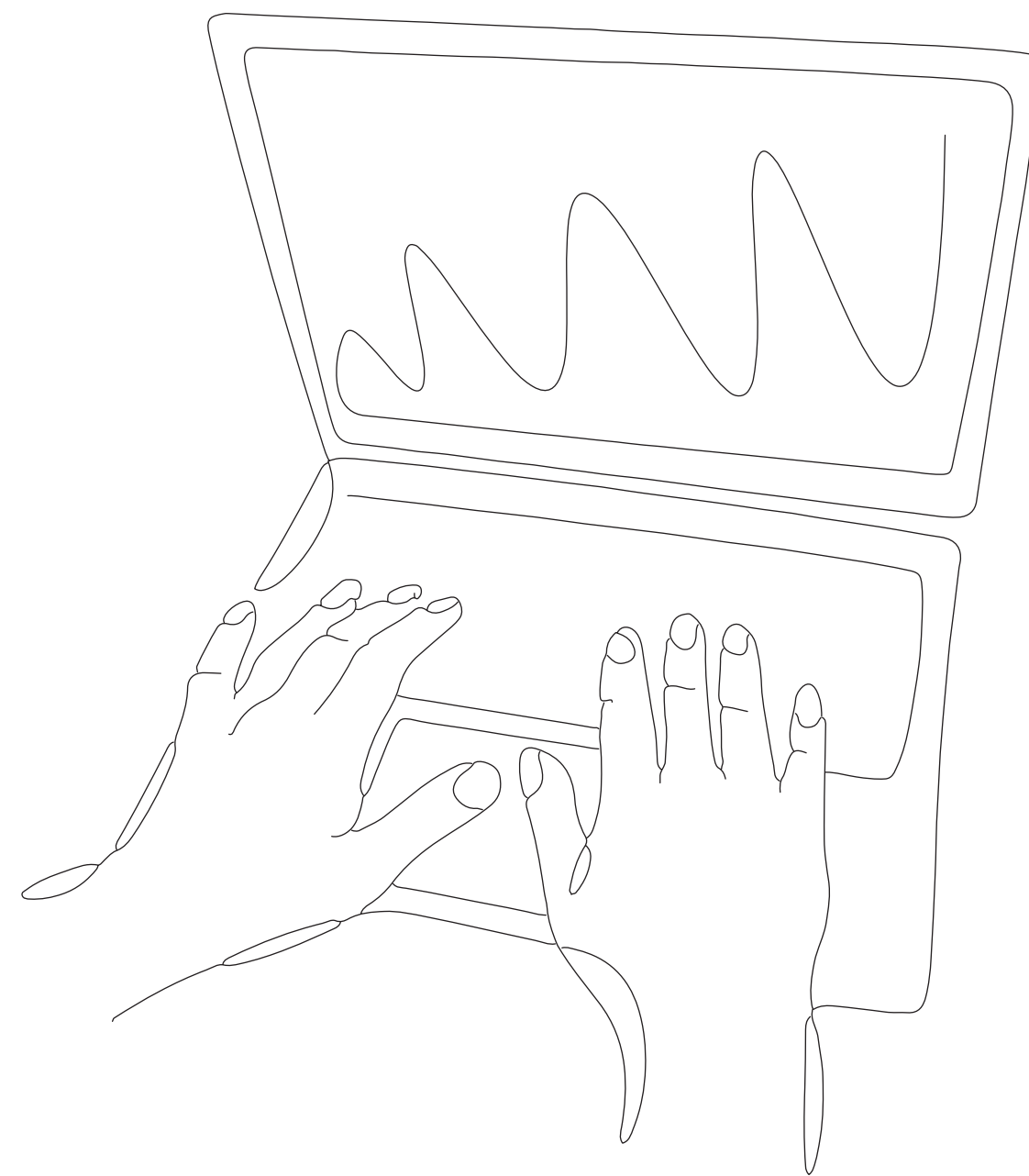
LEARNING THROUGH LOCKDOWN WITH THE STAR ACADEMY

To deliver on its commitment to training team members, The Star Academy centres around three pillars:

- › The Skills Centre
- › The Foundation Centre
- › The Leadership Centre

In response to business disruption caused by the COVID-19 pandemic between July and October 2021, The Star Academy adjusted its approach to delivering learning and development modules. Lockdown Learn & Connect (LL&C) was developed as an online learning and engagement platform for team members and leaders.

Partnering with external training and sponsorship partners, including NSW Rugby League and Gold Coast Titans, 44 virtual learning sessions were designed to support skills and capabilities.



1,500 TEAM MEMBERS
ATTENDED 44 VIRTUAL
LOCKDOWN LEARN &
CONNECT SESSIONS

4,281

PEOPLE TRAINED

15,881.5

HOURS OF TRAINING
RECEIVED

Training received across

SOFT SKILLS

Including: communication, resilience/
change, career development,
emotional intelligence onboarding

TECHNICAL SKILLS

Including: Food and Beverage
Skills Workshops

LEADERSHIP DEVELOPMENT

Including: self awareness,
career conversations, coaching
and mentoring, resilience,
unconscious bias modules



EMPLOYEE ATTRACTION & DEVELOPMENT

BUILDING CAREERS WITH THE SKILLS CENTRE

The Skills Centre houses The Star Culinary Institute, The Star Graduate Program, and the Food and Beverage Skills Program. Designed to attract the best talent to The Star's properties, The Skills Centre provides people with a pathway to long-term careers in hospitality and tourism.

The Star Culinary Institute

Celebrating its 10-year anniversary in FY2022, The Star Culinary Institute (SCI) continues to attract, nurture, and develop apprentices who are highly skilled in the kitchen, and passionate ambassadors for the industry. SCI offers full-time and school-based apprenticeships across Commercial Cookery, Retail Bakery and Patisserie.

OPPORTUNITIES FOR ASPIRING ABORIGINAL AND TORRES STRAIT ISLANDER CHEFS

In FY2022, The Star continued its partnership with The National Indigenous Culinary Institute - a leading organisation aimed at connecting aspiring Aboriginal and Torres Strait Islander chefs with some of Australia's most prestigious fine dining restaurants.

OVER THE LAST 10 YEARS, THE STAR CULINARY INSTITUTE HAS WELCOMED AROUND 480 APPRENTICES.

IN FY2022, 14 APPRENTICES COMPLETED THE PROGRAM, WITH 100% OF THOSE FINDING FULL-TIME ROLES WITHIN THE STAR.

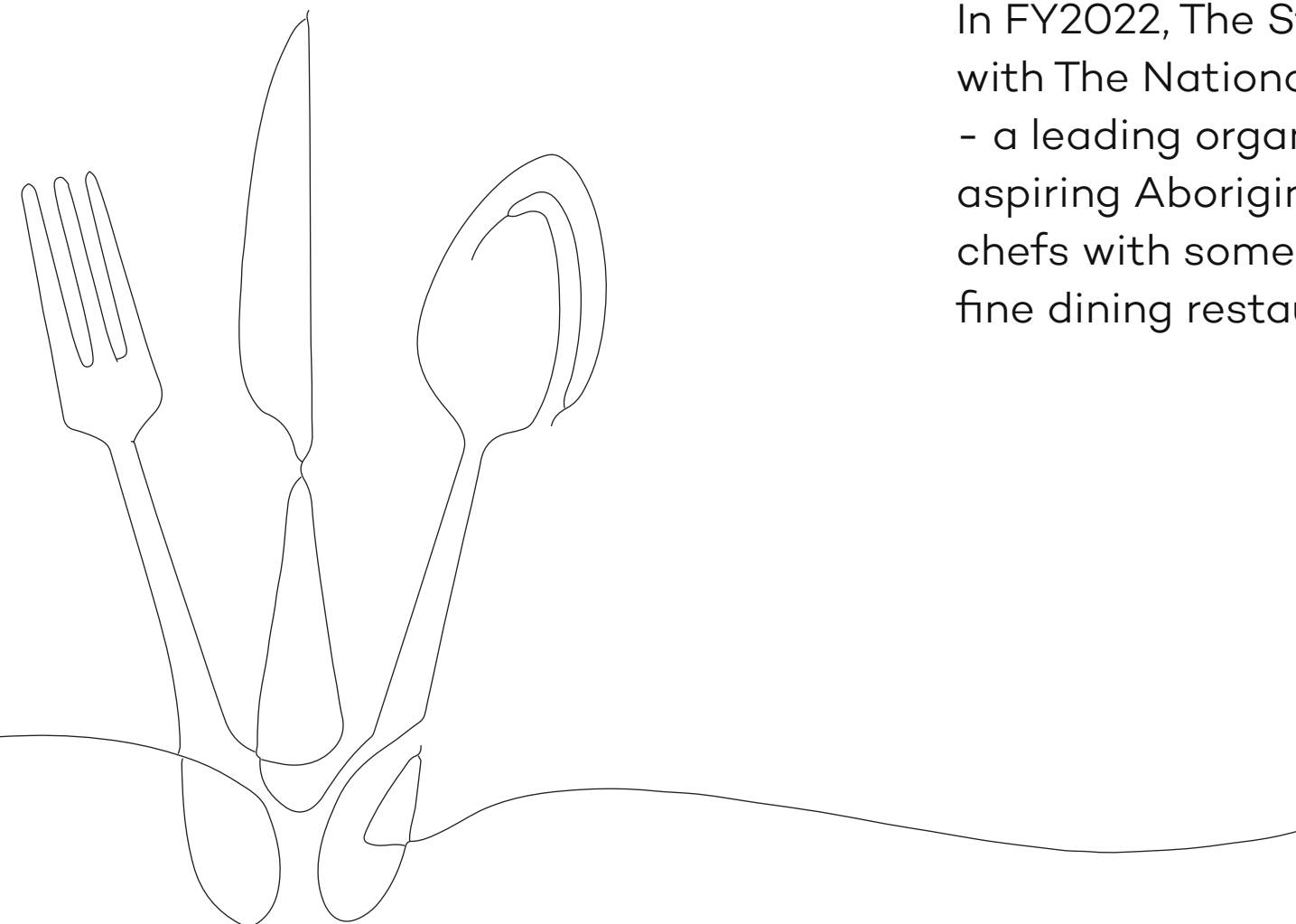
OVER THIS PERIOD, ENROLMENT NUMBERS INCREASED BY 66%, AND MALE-TO-FEMALE ENROLMENT WAS CLOSE TO 50/50.

STAR SPOTLIGHT

AMBER HEATON,
COMMIS CHEF,
THE STAR GOLD
COAST

With two industry award nominations under her belt, Amber has taken ownership of her culinary career by joining the celebrated Kiyomi team. A future leader in the making with a willingness to give freely of her time, Amber has volunteered to mentor a new pastry apprentice and share her strong culinary knowledge, demonstrating her unique ability to develop others while remaining humble.

**Star Awards 2022 Winner:
Service Support**





EMPLOYEE ATTRACTION & DEVELOPMENT

CASE STUDY

AMBER HEATON, DEMI CHEF AT CUCINA VIVO AT THE STAR GOLD COAST

Amber joined The Star Gold Coast as a second-year apprentice at The Star Culinary Institute in 2018, gaining experience across venues including Kiyomi, Sovereign Dining, Cucina Vivo and Nineteen at The Star.

Born into an Italian family, Amber fell in love with cooking after helping her Italian mother and grandmother prepare family meals in the kitchen as a child. She soon developed a passion for food and has been cooking professionally since she was 15. “I’ve always been fascinated with creating cuisine and having worked in kitchens since Year 10, I’m constantly honing my craft,” she says.

During her apprenticeship she was encouraged by her peers and chefs to enter competitions to further develop and showcase her skills, which has seen her cooking alongside other renowned chefs and learning different ways of doing things, keeping her motivated and inspired.

Amber has been awarded various accolades, including

- › 2022 Australasian Tapas Champion;
- › 2021 FHC China International Culinary Arts Young Chef Competition – Gold;
- › 2021 Nestle Golden Chef’s Hat Awards – Gold;
- › 2021 Apprentice Chef of the Year – Restaurant & Catering Awards;
- › 2020 Proud to Be a Chef International Culinary Scholarship; and 2020 La Chaîne des Rôtisseurs.

Amber highlights that the support and guidance she received at The Star has been integral to her success in the culinary world, and she is passionate about her involvement with apprentices in a mentoring and training capacity.



“I WOULDN’T BE WHERE I AM TODAY WITHOUT THE STAR,” SHE SAYS. “I HOPE ONE DAY I’LL INSPIRE THE YOUNGER GENERATION.”



EMPLOYEE ATTRACTION & DEVELOPMENT

PATHWAYS FROM UNIVERSITY WITH THE STAR GRADUATE PROGRAM

Established in 2018, 43 tertiary-educated graduates have been welcomed across the Technical (IT), Hospitality and Corporate programs. In January 2022, a new cohort of 14 graduates was welcomed.

The Star Graduate Program has maintained a 100% employability and retention, with 19 graduates who have completed the program securing full-time roles and 24 still currently completing the 2021 & 2022 programs.

Addressing staff shortages through the Food & Beverage Skills Program

In response to challenges posed by labour shortages in hospitality, The Star Academy developed a fast-track basic skills program with the aim of rapidly upskilling candidates to meet demand.

The four-day on-boarding and skills training allows any vacancies throughout venues across The Star's three properties to be filled efficiently with team members who demonstrate a positive attitude and aptitude and who possess the necessary skills to deliver exceptional guest service.

THE STAR ACADEMY IN
SYDNEY INVESTED IN A
PURPOSE-BUILT FOOD &
BEVERAGE SKILLS ACADEMY
THAT OPENED IN FEBRUARY
2022, WHICH WILL BE
REPLICATED AT THE STAR
GOLD COAST AND QUEEN'S
WHARF BRISBANE.





EMPLOYEE ATTRACTION & DEVELOPMENT

DEVELOPING LEADERS THROUGH THE LEADERSHIP CENTRE

In FY2022, The Leadership Centre's priorities for development include:

› **Leadership Coach Support Program**

The Star Academy continued the Leaders Coach Support Program, which was first rolled out in the previous financial year. It offers two internal coaching engagement modules, and includes transition coaching for senior leaders moving into promoted roles.

› **New People Leader**

The Star is committed to ensuring that every new leader is equipped with the necessary tools for success in their new role, whether an internal promotion or external hire. A dedicated platform was rolled out, providing a "one-stop-shop" and includes on-boarding modules for 30, 60 or 90 days.

Formal Leadership Development

The Star has partnered with Courageous Leader, an external organisation to deliver two new group-wide leadership development offerings – Discovery Suite and the Supernova Program.

Discovery Suite

Discovery Suite is accessible to People Leaders within the organisation, as a suite of seven development modules encapsulating what leadership looks like at The Star. This elevates the capability of our leaders through continuous learning.

The Supernova Program

The Supernova Program is a specialised leadership program that supports skill development for people who have been identified as future senior leaders in The Star's talent review.

It develops the skills, knowledge, and behaviours to implement the wider business strategy, and is continually measured to ensure that The Star is retaining and growing top talent.

Participating future leaders meet the following criteria:

- › **Critical Skills Shortage** – Any leader who is from a division that is considered a skills shortage sector was selected as a priority
- › **Asian leadership** – All nine Asian leaders who expressed interest were selected, considering The Star's cultural diversity targets
- › **Female Leadership** – The selection panel agreed to a 2 to 1 ratio of female to male participants, to emphasise the development of our female leaders
- › **Potential lateral movement to skills shortage divisions** – Any leader who was considered to have the potential to move laterally to a senior leadership role in a skills shortage sector
- › **Impact of loss and risk of loss** – Any leader who was identified as having a high impact and risk of loss






OTHER INFORMATION



ASSURANCE STATEMENT



Building a better working world

Independent Limited Assurance Statement to the Management and Directors of The Star Entertainment Group Limited

Our Conclusion:

Ernst & Young ('EY', 'we') was engaged by The Star Entertainment Group ('The Star') to undertake 'limited assurance' as defined by Australian Auditing Standards, hereafter referred to as a 'review', over selected sustainability disclosures presented within The Star's Sustainability Report ('the Report') for the year ended 30 June 2022. Based on our review, nothing came to our attention that caused us to believe that the selected sustainability disclosures have not been prepared and presented fairly, in all material respects, in accordance with the criteria defined below.

What our review covered

We carried out a review over selected sustainability disclosures comprising the performance metrics listed in the table below, as well as selected qualitative disclosures relating to these sustainability metrics, disclosed in the Report for the year ended 30 June 2022.

Topic	Selected sustainability disclosures	Value
Environment	Total Scope 1 greenhouse gas emissions (tCO ₂ -e)	8,761
	Total Scope 2 greenhouse gas emissions (tCO ₂ -e)	88,077
	Total energy consumption (Gigajoules)	567,719
	Recycling rate (%)	33%
	Water consumption (KL)	598,603
Workforce diversity	Female representation across: <ul style="list-style-type: none">Employees (%)Leadership positions (%)	45% 38%
	Gender pay gap (%)	6.7%
Employee safety	Total recordable injury frequency rate (#)	11.8
Responsible gaming	Total number of self-exclusions (#)	395
	Total number of welfare checks (#)	1,171

We also reviewed The Star's reported alignment to the self-declared Core level of 'in accordance' reporting requirements of the Global Reporting Initiative's ('GRI') Standards.

Criteria applied by The Star

In preparing the selected disclosures, The Star applied the following criteria:

- World Business Council for Sustainable Development (WBCSD) and World Resources Institute (WRI) The Greenhouse Gas Protocol (GHG Protocol): A Corporate Accounting and Reporting Standard Revised Edition 2004
- National Greenhouse Account Factors August 2021
- GRI 2016 Standards
- Company-specific definitions that are publicly disclosed within the Basis of Preparation.

Key responsibilities


EY's responsibilities, independence and quality control.

Our responsibility is to express a limited assurance conclusion on selected disclosures included in the Report based on the evidence we obtained. We have maintained our independence and confirm that we have met the requirements of the *APES 110 Code of Ethics for Professional Accountants*, and have the required competencies and experience to conduct this assurance engagement.

Those standards require that we plan and perform our engagement to obtain limited assurance about whether, in all material respects, the Subject Matter is presented in accordance with the Criteria, and to issue a report. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risk of material misstatement, whether due to fraud or error.

The Star's responsibilities

The Star's management ('Management') was responsible for selecting the Criteria, and for presenting the selected sustainability disclosures in accordance with that Criteria. This responsibility included establishing and maintaining internal controls, adequate records and making estimates that are relevant to the preparation of the subject matter, such that It is free from material misstatement, whether due to fraud or error.



Building a better working world

Our approach to conducting the review

We conducted our review in accordance with the Australian Standards for *Assurance Engagements Other Than Audits or Reviews of Historical Financial Information* ('ASAE 3000'), *Assurance Engagements on Greenhouse Gas Statements* ('ASAE 3410') and the terms of reference for this engagement as agreed with The Star on 15 February 2022.

Description of review procedures performed

A review consists of making enquiries, primarily of persons responsible for preparing the selected disclosures and related information, and applying analytical and other review procedures including:

- Conducting interviews with key personnel to understand The Star's process for collecting, collating and reporting the selected disclosures during the reporting period
- Checking that the Criteria has been reasonably applied in preparing the selected disclosures
- Checking the reasonableness of assumptions
- Inquiring of personnel to identify risks of underreporting and quality controls
- Undertaking data analytics to check the reasonableness of the data supporting disclosures, such as analysis of month on month changes in the consumption of various energy sources
- Performing recalculations of performance metrics to confirm quantities stated were replicable, such as performing a recalculation of greenhouse gas emissions using source data and the relevant emissions factor as defined by the Criteria
- Assessing evidence on a sample basis, such as selecting a sample of non-recordable health and safety incidents and assessing whether the incident description suggested that they should have been classified as recordable incidents
- Checking aggregation of selected disclosures and transcription to the Report
- Checking the appropriateness of the presentation relating to the selected disclosures.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusions.


Limited Assurance

Procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

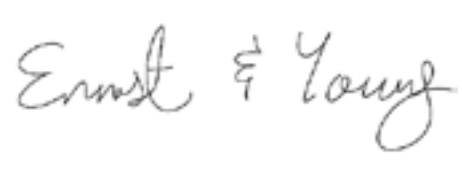
While we consider the effectiveness of Management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Further, our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

Use of our Assurance Statement

We disclaim any assumption of responsibility for any reliance on this assurance statement, or on the selected disclosures to which it relates, to any persons other than the management and the Directors of The Star, or for any purpose other than that for which it was prepared.



Nicky Landsbergen
Partner
20 October 2022



Ernst & Young
Sydney, Australia



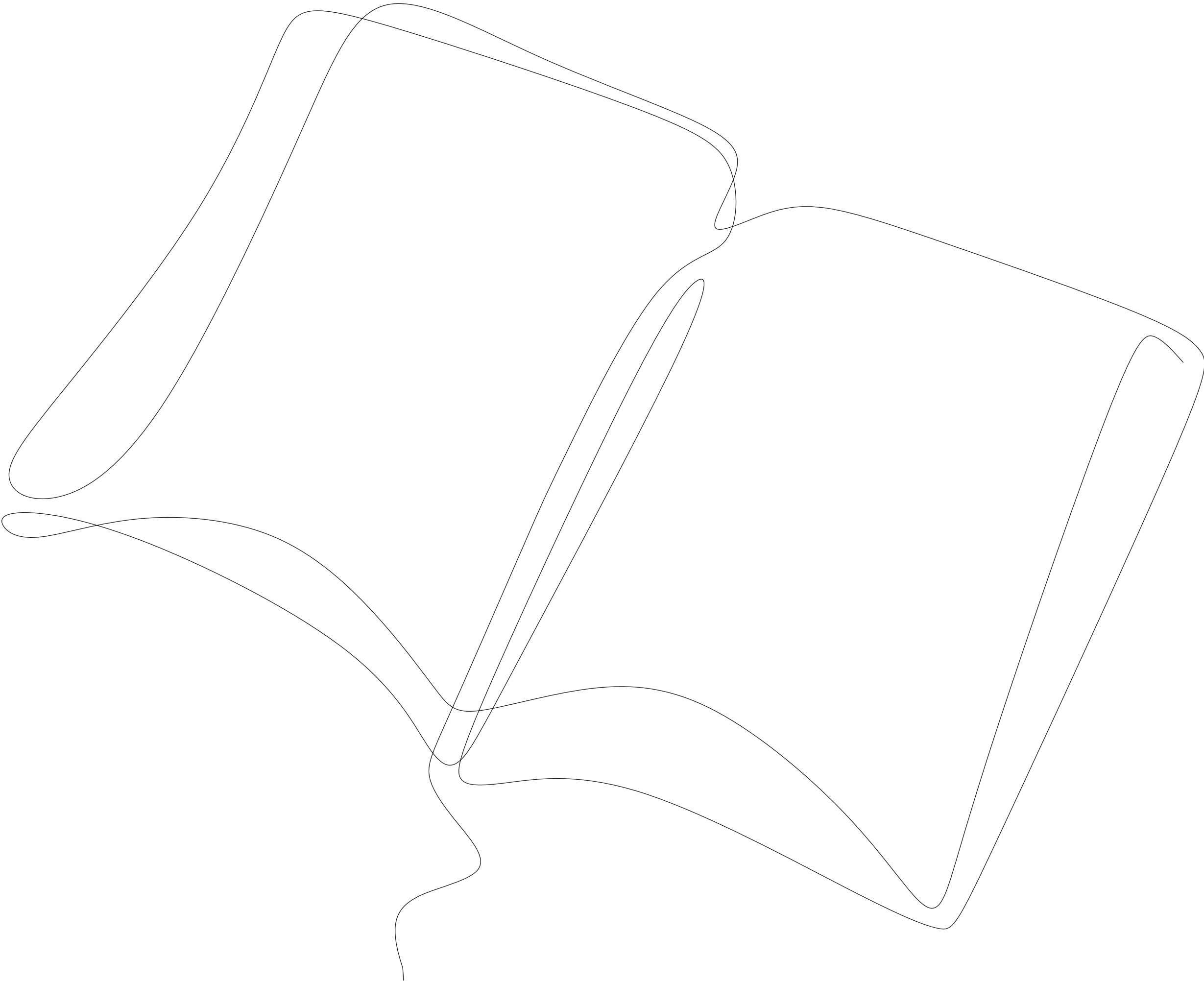
REPORT SUMMARY STATEMENT

ADDITIONAL REPORTING AND REFERENCES

This Report forms one part of our ESG disclosure for the year. Additional reports, assessments and statements support our performance outcomes and the management of our ESG material issues which can be found on our corporate website.

A summary of 2022 documents have been included below:

- › The Star Entertainment Group 2022 Annual Report
- › Modern Slavery and Human Trafficking Statement
- › Materiality Assessment
- › Climate-related Disclosures Report
- › UN Global Compact signatory information and Letter of Commitment
- › ESG Metrics summaries
- › The Star Entertainment Group Workplace Gender Equality Agency Report
- › Global Reporting Initiative Framework





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THE  STAR ENTERTAINMENT GROUP